

**CITY COUNCIL AND PLANNING & ZONING COMMISSION
JOINT MEETING AGENDA MEMO**

Meeting Date: Staff Member/Dept:

Agenda Item:

Recommended Motion:

Reasons for Recommendation:

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

Sustainability Impact:

Financial Impact:

Attachments:

- | |
|--|
| 1. ReconMR Executive Summary Memo & Presentation: Survey Results |
| 2. Clarion Associates Memo & Presentation: Proposed Updates to Core Community Values and Plan Organization |

Executive Summary- 2024 Ketchum Community Survey

The City of Ketchum is currently updating its Comprehensive Plan. Recognizing the significance of community input in this endeavor, the City decided to adopt a proactive, data-centric approach to community engagement. The 2024 Ketchum Community Survey is the first statistically valid survey the city has conducted in its history. Its primary aim was to collect and analyze the perspectives of residents, business owners, and employees on critical matters related to the present and future state of life in Ketchum.

The questionnaire design process began with a careful review of previous questionnaires from similarly sized communities in the region and the ten core community values in Ketchum's 2014 Comprehensive Plan. Survey topics include quality of place, housing, sustainability, city performance and government operations, importance and alignment with core community values, parking, Mountain Rides public transit, and more.

The 2024 Ketchum Community Survey tried to reach out to all Ketchum residents and local businesses through address-based sample (ABS) and City of Ketchum-driven outreach. In addition, the city provided a list of 587 local businesses. All businesses in this list received a postcard with instructions on how to take the survey. The effort resulted in 540 completed surveys – 347 from residents who do not work in Ketchum, and 193 from residents who either own or work at a local business.

Results

Where Ketchum stands out: The vast majority of residents (84%) feel that Ketchum is a better place to live than other cities and towns. Residents' opinions on Ketchum as a place to live are consistent across demographics.

Good progress: Core Community Values – Comprehensive Plan Update

- Scenic beauty / Environmental quality is the second most important core value. Most residents align with this and feel that significant progress has been made in this area.
- Exceptional recreation is broadly aligned core value, although lower in importance compared to housing and environmental quality. Residents feel that good progress has been made in this area.

Good Performance: City Services

8 out of 10 gave high performance ratings to emergency services, public transit, and parks.

- Fire/ EMT services is the second most important city service and has the highest performance ratings out of all city services.
- The majority of residents are satisfied with the frequency and stop locations of Mountain Rides public transit. This is the fifth most important city service and has the second highest performance rating out of all city services.
- Parks / open space is the third most important city service and has the second highest performance rating.

Where Ketchum can improve: Although most residents feel that Ketchum is better than other cities, 51% indicated that the city is headed in the wrong direction.

Room for Improvement: Core Community Values - Comprehensive Plan Update

- Housing is the most important core value to address, and three quarters of residents think that progress has been insufficient.
- In addition to addressing housing concerns, residents feel that progress has been slow in addressing environmental sustainability and preserving Ketchum's character. These are the third and fourth most important core values.
- 54% of residents mentioned affordability of housing or workforce housing as the most important issue facing Ketchum in the next two years.
- In response to the question "What are the two most important issues for the City of Ketchum to address over the next two years," Ketchum residents mentioned both housing affordability and preserving the character of the city. Residents want both items addressed in the Comprehensive Plan Update.
- Housing for employees is the most important issue facing Ketchum businesses (this question was asked only of business owners and employees of local businesses)
- Residents perceive the city has not done enough to address the housing situation. Half of residents disagreed with the statement "I approve of the City of Ketchum's housing efforts."
- 8 out of 10 residents agree that the city should work with the community to help find housing solutions.

Room for Improvement: City Services

- Housing – This is the most important city service, and 60% of residents feel that the city is underperforming in this area.
- Planning for growth - although lower in importance compared to housing and emergency services, 56% of residents feel the city is underperforming here. Planning for growth goes hand-in-hand with community character, which is an important and broadly aligned core value.
- Streets and sidewalks – This received the third lowest performance ratings and is the fourth most important city service. Although not the most important item, improvements to roads and sidewalks would benefit most residents.
 - Over 90% of residents walk and use personal vehicles for transportation.
 - "Sidewalks" were identified as the most desired transportation improvement by one-third of residents.

Importance, Progress, and Alignment with the Ten Core Community Values

Nine out of the ten core values laid out in Ketchum’s 2014 Comprehensive Plan align with the majority of residents. “Working as a region” has the lowest level of alignment, with slightly less than half saying this aligns with their vision for Ketchum.

Ketchum should focus first on housing options, preserving the city’s character, and ‘green’ initiatives. These are some of the most important values, and residents feel the least amount of progress has been made in these areas. While environmental quality and recreation options are important, the majority of residents feel that good progress has been made here.

Below are the ten Core Community Values from Ketchum’s 2014 Comprehensive Plan, organized into groups based on importance.

Most Important:

- Variety of housing options: Most important and lowest progress
- Environmental Quality and Scenic Beauty: Second most important and good progress
- A ‘Greener’ community: Third most important and room for progress.
- Community character: Fourth most important and second lowest progress

Moderately important:

- Strong and diverse economy: third lowest progress
- Vibrant downtown: room for progress
- Exceptional recreation: most progress out of all values

Less important:

- Well-connected community: moderate progress
- Enlivened by the Arts and culture: good progress
- Working as a region: least aligned and moderate progress

Where to get more information:

The full report containing visualized data and written findings for all survey questions will be available on March 22nd via a DisplayR dashboard. ReconMR will provide a link to the City to distribute to all interested parties. The dashboard can be exported to PowerPoint and PDF formats.



City of Ketchum 2024 Community Survey



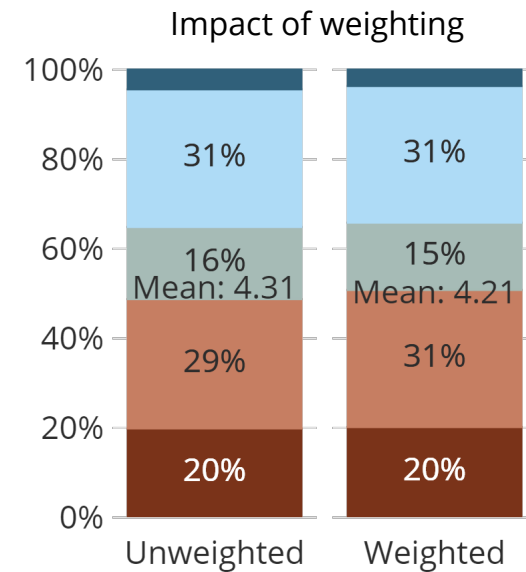
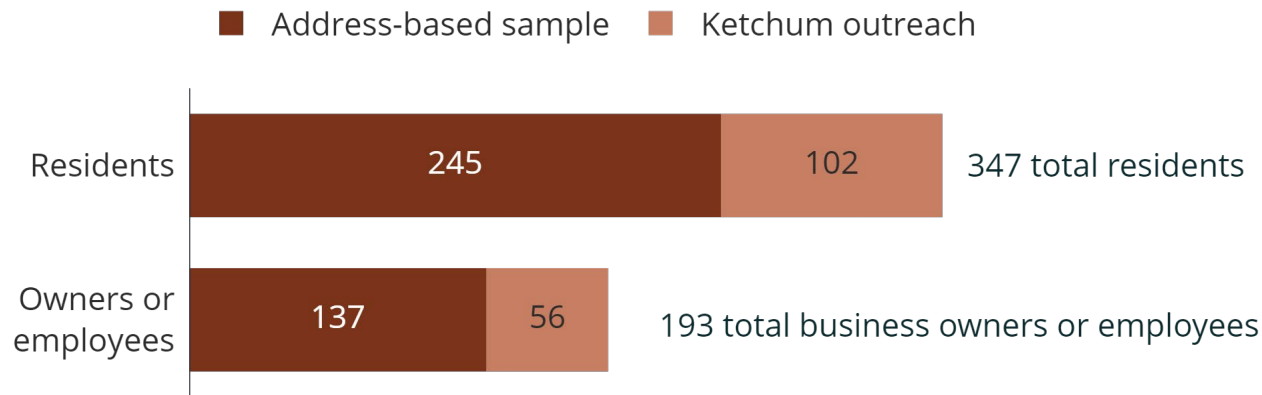


Methodology

The 2024 Ketchum Community Survey attempted to reach out to all Ketchum residents and local businesses through a combination of Address-based sample (ABS) and City of Ketchum-driven outreach.

This effort resulted in a total of 540 completed surveys; 347 from residents who do not work in the city, and 193 from residents who either own or work at a local business.

To ensure representation and be able to project to the population, the data were weighted based on age within gender. Weighting does change the numbers slightly but does not impact the storylines.





Overview of Key Findings

Ketchum's residents value and recognize the environmental quality, scenic beauty, parks, and recreation opportunities afforded to them.

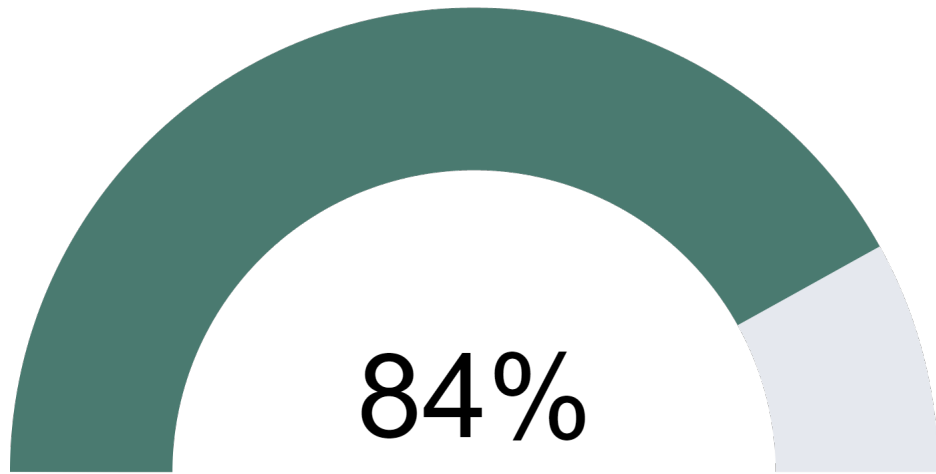
- Residents feel that the City has made good progress on environmental quality and recreational opportunities. These are broadly aligned core values.
- Residents gave high performance ratings to parks, emergency services, and Mountain Rides.

The city also faces challenges related to housing and balancing growth with community character, environmental sustainability, and maintaining high standards of living.

- Where Ketchum can improve: Housing, community character, and sustainability
 - These are all broadly aligned core values, and residents feel that progress has been slower.
 - "Variety of housing types" is the single most important core value to address in the Comprehensive Plan Update.



Scenic Beauty and Recreation Set Ketchum Apart



of residents think Ketchum is a better place to live than other cities

Scenic Beauty

#2 most important
& most broadly aligned
core value



60%

of residents think the City has made good progress over the last 10 years

Exceptional Recreation

Progress is widely recognized,
2nd most broadly aligned core value,
6th most important



71%

of residents think the City has made good progress over the last 10 years

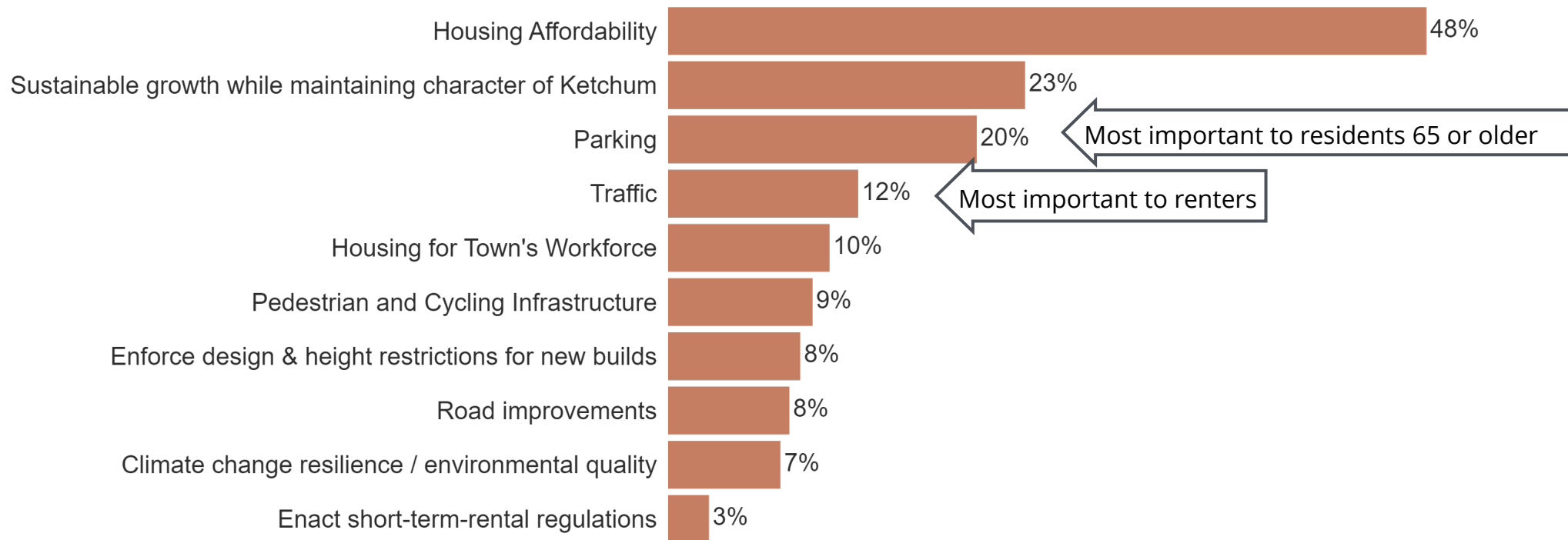


Most Important Issues Facing Ketchum Residents

#1 Issue: Affordability of housing - This is particularly important to residents under 45.

