Clear Creek County
2016 Community Master Plan

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PREFACE

THE IMPORTANCE OF PLANNING

Planning for the future is important. Planning helps clarify the community vision and help channel energy and effort towards future change. Planning is particularly important when change is afoot. As this Master Plan addresses, Clear Creek County is undergoing a change and will be charting a new path towards its future.

This path will not be easy or without challenge. The spirit and passion of the hard working residents of Clear Creek County will be needed to help keep the vision in mind as things progress.

Ultimately it is the people of Clear Creek County who can shape the future. Enabling and supporting thoughtful discussion about how to move forward has been a hallmark of this update process and hopefully the process to come.

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CHAPTER 1: SUMMARY OF THE PLAN

WHAT IS A COMPREHENSIVE PLAN?

The Master Plan for Clear Creek County is one of the primary policy tools at the disposal of the Planning Commission and Board of County Commissioners that can be used to advise decision making at the county scale. It is a comprehensive document that brings together issues that are often looked at in isolation and finds ways to unite them.

Comprehensive Planning in Colorado is enabled through Colorado Revised Statutes (CRS) 30-28-106 (1977). This statute grants the Clear Creek County Planning Commission the authority to adopt such a plan to guide the development of unincorporated lands within the County. This Master Plan is intended to supplant the previously adopted Master Plan (2004). In pursuing this update, the statute directs county planning commissions to undertake studies and surveys, identify growth and demand for county services and recommends content to include recreation and tourism uses.

While the contents and direction the Master Plan takes is at the discretion of the Planning Commission, a truly effective Master Plan can act as a guidebook for complex issues such land use, economic development, transportation, housing, natural resources, and hazard mitigation. As an advisory document, the goals established in a Master Plan are often broad, but can be more clearly articulated through specific strategies and policies that support broader goals.

An essential step in developing a comprehensive master plan is to define the appropriate "planning

horizon" or the duration in time outward from the present within which the policies of the Master Plan can be relevant and used as an effective guide for decisions. For some communities the nature of planning means a long-view is appropriate. For others, changes are so fast that even looking out 5 years is wrought with challenges.

Based on the feedback from the Citizen Advisory Committee to the Master Plan Update project, consultation with County Planning Staff and public engagement efforts, the approach taken for this Master Plan was two-fold. Firstly, the Master Plan provides some overarching long-range goals that go forward 20 years or so. The Master Plan also identifies a series of short, mid and long-term implementation approaches to help propel this plan forward. This strategy allows the Master Plan to keep a focus on the long-term but act more dynamically in the short to mid-term. Like any planning process it must continually reexamine issues and adapt as needed.

As a guide for the future, this document is meant to be read and used in a variety of ways. First and foremost, it is a tool for decision makers to gauge their choices about future development in Clear Creek County. Changes to County Land Use Code may occur over time to meet the goals, policies and objectives of the Master Plan. Beyond the vision and polices, the Master Plan also includes implementation priorities and actions. These may serve County staff, public officials and others in setting the course of action for the years ahead.

The Master Plan is also meant to be embraced by and accessible to the Clear Creek County community. As discussed below, this public input was vital to this update and the ideas expressed are directly reflected in the language and graphics of the Master Plan. Whether it is private developers seeking to move forward with their projects or communities engaging in local planning efforts, the Master Plan should be their first reference to understand the overall values and outcomes that the County desires.

WHY UPDATE?

The 2004 Master Plan established a strong foundation for this Update. This new Master Plan brings forward much of the "bones" from the 2004 Master Plan, but has revised, reorganized and repackaged them in support of new or changing issues and with an eye towards making this document more approachable and useable for County residents and staff.

As discovered through the review of baseline conditions (discussed in more detail below) and through the interactions and conversations with residents of Clear Creek County, many things are changing that will have a profound influence on the future. Issues including transportation (the difficulty of being on the I70 corridor, lack of community mobility), housing (affordability, accessibility and availability), recreation (addressing changing community needs) and the desire to better define where growth is preferred are all front and center in this Update.

But perhaps most notable among these many changes is the evolving future of the Henderson Mine. As the County's biggest private employer and a major contributor to regional tax revenue, the decline in mining activity instigated by international market factors currently does and will continue to have a profound impact on the County. This impact is both fiscal and perhaps more importantly, transformational to

the character of the communities within the County. Mining in Clear Creek County has long been an attractor for new residents who have worked hard, raised children and invested both time and money into making Clear Creek County their home. Mining has been a cornerstone of the regional economy and provided safe harbor when other business sectors have been stressed. Its legacy is wrapped up in both the people and places of Clear Creek County.

While the change in activity at the Henderson Mine is not something the County can directly control, it has helped spur a renewed focus on both long-range economic development planning and a review/assessment of the critical services that the County provides. The County has been active in exploring changes to its economic portfolio and increasing the diversity of the businesses that make up its employment base. The County has been examining all departments and their financial commitments to better understand where revenue is generated and where it is spent. Economic development strategy and fiscal discipline are important themes woven into this Master Plan.

STRUCTURE OF THE MASTER PLAN

The Master Plan is structured around five chapters. Chapter One establishes the "Foundation" for the plan: highlights existing conditions and important themes affecting long-term planning, articulates a Vision and outlines the Policy Framework. Combined, the Vision and Policy Framework provide the overarching direction of the Master Plan and help point the way forward for Clear Creek County.

Chapter Two summarizes the key goals and objectives related to economic development. While economic development issues are woven into many elements of the Master Plan, the importance of highlighting economic development goals and strategies was clear given the changes underway in Clear Creek County.

Chapter Three outlines the goals and objectives for other elements of this plan (transportation, housing, cultural resources, etc.) Again, while many of these elements overlap, the Master Plan articulates key goals for each and supportive strategies to help realize those goals.

Chapter Four introduces the Future Land Use Plan and associated land use goals and strategies. Land use is, arguably, one of the most important elements of a master plan. It helps affirm the position of the community as it relates to where and what form development should occur. For this Master Plan, a series of "guiding principles" for future land use decisions has been crafted based on public input and roundtable discussions with the Citizen Advisory Committee.

Chapter Five brings all the elements of the plan together towards implementation. This chapter introduces a series of "implementation toolkit" components; fiscal, operational and regulatory tools that can be further considered as Clear Creek County moves forward in supporting its vision, policies and goals. A highlight of this chapter is a fiscal impact assessment tool that can be used to help better evaluate the benefit of land use and policy decisions.

Another important consideration in the structure for this Master Plan was to make it much more focused and approachable. The language for the Master Plan is simplified and avoids unnecessary jargon. The document is organized for simplicity, takes advantage of graphics where it makes sense and uses images to help tell the story for Clear Creek County.

BASELINE CONDITIONS – DEMOGRAPHIC AND ECONOMIC DATA

On the surface, demographic and economic data can appear as little more than sterile numbers and statistics. However, careful consideration of these numbers can illuminate the unique characteristics of a community, uncovering both challenges and potential opportunities. Below are the most pertinent issues which arise from the demographic and economic data. A more complete and thorough summary of baseline demographic and economic conditions influencing this plan can be found in Appendix I.

The State of the County

Clear Creek County is located approximately 20 miles west of Denver along the I-70 corridor. See MAP-1. The County was one of the original 17 counties created by the Colorado legislature on November 1, 1861, and is one