#2 Issue: Preserving the character of Ketchum - Many residents mentioned both housing affordability **AND** preservation of Ketchum's character as their top two concerns.

What are the two most important issues for the City of Ketchum to address over the next two years?
[Coded responses from open ended question]





Common theme: Housing Concerns are Widely Recognized



of survey respondents specifically mentioned "**Housing affordability**" or "**workforce housing**" as the top issue facing Ketchum in the next two years (*open-ended question*)

"Variety of housing options" is the #1 most important core value

Majority of residents align with this core value

Majority do not think the City has made good progress in addressing this core value over the last 10 years



78%

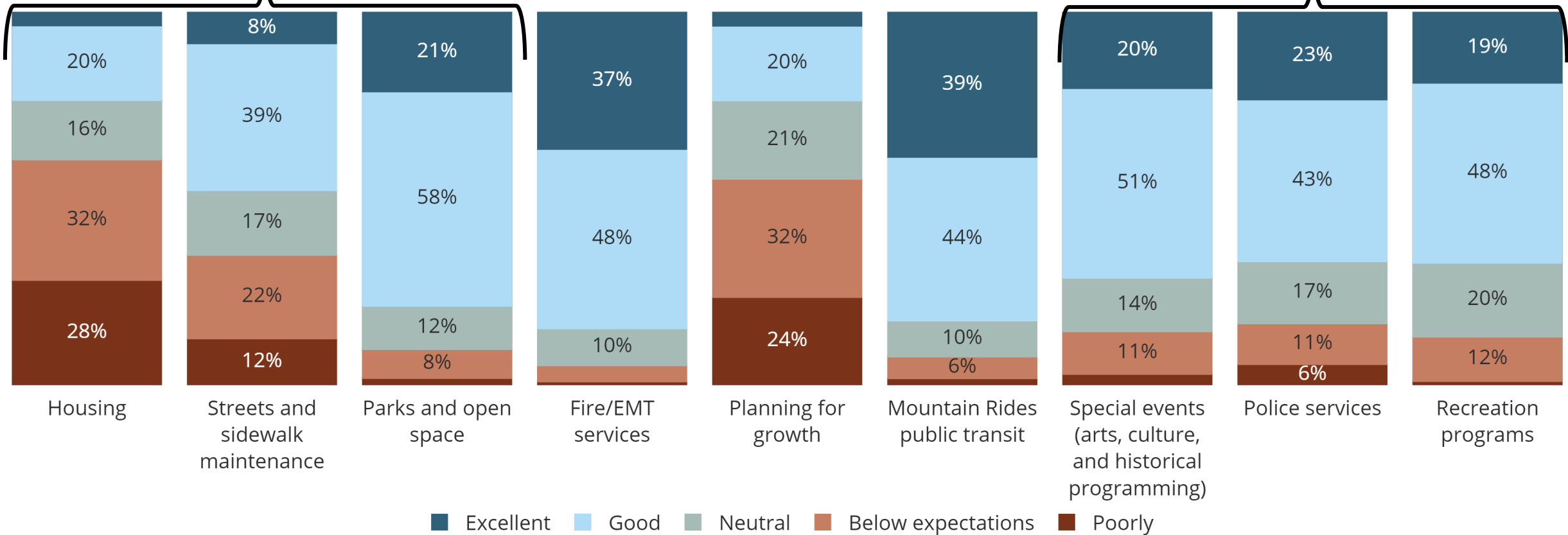


Performance on City Services

How well does the City of Ketchum perform in the following areas?

These are items that residents selected as top priorities

These are items that residents selected as bottom priorities



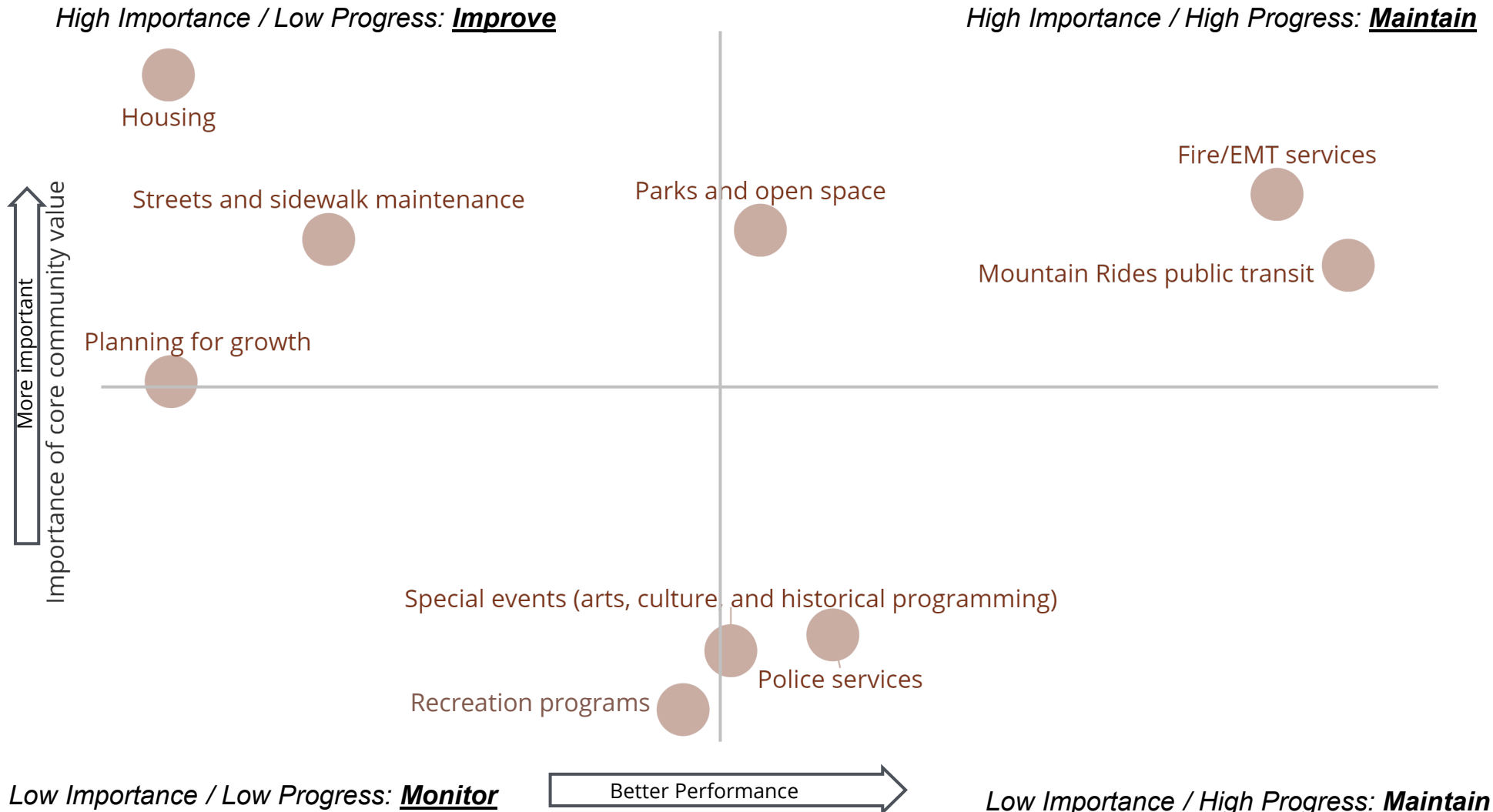


Importance and Performance for City Services

The three areas where Ketchum should focus are:

- Housing
- Streets and sidewalk maintenance, and
- Planning for growth.

Size of bubble has no relevance in this slide



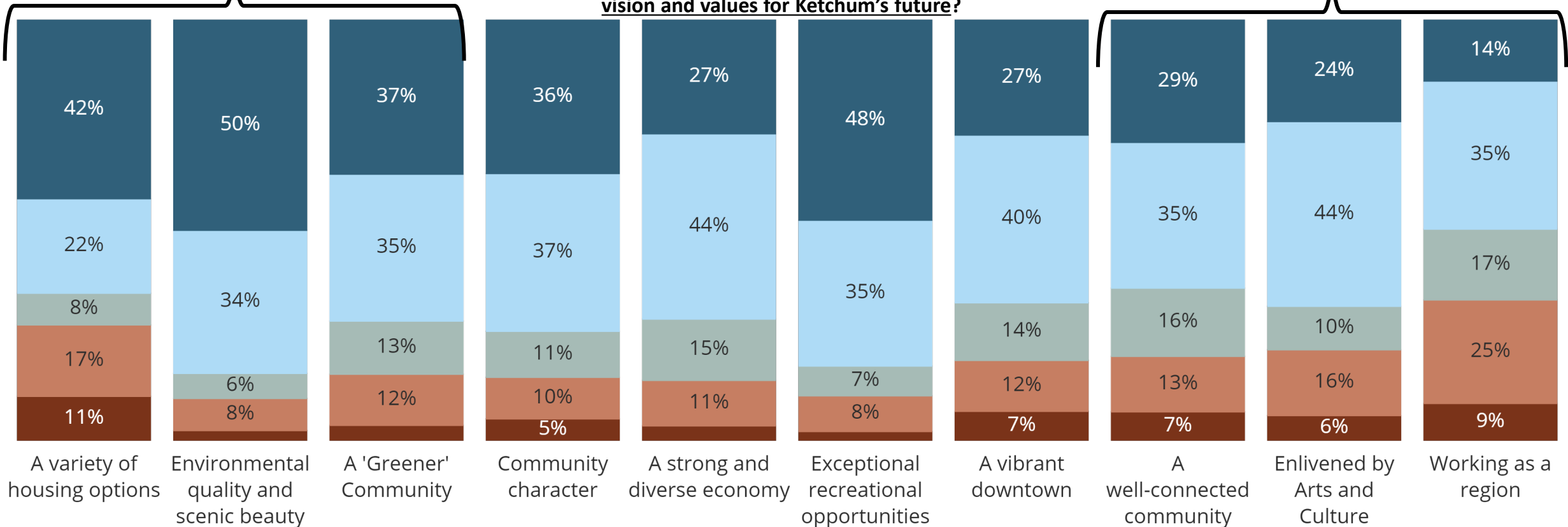


Alignment with Core Values

High Importance

Low Importance

How well do each of the "core community values" below from the current Comprehensive Plan align with your vision and values for Ketchum's future?



■ Very aligned
 ■ Somewhat aligned
 ■ Neutral
 ■ Not very aligned
 ■ Not aligned at all



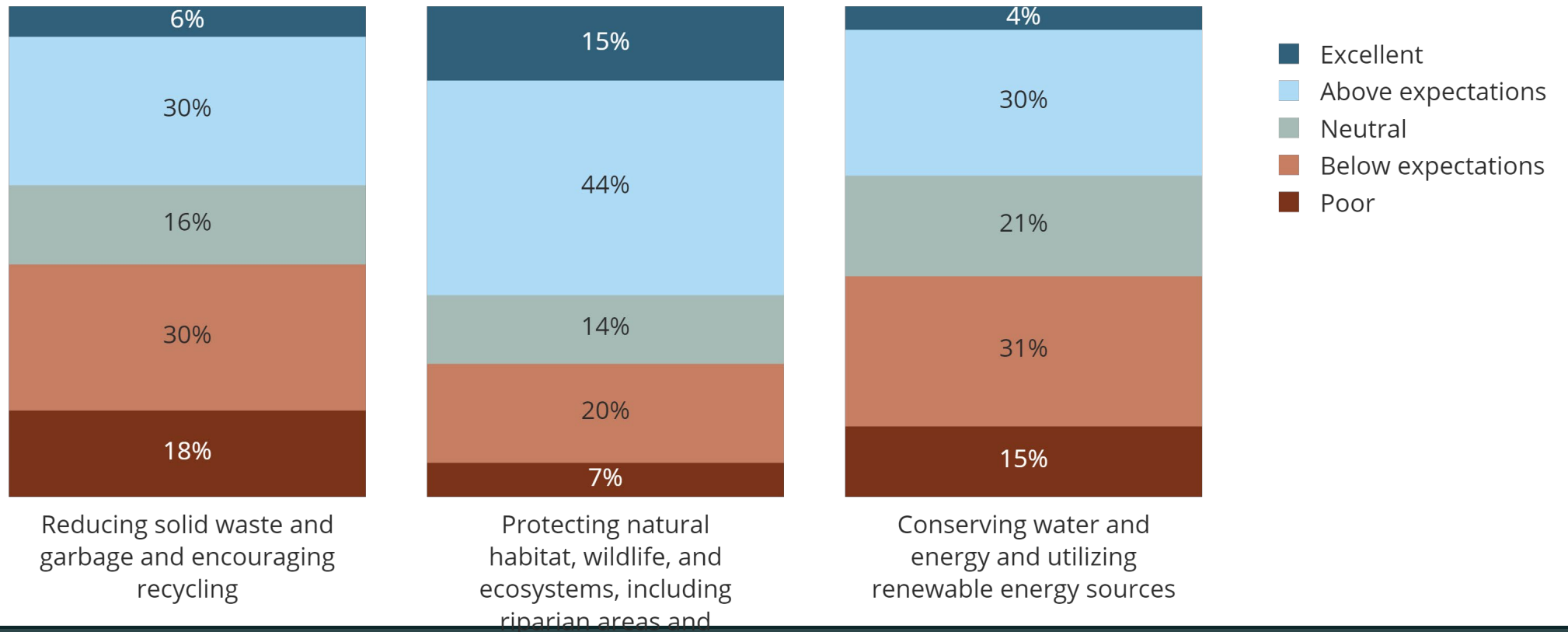


A 'Greener' Community

6 out of 10 residents feel that the City of Ketchum exceeds expectations in its effort to protect natural habitat and wildlife.

Room for improvement: Reducing waste, encouraging recycling, conserving resources, and utilizing renewable energy.

Please rate the City of Ketchum's environmental stewardship efforts:



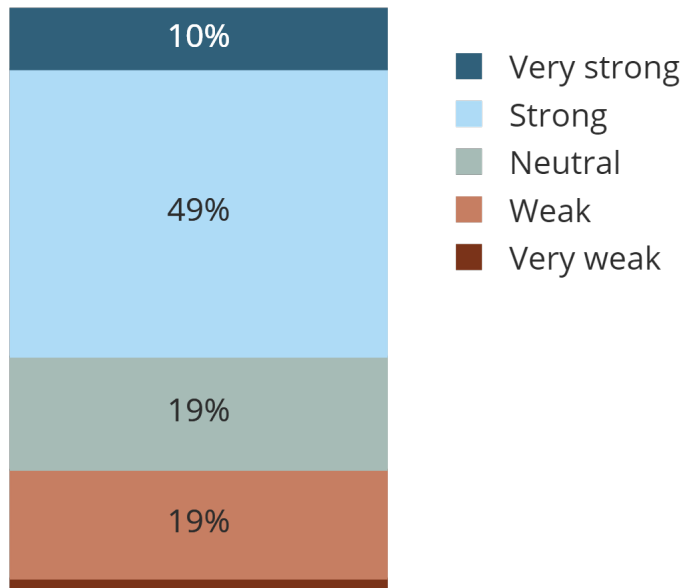


A Strong and Diverse Economy

Majority feel the local economy is strong. This is consistent across residents, business owners, and employees. However, local businesses face unique challenges, and half of business owners/employees would not recommend starting a business in Ketchum. 40% feel that Ketchum is a worse place to operate a business than other cities.

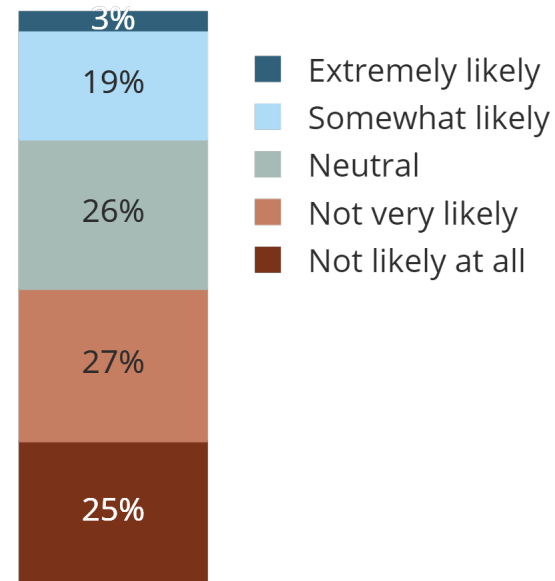
How would you rate the state of Ketchum's economy?

[Asked of all respondents]



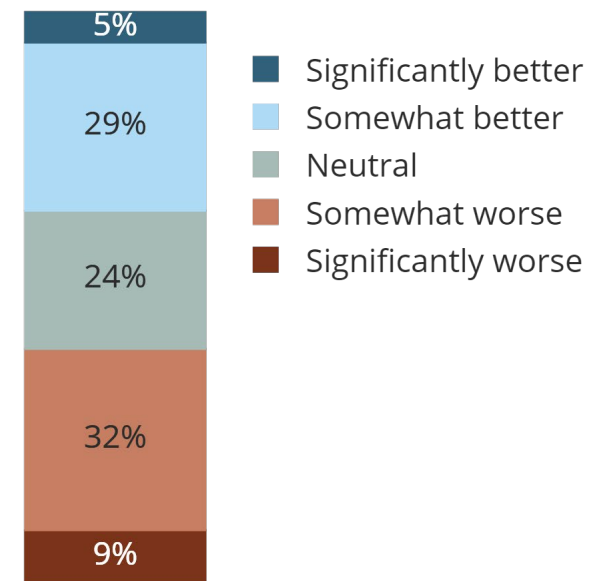
How likely are you to recommend starting a business in Ketchum?

[Asked only of Ketchum business owners and employees]



Compared to other cities and towns, how would you rate Ketchum as a place to own or operate a business?

[Asked only of Ketchum business owners and employees]





Common theme: Balancing Growth and Character

#2 most mentioned issue: Preserving the character of Ketchum - Many residents mentioned both housing affordability **AND** preservation of Ketchum's character as their top two concerns.

"One, affordable housing; two, avoid overbuilding, moderate growth"

"1) Retaining Ketchum's historic and charming character (might be too late for this). 2) Housing"

"Responsible growth plan and housing for service workers"

What are the two most important issues facing Ketchum in the next two years?

"Affordable housing and managing the growth in Ketchum"

"Affordable housing, doing the best you can to keep our town from turning into a town filled only with second homes."

"Preserve the heritage and history of Ketchum while continuing to modernize and grow"

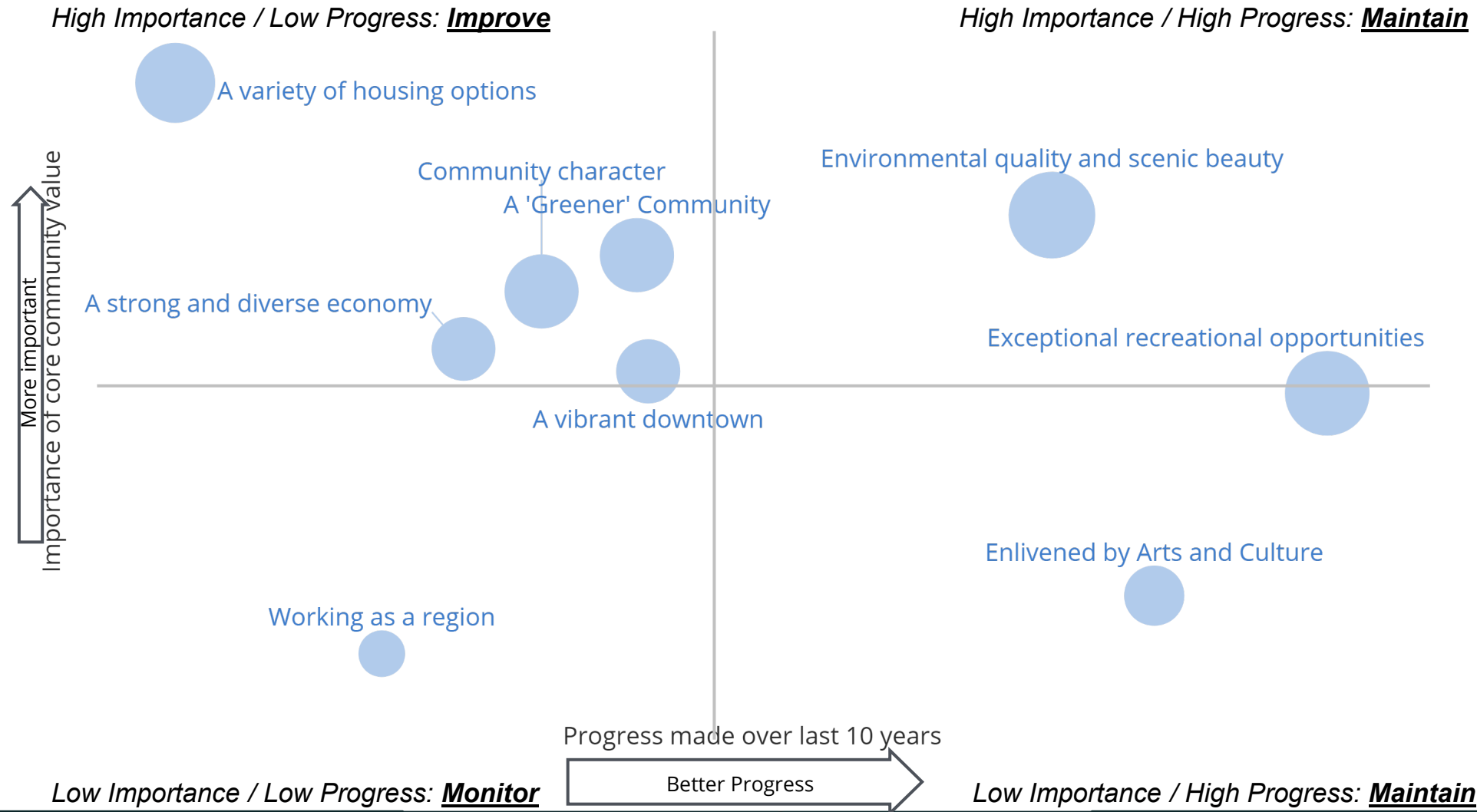


Ketchum's Core Community Values

The three areas where Ketchum should focus are:

- Providing a variety of housing options
- Working toward a strong and diverse economy, and
- Preserving the city's character.

Size of bubble indicates how well each core community value aligns with respondents' vision and values for Ketchum's future. Bigger bubble = More aligned.





Conclusions and Recommendations

Where Ketchum Does Well:

- High quality of life
- Environmental quality
- Scenic beauty
- Exceptional recreational opportunities
- Providing quality arts and cultural offerings
- Providing quality parks and open spaces
- Providing quality public transportation, and
- Providing quality fire/EMT services

Where Ketchum Need to Focus:

Housing

- Most important core value and city service
- Lowest progress and performance
- Disproportionate impact on small businesses and employees

Balancing growth and quality of life

- Maintaining environmental sustainability
- Maintaining the unique community character
- Ensuring adequate infrastructure for a growing city

For more information, full survey results will be available on March 22nd via the reporting dashboard.

Proposed Updates to Core Community Values and Plan Organization

March 2024

BACKGROUND

The purpose of this document is to outline proposed updates to the Core Community Values in the 2014 Comprehensive Plan and the overall organization of goals and policies in the Plan for discussion with the City Council and Planning Commission. Edits to the narratives associated with each value have not been proposed at this time, but are likely to be discussed at the Joint City Council and Planning Commission meeting in May, pending feedback gathered during the first round of community and stakeholder engagement in April. Proposed updates are based on the following:

- Community survey results.** In early 2024, the City of Ketchum conducted a statistically valid community survey (designed and administered by ReconMR) to gauge overall community satisfaction on city services, quality of life, and a range of other issues. The survey also included a series of questions to help inform the Cohesive Ketchum process and specifically gauge community sentiment surrounding the Core Community Values in the 2014 Comprehensive Plan. The survey was completed by 496 residents and 46 businesses.
- Input from community advisory groups.** As part of initial meetings for the Cohesive Ketchum process in January 2024, the Citizens Advisory Committee (CAC) and Technical Advisory Group (TAG) were asked to weigh in specifically on the Core Community Values in the 2014 Comprehensive Plan. An overview of each group's role in the Cohesive Ketchum process is outlined in the Preliminary Public Engagement Plan on the project website.
- Comprehensive Plan Audit recommendations.** An Audit of the 2014 Comprehensive Plan was completed during Phase 1 to help inform the scope of the Cohesive Ketchum process. The Audit highlights the overarching themes that will guide the Comprehensive Plan update and provides a section-by-section overview of recommended updates for each section of the Plan; supporting data, analysis, and plans that will help inform those updates; and other opportunities to help improve the clarity and user-friendliness of the Plan.

CORE COMMUNITY VALUES (2014)

- A Strong and Diverse Economy
- Vibrant Downtown
- Community Character
- A Variety of Housing Options
- Environmental Quality and Scenic Beauty
- Exceptional Recreational Opportunities
- Well-Connected Community
- Enlivened by the Arts and Culture
- Working as a Region
- A "Greener" Community

WHAT WE HEARD

KEY TAKEAWAYS

CORE COMMUNITY VALUES

- Overall, the 2014 Core Community Values still resonate with the community.** Both the CAC and TAG confirmed during their respective meetings that the Core Community Values in the 2014 Plan are still relevant in Ketchum today. The community survey results confirm this sentiment, showing that all Core Community Values (except 'Working as a Region') are more aligned than not with respondents' vision for the future of Ketchum.

PLAN ORGANIZATION

- Plan users struggle to connect the Core Community Values to the goals and policies included in the Comprehensive Plan.** The Comprehensive Plan covers a wide range of topics, each of which is important to the quality of life in Ketchum. While some of the Core Community Values in the Plan have a corresponding chapter in the Policy Framework (e.g., 'A Strong Diverse Economy'), others do not, leading users of the Plan to question which goals, policies, and implementation strategies will be employed to help advance the community's vision with respect to other Core Community Values. Opportunities to establish a clear throughline within the Plan should be considered, with a focus on the relationship between cross-cutting topics, like sustainability and resilience.
- Alignment is needed between the implementation section of the updated Plan and the City's new long-term planning framework.** City staff has developed a new integrated planning framework which seeks to align long-term visionary goals with mid- and short-term work plans. This new approach will incorporate actions/tasks from the implementation section of the Comprehensive Plan into the City's Guidebook and annual Work Plan. The implementation section of the updated Plan needs to be reworked so that it easily translates into Guidebook strategies and Work Plan tasks. Additional information about the City's [planning framework](#) and [citywide work plan](#) can be found on the City's website.



FEEDBACK BY GROUP

COMMUNITY SURVEY RESULTS

- Survey results show that the values of ‘Environmental Quality and Scenic Beauty’ and ‘Exceptional Recreational Opportunities’ are most closely aligned with residents’ vision for Ketchum’s future (82 percent and 81 percent, respectively) but when asked to rank which Core Community Value was most important to participants, ‘A Variety of Housing Options’ received the most votes.
- ‘Working as a Region’ was least aligned with residents’ vision for the future (33 percent) and also ranked least important of all Core Community Values. Notably, regional collaboration was identified as one of seven key themes that emerged from initial stakeholder meetings during Phase 1 of the Cohesive Ketchum process, as highlighted in the Plan Audit.
- Nearly half of survey respondents do not approve of the housing efforts made by the City thus far, and 80 percent believe the City should work with the community to find housing solutions. Any updates made to the Core Community Value of ‘A Variety of Housing Options’ should align with the goals and policies of the Housing Action Plan or stem from in-depth discussions with community members.
- Roughly 20 percent of all respondents left open-ended comments about other values that were important to them (but that were not reflected in the Core Community Values listed). However, after reviewing the comments provided, it appears that many of the topics mentioned by respondents are addressed in the Comprehensive Plan, even if not explicitly stated in the Core Community Values. For example respondents expressed concern about, “poor governance,” noted that they wanted, “[the] City to listen to locals,” and “community involvement with governance.” The current plan contains an entire chapter related to municipal governance and community engagement (Chapter 11: High Performing Community).
- Open-ended comments related to the Core Community Values also included responses like “Maintaining historical character of city,” “Maintaining old west culture” and “Preserving our old west heritage.” While the importance of Ketchum’s history is referenced within the ‘Vibrant Downtown’ value narrative, it is not explicitly referenced as a Core Community Value. This example serves as one clear instance where a minor change to the Core Community Values would more closely align the values with residents’ vision for the future. Moreover, the need for a historic preservation “plan within the plan” was identified during Phase 1 of the Cohesive Ketchum process to help establish stronger goals and policies related to the City’s historic resources and help the City meet eligibility requirements for grant funding without having to develop a standalone historic preservation plan.
- The forward of the Comprehensive Plan states that the Plan contains Ketchum’s “long-term strategy for growth” and Chapter 1: Community Vision and Core Values describes “the values of Ketchum’s citizens and how these values shape their vision of future growth,” but when asked how well the City of Ketchum performs in planning for growth, 56 percent of respondents said the City was performing below expectations. A key focus of the Comprehensive Plan update is to facilitate a broader community conversation about the Future Land Use Plan, its role in shaping the ultimate buildout of Ketchum, and its relationship to other community priorities.

CITIZENS ADVISORY COMMITTEE

- The CAC provided feedback that the Plan should emphasize community-based economic development that supports local businesses, locally produced goods and services, and creates jobs for locals who live and work in Ketchum. This aligns with the existing narrative associated with ‘A Strong and Diverse Economy’ which states “We value and support local businesses that contribute to our uniqueness and vibrancy.” Future updates to the narrative for this value should emphasize the importance of local, independent businesses to Ketchum’s healthy and resilient economy.
- Members of the CAC were particularly interested in strengthening Ketchum’s goals and policies related to community resilience, hazard mitigation, and sustainability initiatives (e.g., recycling programs). The CAC recommended further defining what sustainability, resilience, and a “greener” community mean for Ketchum. CAC members also discussed their desire to avoid “greenwashing” in the Comprehensive Plan—meaning that goals and policies should be actionable.
- The CAC also discussed the social pillar of sustainability and emphasized the importance of incorporating residents’ health and well-being into the Comprehensive Plan. This notion was shared by City Council and the Planning and Zoning Commission who, at the joint meeting in August 2023, discussed how the ‘Community Character’ value should capture the spirit of the people who live and work in Ketchum, not just the built environment.

TECHNICAL ADVISORY COMMITTEE

- At the January 2024 meeting, members of the TAG voiced interest in defining the term “community character” to provide clarity around how it applies in Ketchum. TAG members questioned whether references to “character” meant the height and design of buildings or the overall feel of the community (and the way residents feel about living in the Ketchum community) and noted that this should be clarified as part of the updated Comprehensive Plan.
- Members of the TAG requested that the updated Plan include criteria for how development applications will be evaluated for conformance with the Comprehensive Plan. This type of information may be added to the Introduction section of the Plan.
- TAG members also questioned whether or not there was any rationale or common best practice for prioritizing (or ranking) the Core Community Values. While it may be tempting to organize the Core Community Values in terms of what feels most important to Ketchum residents at this moment, the common best practice is to consider all Core Community Values equal, and then prioritize policies for implementation based on immediate and future needs. A focus of the Comprehensive Plan Update will be to evaluate key choices and potential tradeoffs associated with different policy directions as they relate to the Core Community Values.

PROPOSED UPDATES TO CORE COMMUNITY VALUES

Proposed updates to Core Community Values based on the findings of the Comprehensive Plan Audit and input received from the community survey and advisory groups are shown in red in the table below. A general explanation of the rationale behind proposed changes is also provided. Revisions to the narratives associated with each value have not been proposed at this time, but are likely to be discussed at the Joint City Council and Planning Commission meeting in May, pending feedback gathered during the first round of community and stakeholder engagement in April.

RATIONALE FOR PROPOSED CHANGES

- Modify phrasing for consistency across all values.
- Expand 'Community Character' to acknowledge the influence of city policies on the design of Ketchum's built environment and natural setting.
- Combine 'Well-Connected Community' and 'Working as a Region' to highlight the importance of reinforcing the physical linkages between Ketchum and other destinations in the region (e.g., roads, transit) while also responding to preliminary survey feedback (only 45% of survey respondents indicated that it was 'somewhat' or 'very aligned' with their vision and values for Ketchum's future).
- Expand focus of 'Enlivened by the Arts and Culture' to include historic preservation and cultural heritage aspect.
- Combine aspects from 'Environmental Quality and Scenic Beauty' and 'A "Greener" Community' to clarify what is meant by "greener" and highlight the importance of community resilience.
- Add 'Transparent Governance and Community Engagement' to address preliminary feedback related to governance, communication, and community engagement. These topics are addressed in the 2014 Comprehensive Plan in Chapter 11: High Performing Community.
- Emphasize residents' desire for well-managed growth as an overarching focus of the Core Community Values.
- Clarify that the Core Community Values are intended to be viewed in balance, not ranked in order of importance.

CORE COMMUNITY VALUES	
EXISTING	PROPOSED
<p>Ten core values broadly address important considerations in making decisions about the community's future. They form the basis for the future land use plan and the underlying goals and policies.</p> <ol style="list-style-type: none"> 1. A Strong and Diverse Economy 2. Vibrant Downtown 3. Community Character 4. A Variety of Housing Options 5. Environmental Quality and Scenic Beauty 6. Exceptional Recreational Opportunities 7. Well-Connected Community 8. Enlivened by the Arts and Culture 9. Working as a Region 10. A "Greener" Community 	<p>The following Core Community Values reflect what's important to the Ketchum community. Originally established as part of the 2014 Comprehensive Plan, the Core Community Values were vetted and refined based on the results of a statistically valid survey and additional community outreach in 2024. Achieving our vision will require us to strive to maintain certain aspects of Ketchum, while recognizing the need to manage growth while also adapting to a changing community and environment. This will require us to continually balance short-term demands and decisions against our long-term goals.</p> <ol style="list-style-type: none"> 1. Strong and Diverse Economy 2. Vibrant Downtown 3. Distinctive Character and Scenic Beauty 4. Varied Housing Options 5. Exceptional Recreational Opportunities 6. Well-Connected Community and Region 7. Rich with History, Arts, and Culture 8. Sustainable and Resilient Community 9. Transparent Governance and Community Engagement

PROPOSED UPDATES TO PLAN ORGANIZATION

Two options for the proposed updates to the organization of the updated Comprehensive Plan are provided for consideration to **improve the alignment between the Core Community Values, goals and policies, and the City’s new long-term planning framework**. Both options are intended to make the updated Plan more user-friendly. A preferred option will be selected based on input received at the March 11 joint meeting and during March and April meetings with the CAC and TAG. The new organization will then be reflected in the updated Comprehensive Plan.

OPTION A

Option A is most similar to the current 2014 Comprehensive Plan.

RATIONALE FOR PROPOSED CHANGES

- Make minor updates to chapter titles to clearly distinguish them from the Core Community Values and reinforce distinct Plan “elements” or topics.
- Retain one to many relationship between the Core Community Values and plan chapters, but incorporate new crosswalk graphic or table to help users find goals, policies, and strategies relevant to each of the Core Community Values.

Focus Area	Plan Element	Topics Addressed (Goals and Policies)
1. County Resources and Amenities	<ul style="list-style-type: none"> • Special areas or sites • Recreation 	<ul style="list-style-type: none"> • Natural environment and habitats • Open space, parks, and recreation • Historic and cultural assets
2. Coordinated Growth	<ul style="list-style-type: none"> • Land Use • Population and growth • Housing • Property rights • Economic benefits of agriculture • Airports 	<ul style="list-style-type: none"> • Growth areas and land uses • Housing choices • Community design principles • Special planning areas (airport, military) • Property rights
3. Economic Capacity	<ul style="list-style-type: none"> • Economic development • Economic benefits of agriculture • Airports 	<ul style="list-style-type: none"> • Regional economic leadership • Business attraction and job growth • Agricultural production • Food security and Local farming • Sand and gravel resource management
4. Community Connections	<ul style="list-style-type: none"> • Transportation • School facilities and transportation 	<ul style="list-style-type: none"> • Coordinated transportation and transit system • Mobility options • Access to key activities, schools, and natural amenities • Walkability and connectivity
5. Sustainable Practices and Resiliency	<ul style="list-style-type: none"> • Natural resources and hazardous areas • Groundwater • Community and sustainable design • National interest electric transmission corridors • Public service, facilities, and utilities 	<ul style="list-style-type: none"> • Environmental quality • Conservation principles • Drainage and stormwater design • Natural hazards risk management • Public safety • Utilities and infrastructure
6. Organizational Effectiveness		<ul style="list-style-type: none"> • County services • Financial and administrative systems • Interdepartmental coordination • Interagency coordination • Community engagement • Regional collaboration

Figure 1 – Example crosswalk graphic for Option A illustrating relationship between Core Values (in this example “Focus Areas”), and Plan Elements, as well as the relationship between the topics addressed by the corresponding goals and policies.



What role does the County play in Transportation

While the direct responsibility of planning for and funding future transportation projects does not fall on the County, ongoing coordination with ACHD, ITD, and COMPASS will be essential as the County explores future land use and service delivery options as part of the Plan update process and as it works to implement its ultimate recommendations in the future. The County supports the implementation of local and regional plans through its review of proposed development in unincorporated areas.

Goals and Policies

Goal 4.1: Coordinate and assist the ACHD, ITD, VRT, and COMPASS in developing and managing a multi-modal transportation system that provides for the safe, efficient, and cost-effective movement of people and goods.

4.1a-Existing system enhancements. Support ACHD, ITD, VRT, and other agencies in evaluating alternative solutions that maximize the use and efficiency of the existing system before major new transportation construction projects are funded or approved.

4.1b-Roadway capacity. Coordinate with ACHD, ITD, cities, and others to protect and enhance the traffic-carrying capacity of principal arterial roads designed for through traffic. Methods used may include:

- Frontage roads.
- Clustering of activity or other land use planning techniques.
- Limiting access via private driveways and local streets.
- Sharing access.
- Sufficient setbacks from rights-of-way.
- Deceleration lanes.
- Public transit and other alternative modes.
- Intelligent Transportation System (ITS) infrastructure and management.

- Ride-sharing, flexible scheduling, and telecommuting.



Photo: Sylvia Marmon

4.1c-Transportation services. Support programs that provide for the transportation needs of the elderly and persons with disabilities in compliance with the Americans with Disabilities Act.

Goal 4.2: Help promote and enhance multi-modal connectivity and safety in the design and development of local and regional transportation facilities.

4.2a-Transportation improvements. Prioritize transportation improvements that will enhance public safety and promote multi-modal transportation choices.

4.2b-Safe routes to schools. Work with ACHD, school districts, cities, and developers to minimize or avoid transportation conflicts and hazards in the vicinity of schools and other areas frequented by pedestrians, especially children:

- Prohibit or discourage location or construction of elementary schools on arterial or section line roads.
- Mitigate any impacts of expansion of existing arterials located adjacent to schools.
- Work with the cities, school districts, ACHD, ITD, and transit providers to develop special standards for transportation facilities near schools and school sites.

4.2c-Traffic calming. Work with existing neighborhoods and ACHD to manage traffic on local neighborhood streets to promote safety through use of traffic calming and other measures.

4.2d-Public health standard. Support development and implementation of a long-term transportation system that maintains the public health standard for carbon monoxide attainment.

Goal 4.3: Support the development of local transportation systems that are well-connected, both internally and to the regional transportation system.

4.3a-Collector streets. Promote the design of continuous collector streets that discourage cut-through traffic on local streets but aid internal circulation for new developments.

4.3b-Local streets. Promote connectivity through design of well-connected local street systems and pathways. Discourage cul-de-sac developments wherever possible, particularly within ACIs.

4.3c-Private streets. Discourage the use of private streets within ACIs.

4.3d-Stub streets. Require new developments to provide stub streets that will connect to future developments on adjacent lands wherever possible, consistent with ACHD requirements, and require appropriate signage.

4.3e-Minimum connectivity requirements. Work with ACHD, COMPASS, and local jurisdictions to develop, implement, and apply minimum connectivity requirements (using ACHD's Master Street Map, as may be amended from time to time) to improve traffic flow, pedestrian connectivity, bicycle access, and transit access and to minimize projected vehicle miles traveled from new development.

4.3f-Emergency access. Ensure that all new development is accessible to regularly maintained roads for fire protection and emergency service purposes

Goal 4.4: Work with local and regional partners to identify and implement financing mechanisms that pay for needed transportation improvements in a fair and equitable manner.

4.4a-Development fair share. Require new developments that generate the need for transportation improvements to provide or fund their fair share of right-of-way and improvements as a condition of development approval in accordance with the requirements of ACHD or ITD.

4.4b-Funding sources. Work with ITD, ACHD, COMPASS, and local jurisdictions to refine and use new or expanded funding sources for capital improvements and maintenance and operation of transportation facilities that support multi-modal choices including automotive, transit, bicycle, and pedestrian options. This may include pursuing changes to the state statutes.

Figure 2 - Example illustrating the potential organization of Plan Element sections under II. Goals and Policies under Option A. This would be similar to Ketchum's 2014 Comprehensive Plan.

OPTION B

Option B is a more substantial reorganization of the 2014 Comprehensive Plan to establish a clear alignment between the Core Community Values and goals, policies, and strategies.

RATIONALE FOR PROPOSED CHANGES

- Organize goals and policies by Core Community Values in Part II of the Plan (subsections).
- Incorporate new crosswalk in Part II of the Plan to help users find goals, policies, and strategies relevant to particular topics or plan elements.

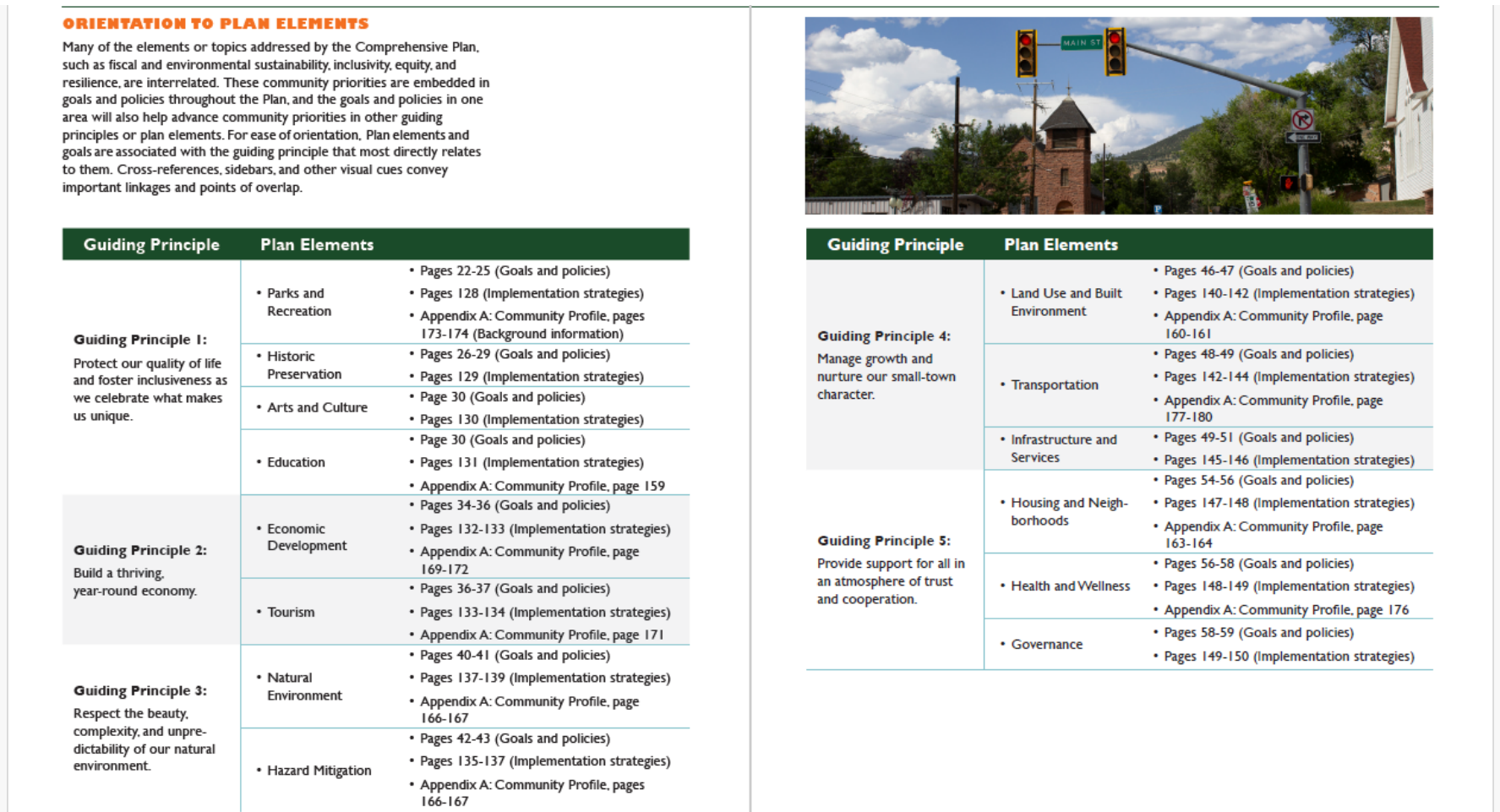
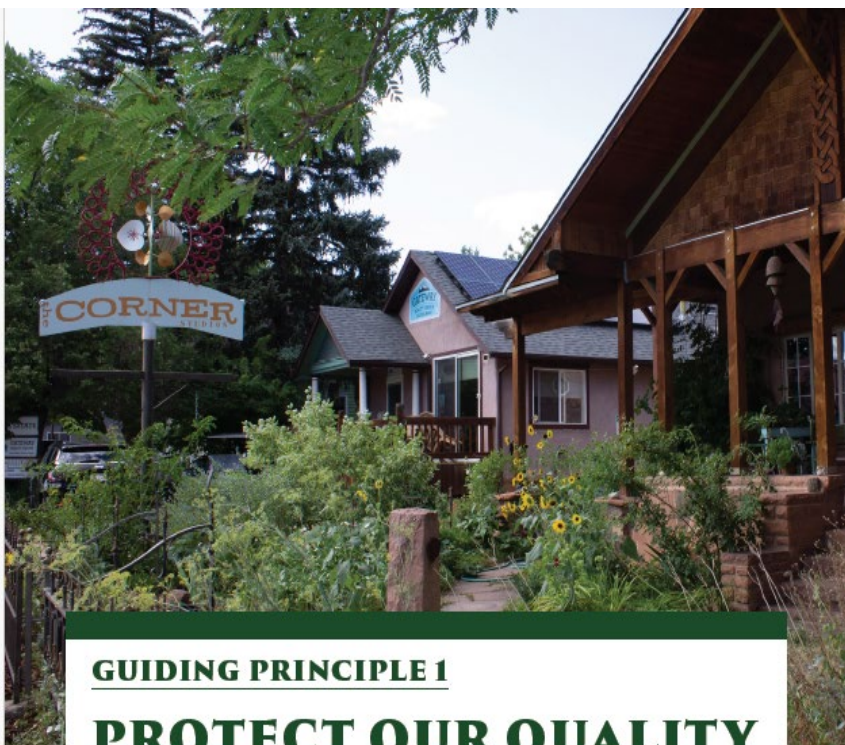


Figure 3 - Example crosswalk graphic for Option B illustrating Core Values (in this case "Guiding Principle"), plan elements, and the location of associated goals, policies, and implementation strategies.

Value, Goals, and Policies



GUIDING PRINCIPLE 1

PROTECT OUR QUALITY OF LIFE AND FOSTER INCLUSIVENESS AS WE CELEBRATE WHAT MAKES US UNIQUE.

1. INTRODUCTION
2. GUIDING PRINCIPLES, GOALS, & POLICIES
3. FUTURE LAND USE AND THREE-MILE PLAN
4. IMPLEMENTATION
APPENDICES

GOALS AND POLICIES

PARKS AND RECREATION (PR)

Goal PR-1: Goal PR-1: Continue to develop and maintain a high-quality and self-sustaining system of parks and open space.

- Policy PR-1.1: Parks, open space, and Trails Master Plan**
Continue planned improvements to existing parks, open space, and recreational facilities through the implementation of the Parks, Open Space, and Trails Master Plan, as amended, and park- or facility-specific plans. Evaluate opportunities to expand the system through donations, land acquisition, partnerships with other agencies, and conservation organizations, or other means on a case-by-case basis.
- Policy PR-1.2: Service expansion**
Future expansions of the park and open space system and recreation facilities should include a fiscal impact analysis that ensures funding and maintenance can be sustained throughout the lifetime of the project.
- Policy PR-1.3: Ongoing maintenance**
Ensure the Town can reasonably manage and finance the ongoing maintenance of existing parks, trails, open spaces, and facilities prior to dedicating, building, or assuming ownership or maintenance responsibilities of additional amenities.
- Policy PR-1.4: Revenue generation**
Continue to seek opportunities to collect revenue through visitor use of Town of Lyons facilities such as parking, camping, and shelter/pavilion use to help offset the costs of maintenance and improvements.
- Policy PR-1.5: Buy-out properties**
Support ongoing efforts to weave buy-out properties in the Confluence area into the existing parks and open space system or convert them to other uses through the implementation of recommendations contained in DRBOP. Ensure future uses or activities proposed for buy-out properties outside of the Confluence area are compatible with open space lands and the functions of the floodplain.

Buy-out Properties

The Town acquired 27 former residential properties after the 2013 Flood using Federal funds. This included 20 acres of undeveloped land along the St.Vrain confluence in the heart of Lyons. These properties are deed-restricted, which places restrictions on development. They will serve as a living floodplain, riparian habitat restoration areas, and passive recreation areas. One example of a buy-out property being repurposed with a flood resistant use is the Rocky Mountain Botanic Garden, which hosts native plants from different Colorado ecosystems. The 2017 Lyons Land Use and Management Plan for Deed Restricted Buyout Properties (DRBOP) provides recommendations for a range of appropriate uses for buyout properties in the Confluence area. Additional buy-out properties exist in unincorporated portions of the Town's Planning Area, primarily within the North St.Vrain area.

Figure 4- Example illustrating the potential organization of individual sections under Option B. Note that subheadings for Plan Elements ('Parks and Recreation' in the example above) can be used to provide further clarity in the organization of each section.

PLAN ORGANIZATION COMPARISON		
2014 PLAN	OPTION A	OPTION B
<p>I. Our Core Values</p> <ul style="list-style-type: none"> — Introduction <p>II. Policy Framework</p> <ul style="list-style-type: none"> — Chapter 1: Community Vision and Core Values — Chapter 2: A Strong and Diverse Economy — Chapter 3: Housing — Chapter 4: Community Design and Neighborhoods — Chapter 5: Natural Resource Stewardship — Chapter 6: Parks, Recreation, and Open Space — Chapter 7: Mobility — Chapter 8: Arts and Culture — Chapter 9: Public Safety and Utilities — Chapter 10: Community Health and Wellness — Chapter 11: High Performing Community <p>III. Land Use</p> <ul style="list-style-type: none"> — Chapter 12: Future Land Use <p>VI. Implementation</p> <ul style="list-style-type: none"> — Chapter 13: Plan Implementation and Monitoring — Priority Implementation Plan <p>V. Appendix</p> <ul style="list-style-type: none"> — Appendix A: Community Profile — Appendix B: Compliance with State of Idaho Requirements — Appendix C: Glossary of Comprehensive Plan Terms 	<p>I. Introduction</p> <ul style="list-style-type: none"> — What is the Comprehensive Plan? — Ketchum’s Long-Term Planning Framework — Historical Perspective (graphic timeline) — Process Overview — Major Trends and Key Issues — Parts of the Plan — Evaluating Proposals for Consistency with the Comprehensive Plan — Compliance with State of Idaho Requirements <p>II. Community Vision and Core Values</p> <ul style="list-style-type: none"> — Vision statement — Core Community Values — Relationship between Core Values and Plan Elements (crosswalk) <p>III. Goals and Policies (Organized by Plan Element, in alphabetical order)</p> <ul style="list-style-type: none"> — Arts and Culture — Community Design (Modified)¹ — Community Health and Wellness — Economy — Governance (Modified)² — Historic Preservation (New) — Housing — Natural Resources and Hazard Mitigation (Modified)³ — Parks, Recreation, and Open Space — Public Safety and Utilities — Transportation (Modified)⁴ <p>IV. Growth Framework (Modified)⁵</p> <ul style="list-style-type: none"> — About this Chapter — Factors Influencing Growth — Future Land Use Plan — Land Use Categories — Area-Specific Recommendations (Neighborhoods, ACIs, or other sub geographies that emerge from the process) <p>V. Implementation</p> <ul style="list-style-type: none"> — Implementation Tools — Strategies organized by Plan Elements with a cross reference to Core Values (4-year focus) <p>VI. Appendix</p> <ul style="list-style-type: none"> — Community Profile (Population, demographic, and economic trends) — Glossary 	<p>I. Introduction</p> <ul style="list-style-type: none"> — What is the Comprehensive Plan? — Ketchum’s Long-Term Planning Framework — Historical Perspective (graphic timeline) — Process Overview — Major Trends and Key Issues — Parts of the Plan — Evaluating Proposals for Consistency with the Comprehensive Plan — Compliance with State of Idaho Requirements <p>II. Community Vision and Core Values</p> <ul style="list-style-type: none"> — Vision statement — Core Community Values — Relationship between Core Values and Plan Elements (crosswalk) <p>III. Goals and Policies (Organized by Core Community Value)</p> <ul style="list-style-type: none"> — CV-1: Strong and Diverse Economy — CV-2: Vibrant Downtown — CV-3: Distinctive Character and Scenic Beauty — CV-4: Varied Housing Options — CV-5: Exceptional Recreational Opportunities — CV-6: Well-Connected Community and Region — CV-7: Rich with History, Arts, and Culture — CV-8: Sustainable and Resilient Community — CV-9: Transparent Governance and Community Engagement <p>IV. Growth Framework</p> <ul style="list-style-type: none"> — About this Chapter — Factors Influencing Growth — Future Land Use Plan — Land Use Categories — Area-Specific Recommendations (Neighborhoods, ACIs, or other sub geographies that emerge from the process) <p>V. Implementation</p> <ul style="list-style-type: none"> — Implementation Tools — Strategies organized by Core Value with cross reference to Plan Elements (4-year focus) <p>VI. Appendix</p> <ul style="list-style-type: none"> — Community Profile (Population, demographic, and economic trends) — Glossary

¹ Current title is “Community Design and Neighborhoods.”

²Current title is “High Performing Community.” Proposed change in response to survey feedback related to municipal governance and community engagement.

³ Current title is “Natural Resource Stewardship.” Proposed change for consistency in phrasing.

⁴ Current is “Mobility.” Proposed change to reduce use of jargon.

⁵ Current section includes just the Future Land Use map and land use categories. Area-specific polices are provided in Chapter: Community Design and Neighborhoods. Technical information related to infrastructure and growth capacity is currently located in the Appendix of the Plan, where it is easily overlooked by plan users. The proposed change would combine these components into a “one-stop shop” for growth-related considerations.



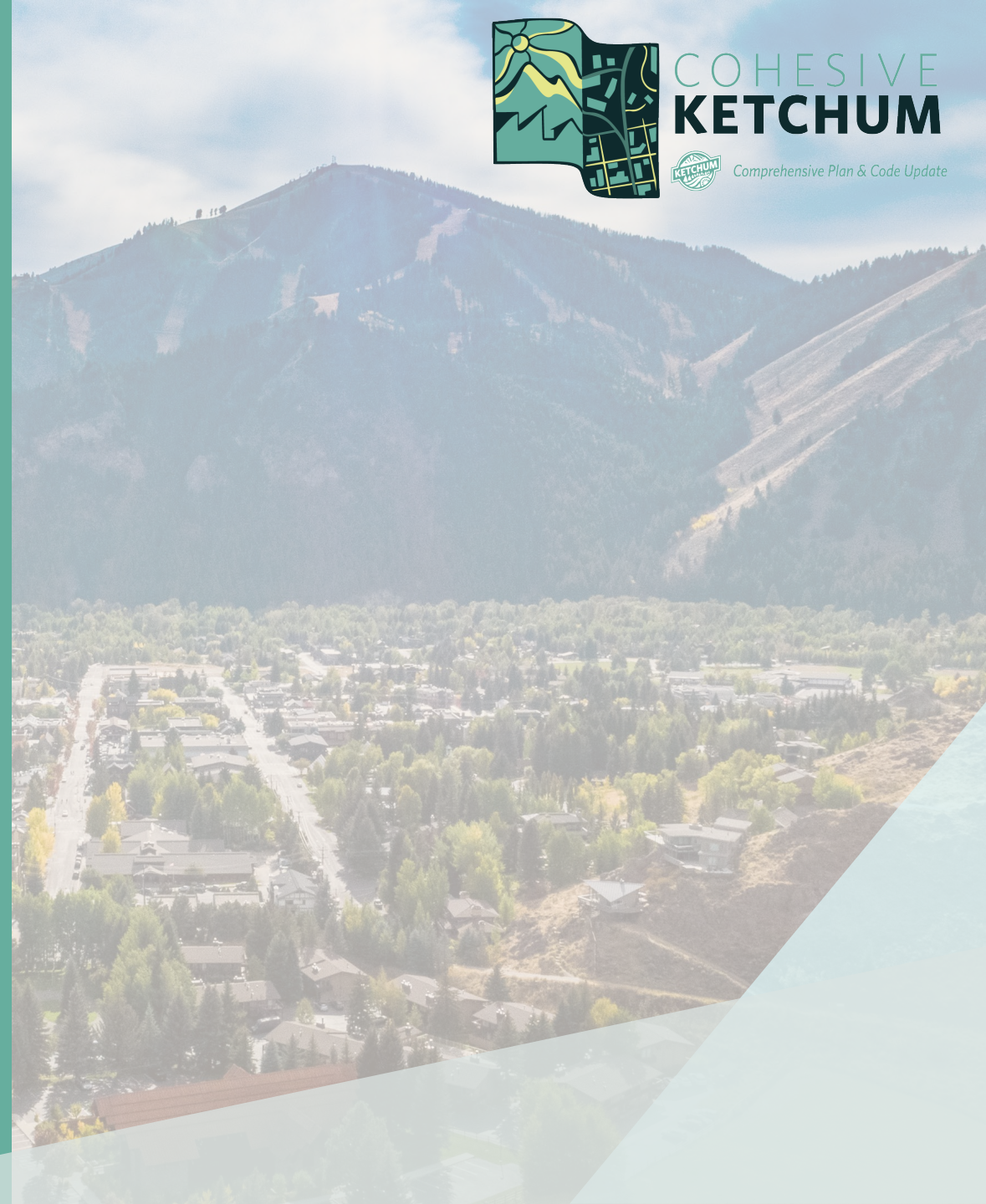
COHESIVE
KETCHUM



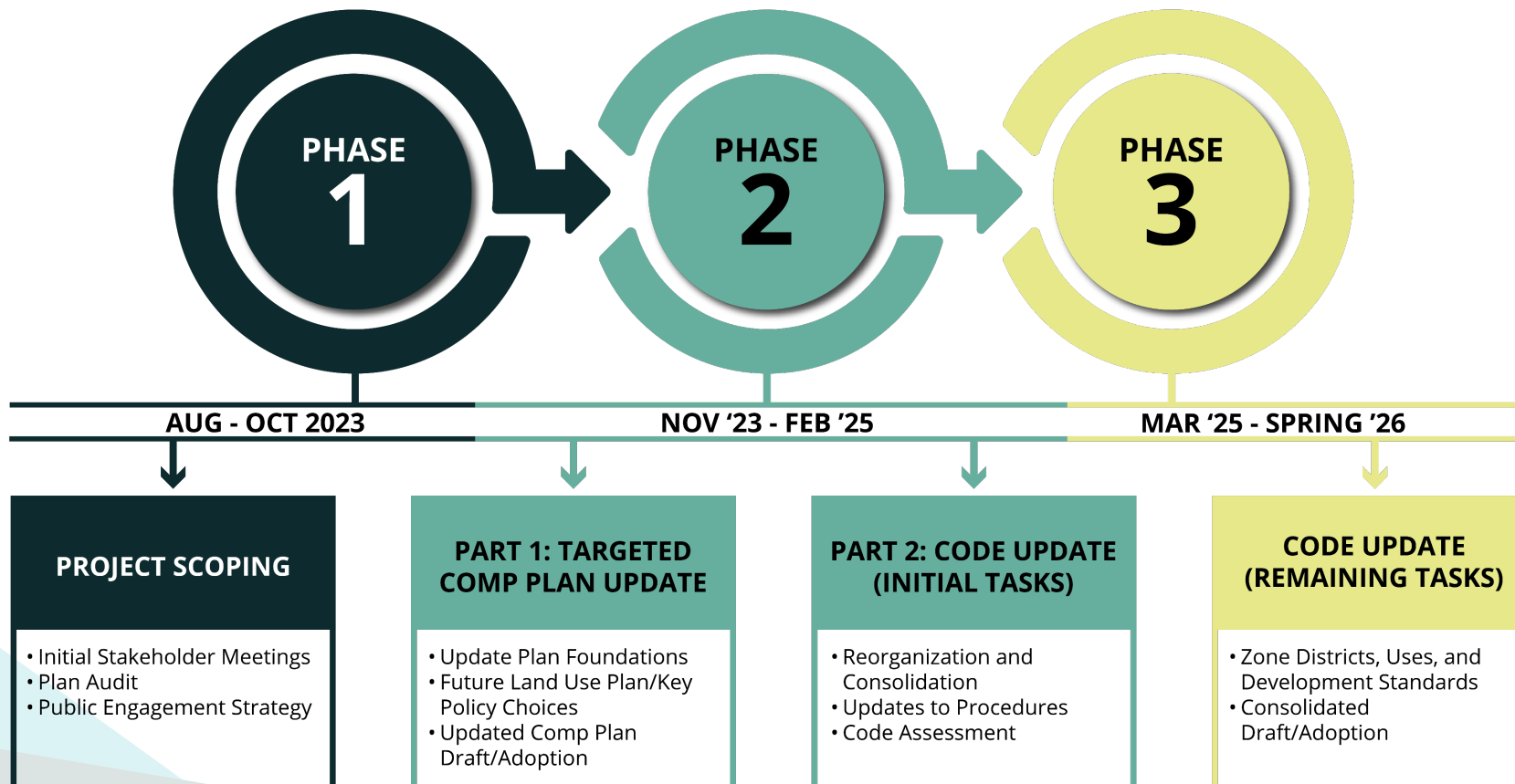
Comprehensive Plan & Code Update

JOINT MEETING: CITY COUNCIL/PLANNING AND ZONING COMMISSION

MARCH 11, 2024



THREE-STEP PROCESS



PHASE 2 TIMELINE: *Targeted Plan Update*

Phase 2	2023		2024											
	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Part 1: Targeted Comprehensive Plan Update														
1.1 REVIEW AND UPDATE PLAN FOUNDATIONS														
1.1.A. Initial Community Survey					★									
1.1.B - Initial Outreach Campaign														
1.1.C. Routine Technical Updates/Supplemental Analysis		●	✓	✓	●									
1.1.D. Updates to Community Vision and Core Values				✓										
1.1.E. Community and Stakeholder Engagement (Round 1)						★	★							
1.2 FUTURE LAND USE PLAN/KEY POLICY CHOICES														
1.2.A. Key Policy Choices (Framing)							✓	●						
1.2.B. Draft: Future Land Use Plan							✓							
1.2.C. Community and Stakeholder Engagement (Round 2)									★	★				
1.3 DRAFT COMPREHENSIVE PLAN AND ADOPTION														
1.3.A. Staff Draft: Updated Comprehensive Plan											✓			
1.3.B. Public Draft: Updated Comprehensive Plan												●		
1.3.C. Community and Stakeholder Engagement (Round 3)													★	★

<u>Opportunities for Input</u>	
✓	Staff Review
★	Stakeholder Meetings/Community Outreach
●	Citizen Advisory Committee Meeting (CAC)
●	Code Committee Meetings (CAG and TAG)
★	Joint Meeting (City Council/Planning Commission)
★	Adoption Hearings (Separate)



PROPOSED UPDATES: CORE COMMUNITY VALUES



**COHESIVE
KETCHUM**

Comprehensive Plan & Code Update

OBJECTIVE

Confirm/Refine 2014 Vision and Core Community Values based on:



Results from community survey



Input from community advisory groups



Recommendations from Comprehensive Plan Audit



CORE COMMUNITY VALUES (2014)

Overall, these values still resonate with the community...



A Strong & Diverse Economy



Vibrant Downtown



Community character



A Variety of Housing Options



Environmental Quality and Scenic Beauty



Exceptional Recreational Opportunities



Well-Connected Community



Enlivened by Arts and Culture



Working as a Region



A "Greener" Community

WHAT WE HEARD...

COMMUNITY SURVEY

- **Plan needs a stronger focus on planning for growth as an overarching component of the Core Community Values**
- **'Environmental Quality and Scenic Beauty' and 'Exceptional Recreational Opportunities' are most closely aligned with residents' vision for Ketchum's future**
- **Housing should continue to be a focus**



WHAT WE HEARD...

COMMUNITY SURVEY

- **Survey responses:**
 - Do not justify carrying forward 'Working as a Region' as a standalone value
 - Support Phase 1 recommendation to expand focus on historic preservation
- **Open-ended comments support a stronger focus on municipal governance and community engagement within the Core Community Values**



WHAT WE HEARD...

CITIZENS ADVISORY COMMITTEE (CAC)



- **Emphasize importance of local businesses in supporting a resilient economy**
- **Strengthen emphasis on community resilience and independence**
- **Need to further define what sustainability and a “greener” community mean for Ketchum**
 - Avoid engaging in “greenwashing” – ensure strategies are actionable (e.g., recycling programs)
 - Emphasize triple bottom line: economic, social, and environmental
- **Expand focus on residents’ health and well-being; plan must address people as well as place**



WHAT WE HEARD...

TECHNICAL ADVISORY GROUP (TAG)

- **Need to define term “community character” and clarify usage as part of the updated Plan**
- **Questions about rationale or common best practice for prioritizing (or ranking) the Core Community Values**
- **Interest in including criteria for how development applications will be evaluated for conformance with the Comprehensive Plan in the updated Plan**



KETCHUM'S CORE COMMUNITY VALUES (PROPOSED)

Existing (2014)	Proposed (2024)
A Strong and Diverse Economy	Strong and Diverse Economy
Vibrant Downtown	Vibrant Downtown
Community Character	Distinctive Character and Scenic Beauty
A Variety of Housing Options	Varied Housing Options
Environmental Quality and Scenic Beauty	Exceptional Recreational Opportunities
Exceptional Recreational Opportunities	Well-Connected Community and Region
Well-Connected Community	Rich with History , Arts, and Culture
Enlivened by the Arts and Culture	Sustainable and Resilient Community
Working as a Region	Transparent Governance and Community Engagement
A "Greener" Community	



QUESTION FOR CONSIDERATION

- 1. What questions do you have regarding the proposed edits to the Core Community Values?**
- 2. Do you support the proposed updates to the Core Community Values?**



PROPOSED UPDATES: PLAN ORGANIZATION



**COHESIVE
KETCHUM**

Comprehensive Plan & Code Update

WHAT WE HEARD...

LACK OF ALIGNMENT IS CONFUSING FOR USERS

Core Community Values

1. A Strong and Diverse Economy
2. Vibrant Downtown
3. Community Character
4. A Variety of Housing Options
5. Environmental Quality and Scenic Beauty
6. Exceptional Recreational Opportunities
7. Well-Connected Community
8. Enlivened by the Arts and Culture
9. Working as a Region
10. A "Greener" Community

Plan Chapters/Elements

- Chapter 2: A Strong and Diverse Economy
- Chapter 3: Housing
- Chapter 4: Community Design and Neighborhoods
- Chapter 5: Natural Resource Stewardship
- Chapter 6: Parks, Recreation, and Open Space
- Chapter 7: Mobility
- Chapter 8: Arts and Culture
- Chapter 9: Public Safety and Utilities
- Chapter 10: Community Health and Wellness
- Chapter 11: High Performing Community
- Chapter 12: Future Land Use



WHAT WE HEARD...

KEY TAKEAWAYS

- **Stronger alignment is needed between the implementation section of the updated Plan and the City's new long-term planning framework**



CURRENT ORGANIZATION

I. Our Core Values

- Introduction

II. Policy Framework

- Chapter 1: Community Vision and Core Values
- Chapter 2: A Strong and Diverse Economy
- Chapter 3: Housing
- Chapter 4: Community Design and Neighborhoods
- Chapter 5: Natural Resource Stewardship
- Chapter 6: Parks, Recreation, and Open Space
- Chapter 7: Mobility
- Chapter 8: Arts and Culture
- Chapter 9: Public Safety and Utilities
- Chapter 10: Community Health and Wellness
- Chapter 11: High Performing Community

III. Land Use

- Chapter 12: Future Land Use

VI. Implementation

- Chapter 13: Plan Implementation and Monitoring
- Priority Implementation Plan

V. Appendix

- Appendix A: Community Profile
- Appendix B: Compliance with State of Idaho Requirements
- Appendix C: Glossary of Comprehensive Plan Terms



PLAN ORGANIZATION (PROPOSED- OPTION A)

- **Very similar to 2014 Plan**
- **Goals and policies organized by Plan Elements**
- **Minor updates to current Plan Element titles to distinguish from Core Community Values**
- **Alphabetize Plan Elements to avoid implied prioritization**
- **Add new Historic Preservation Element**

I. Introduction

II. Community Vision and Core Values

III. Goals and Policies

- Arts and Culture
- Community Design **(Modified)**
- Community Health and Wellness
- Economy
- **Governance (Modified)**
- **Historic Preservation (New)**
- Housing
- **Natural Resources and Hazard Mitigation (Modified)**
- Parks, Recreation, and Open Space
- Public Safety and Utilities
- **Transportation (Modified)**

IV. Growth Framework (Modified)

V. Implementation

VI. Appendix



OPTION A EXAMPLE

Crosswalk

Focus Area	Plan Element	Topics Addressed (Goals and Policies)
1. County Resources and Amenities	<ul style="list-style-type: none"> • Special areas or sites • Recreation 	<ul style="list-style-type: none"> • Natural environment and habitats • Open space, parks, and recreation • Historic and cultural assets
2. Coordinated Growth	<ul style="list-style-type: none"> • Land Use • Population and growth • Housing • Property rights • Economic benefits of agriculture • Airports 	<ul style="list-style-type: none"> • Growth areas and land uses • Housing choices • Community design principles • Special planning areas (airport, military) • Property rights
3. Economic Capacity	<ul style="list-style-type: none"> • Economic development • Economic benefits of agriculture • Airports 	<ul style="list-style-type: none"> • Regional economic leadership • Business attraction and job growth • Agricultural production • Food security and Local farming • Sand and gravel resource management
4. Community Connections	<ul style="list-style-type: none"> • Transportation • School facilities and transportation 	<ul style="list-style-type: none"> • Coordinated transportation and transit system • Mobility options • Access to key activities, schools, and natural amenities • Walkability and connectivity
5. Sustainable Practices and Resiliency	<ul style="list-style-type: none"> • Natural resources and hazardous areas • Groundwater • Community and sustainable design • National interest electric transmission corridors • Public service, facilities, and utilities 	<ul style="list-style-type: none"> • Environmental quality • Conservation principles • Drainage and stormwater design • Natural hazards risk management • Public safety • Utilities and infrastructure
6. Organizational Effectiveness		<ul style="list-style-type: none"> • County services • Financial and administrative systems • Interdepartmental coordination • Interagency coordination • Community engagement • Regional collaboration



OPTION A EXAMPLE

TRANSPORTATION



What role does the County play in Transportation

While the direct responsibility of planning for and funding future transportation projects does not fall on the County, ongoing coordination with ACHD, ITD, and COMPASS will be essential as the County explores future land use and service delivery options as part of the Plan update process and as it works to implement its ultimate recommendations in the future. The County supports the implementation of local and regional plans through its review of proposed development in unincorporated areas.

Goals and Policies

Goal 4.1: Coordinate and assist the ACHD, ITD, VRT, and COMPASS in developing and managing a multi-modal transportation system that provides for the safe, efficient, and cost-effective movement of people and goods.

4.1a-Existing system enhancements. Support ACHD, ITD, VRT, and other agencies in evaluating alternative solutions that maximize the use and efficiency of the existing system before major new transportation construction projects are funded or approved.

4.1b-Roadway capacity. Coordinate with ACHD, ITD, cities, and others to protect and enhance the traffic-carrying capacity of principal arterial roads designed for through traffic. Methods used may include:

- Frontage roads.
- Clustering of activity or other land use planning techniques.
- Limiting access via private driveways and local streets.
- Sharing access.
- Sufficient setbacks from rights-of-way.
- Deceleration lanes.
- Public transit and other alternative modes.
- Intelligent Transportation System (ITS) infrastructure and management.

- Ride-sharing, flexible scheduling, and telecommuting.



Photo: Sylvia Marmon

4.1c-Transportation services. Support programs that provide for the transportation needs of the elderly and persons with disabilities in compliance with the Americans with Disabilities Act.

Goal 4.2: Help promote and enhance multi-modal connectivity and safety in the design and development of local and regional transportation facilities.

4.2a-Transportation improvements. Prioritize transportation improvements that will enhance public safety and promote multi-modal transportation choices.



4.2b-Safe routes to schools. Work with ACHD, school districts, cities, and developers to minimize or avoid transportation conflicts and hazards in the vicinity of schools and other areas frequented by pedestrians, especially children:

- Prohibit or discourage location or construction of elementary schools on arterial or section line roads.
- Mitigate any impacts of expansion of existing arterials located adjacent to schools.
- Work with the cities, school districts, ACHD, ITD, and transit providers to develop special standards for transportation facilities near schools and school sites.

4.2c-Traffic calming. Work with existing neighborhoods and ACHD to manage traffic on local neighborhood streets to promote safety through use of traffic calming and other measures.

4.2d-Public health standard. Support development and implementation of a long-term transportation system that maintains the public health standard for carbon monoxide attainment.

Goal 4.3: Support the development of local transportation systems that are well-connected, both internally and to the regional transportation system.

4.3a-Collector streets. Promote the design of continuous collector streets that discourage cut-through traffic on local streets but aid internal circulation for new developments.

4.3b-Local streets. Promote connectivity through design of well-connected local street systems and pathways. Discourage cul-de-sac developments wherever possible, particularly within ACIs.

4.3c-Private streets. Discourage the use of private streets within ACIs.

4.3d-Stub streets. Require new developments to provide stub streets that will connect to future developments on adjacent lands wherever possible, consistent with ACHD requirements, and require appropriate signage.

4.3e-Minimum connectivity requirements. Work with ACHD, COMPASS, and local jurisdictions to develop, implement, and apply minimum connectivity requirements (using ACHD's Master Street Map, as may be amended from time to time) to improve traffic flow, pedestrian connectivity, bicycle access, and transit access and to minimize projected vehicle miles traveled from new development.

4.3f-Emergency access. Ensure that all new development is accessible to regularly maintained roads for fire protection and emergency service purposes

Goal 4.4: Work with local and regional partners to identify and implement financing mechanisms that pay for needed transportation improvements in a fair and equitable manner.

4.4a-Development fair share. Require new developments that generate the need for transportation improvements to provide or fund their fair share of right-of-way and improvements as a condition of development approval in accordance with the requirements of ACHD or ITD.

4.4b-Funding sources. Work with ITD, ACHD, COMPASS, and local jurisdictions to refine and use new or expanded funding sources for capital improvements and maintenance and operation of transportation facilities that support multi-modal choices including automotive, transit, bicycle, and pedestrian options. This may include pursuing changes to the state statutes.



PLAN ORGANIZATION (PROPOSED- OPTION B)

Goals and policies organized by Core Community Value to:

- Establish a clear throughline in the updated Plan
- Reinforce cross-cutting issues

I. Introduction

II. Community Vision and Core Values

III. Goals and Policies

- **CV-1: Strong and Diverse Economy**
- **CV-2: Vibrant Downtown**
- **CV-3. Distinctive Character and Scenic Beauty**
- **CV-4: Varied Housing Options**
- **CV-5: Exceptional Recreational Opportunities**
- **CV-6: Well-Connected Community and Region**
- **CV-7: Rich with History, Arts, and Culture**
- **CV-8: Sustainable and Resilient Community**
- **CV-9: Transparent Governance and Community Engagement**

IV. Growth Framework

V. Implementation

VI. Appendix

OPTION B EXAMPLE

Crosswalk

ORIENTATION TO PLAN ELEMENTS

Many of the elements or topics addressed by the Comprehensive Plan, such as fiscal and environmental sustainability, inclusivity, equity, and resilience, are interrelated. These community priorities are embedded in goals and policies throughout the Plan, and the goals and policies in one area will also help advance community priorities in other guiding principles or plan elements. For ease of orientation, Plan elements and goals are associated with the guiding principle that most directly relates to them. Cross-references, sidebars, and other visual cues convey important linkages and points of overlap.

Guiding Principle	Plan Elements
Guiding Principle 1: Protect our quality of life and foster inclusiveness as we celebrate what makes us unique.	<ul style="list-style-type: none"> • Parks and Recreation <ul style="list-style-type: none"> • Pages 22-25 (Goals and policies) • Pages 128 (Implementation strategies) • Appendix A: Community Profile, pages 173-174 (Background information)
	<ul style="list-style-type: none"> • Historic Preservation <ul style="list-style-type: none"> • Pages 26-29 (Goals and policies) • Pages 129 (Implementation strategies)
	<ul style="list-style-type: none"> • Arts and Culture <ul style="list-style-type: none"> • Page 30 (Goals and policies) • Pages 130 (Implementation strategies)
	<ul style="list-style-type: none"> • Education <ul style="list-style-type: none"> • Page 30 (Goals and policies) • Pages 131 (Implementation strategies) • Appendix A: Community Profile, page 159 • Pages 34-36 (Goals and policies)
Guiding Principle 2: Build a thriving, year-round economy.	<ul style="list-style-type: none"> • Economic Development <ul style="list-style-type: none"> • Pages 132-133 (Implementation strategies) • Appendix A: Community Profile, page 169-172
	<ul style="list-style-type: none"> • Tourism <ul style="list-style-type: none"> • Pages 36-37 (Goals and policies) • Pages 133-134 (Implementation strategies) • Appendix A: Community Profile, page 171
Guiding Principle 3: Respect the beauty, complexity, and unpredictability of our natural environment.	<ul style="list-style-type: none"> • Natural Environment <ul style="list-style-type: none"> • Pages 40-41 (Goals and policies) • Pages 137-139 (Implementation strategies) • Appendix A: Community Profile, page 166-167
	<ul style="list-style-type: none"> • Hazard Mitigation <ul style="list-style-type: none"> • Pages 42-43 (Goals and policies) • Pages 135-137 (Implementation strategies) • Appendix A: Community Profile, pages 166-167

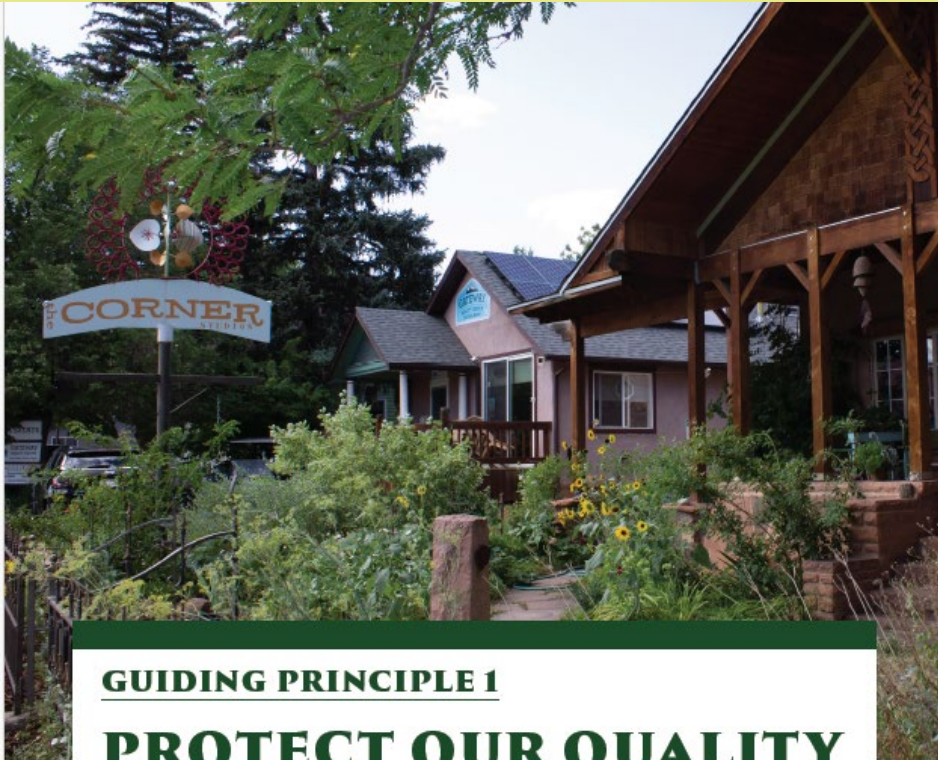


Guiding Principle	Plan Elements
Guiding Principle 4: Manage growth and nurture our small-town character.	<ul style="list-style-type: none"> • Land Use and Built Environment <ul style="list-style-type: none"> • Pages 46-47 (Goals and policies) • Pages 140-142 (Implementation strategies) • Appendix A: Community Profile, page 160-161
	<ul style="list-style-type: none"> • Transportation <ul style="list-style-type: none"> • Pages 48-49 (Goals and policies) • Pages 142-144 (Implementation strategies) • Appendix A: Community Profile, page 177-180
	<ul style="list-style-type: none"> • Infrastructure and Services <ul style="list-style-type: none"> • Pages 49-51 (Goals and policies) • Pages 145-146 (Implementation strategies)
	<ul style="list-style-type: none"> • Housing and Neighborhoods <ul style="list-style-type: none"> • Pages 54-56 (Goals and policies) • Pages 147-148 (Implementation strategies) • Appendix A: Community Profile, page 163-164
Guiding Principle 5: Provide support for all in an atmosphere of trust and cooperation.	<ul style="list-style-type: none"> • Health and Wellness <ul style="list-style-type: none"> • Pages 56-58 (Goals and policies) • Pages 148-149 (Implementation strategies) • Appendix A: Community Profile, page 176
	<ul style="list-style-type: none"> • Governance <ul style="list-style-type: none"> • Pages 58-59 (Goals and policies) • Pages 149-150 (Implementation strategies)



OPTION B EXAMPLE

Value, Goals, and Policies



GUIDING PRINCIPLE 1

PROTECT OUR QUALITY OF LIFE AND FOSTER INCLUSIVENESS AS WE CELEBRATE WHAT MAKES US UNIQUE.

GOALS AND POLICIES

PARKS AND RECREATION (PR)

Goal PR-1: Goal PR-1: Continue to develop and maintain a high-quality and self-sustaining system of parks and open space.

Policy PR-1.1: Parks, open space, and Trails Master Plan

Continue planned improvements to existing parks, open space, and recreational facilities through the implementation of the Parks, Open Space, and Trails Master Plan, as amended, and park- or facility-specific plans. Evaluate opportunities to expand the system through donations, land acquisition, partnerships with other agencies, and conservation organizations, or other means on a case-by-case basis.

Policy PR-1.2: Service expansion

Future expansions of the park and open space system and recreation facilities should include a fiscal impact analysis that ensures funding and maintenance can be sustained throughout the lifetime of the project.

Policy PR-1.3: Ongoing maintenance

Ensure the Town can reasonably manage and finance the ongoing maintenance of existing parks, trails, open spaces, and facilities prior to dedicating, building, or assuming ownership or maintenance responsibilities of additional amenities.

Policy PR-1.4: Revenue generation

Continue to seek opportunities to collect revenue through visitor use of Town of Lyons facilities such as parking, camping, and shelter/pavilion use to help offset the costs of maintenance and improvements.

Policy PR-1.5: Buy-out properties

Support ongoing efforts to weave buy-out properties in the Confluence area into the existing parks and open space system or convert them to other uses through the implementation of recommendations contained in DRBOP. Ensure future uses or activities proposed for buy-out properties outside of the Confluence area are compatible with open space lands and the functions of the floodplain.

Buy-out Properties

former residential properties after the 2013 Flood using Federal funds. This included 20 acres of undeveloped land along the St.Vrain confluence in the heart of Lyons. These properties are deed-restricted, which places restrictions on development. They will serve as a living floodplain, riparian habitat restoration areas, and passive recreation areas. One example of a buy-out property being repurposed with a flood resistant use is the Rocky Mountain Botanic Garden, which hosts native plants from different Colorado ecosystems. The 2017 Lyons Land Use and Management Plan for Deed Restricted Buyout Properties (DRBOP) provides recommendations for a range of appropriate uses for buyout properties in the Confluence area. Additional buy-out properties exist in unincorporated portions of the Town's Planning Area, primarily within the North St.Vrain area.

Plan Elements used to organize goals in each section



PLAN ORGANIZATION (BOTH OPTIONS)

Central location for technical information related to growth:

- Land Capacity/Demand
- Infrastructure
- Service Providers
- Land Use

I. Introduction

II. Community Vision and Core Values

III. Goals and Policies

IV. Growth Framework

- About this Chapter
- Factors Influencing Growth
- Future Land Use Plan
- Land Use Categories
- Area-Specific Recommendations (Neighborhoods, ACIs, or other sub geographies that emerge from the process)

V. Implementation

VI. Appendix



WHICH OPTION DO YOU PREFER?

OPTION A: Organized by Plan Element

I. Introduction

II. Community Vision and Core Values

III. Goals and Policies

- Arts and Culture
- Community Design
- Community Health and Wellness
- Economy
- Governance
- Historic Preservation
- Housing
- Natural Resources and Hazard Mitigation
- Parks, Recreation, and Open Space
- Public Safety and Utilities
- Transportation

IV. Growth Framework (Modified)

V. Implementation

VI. Appendix

OPTION B: Organized by Core Community Value

I. Introduction

II. Community Vision and Core Values

III. Goals and Policies

- CV-1: Strong and Diverse Economy
- CV-2: Vibrant Downtown
- CV-3: Distinctive Character and Scenic Beauty
- CV-4: Varied Housing Options
- CV-5: Exceptional Recreational Opportunities
- CV-6: Well-Connected Community and Region
- CV-7: Rich with History, Arts, and Culture
- CV-8: Sustainable and Resilient Community
- CV-9: Transparent Governance and Community Engagement

IV. Growth Framework

V. Implementation

VI. Appendix



NEXT STEPS



**COHESIVE
KETCHUM**

Comprehensive Plan & Code Update

OPPORTUNITIES FOR INPUT

March

- Staff presentations about the Cohesive Ketchum project (the same material will be presented at each event)

April

- April 24-26: Community and Stakeholder Engagement - Round 1
 - Provide a summary of trends/existing conditions and potential implications for the future of Ketchum
 - Seek input on proposed updates to Vision and Core Community Values



JOIN THE DISCUSSION

The City of Ketchum is hosting presentations about the Comprehensive Plan & Code Update project throughout March. The Comprehensive Plan identifies goals and policies to achieve the community's vision for Ketchum. These policies are then used to adapt the city's code, which establishes land use and development standards.

TOPICS TO BE PRESENTED:

- community survey results;
- opportunities to get involved; and
- why the project is important.



COHESIVE
KETCHUM



Comprehensive Plan & Code Update

UPCOMING PRESENTATIONS

TUESDAY, MARCH 12

8:00 AM

Limelight Hotel Living Room

WEDNESDAY, MARCH 13

5:30 PM

Hemingway STEAM School Library (presented in English with Spanish translation)

THURSDAY, MARCH 14

5:30 PM

Ketchum Hotel Meeting Room by Barrio 75

FRIDAY, MARCH 15

1:30 PM

Zenergy

TUESDAY, MARCH 19

11:30 AM

Ketchum City Hall (online participation will be available)

TUESDAY, MARCH 19

4:00 PM

Wood River Community YMCA

WEDNESDAY, MARCH 20

10:30 AM

Community Library

projectketchum.org/cohesive-ketchum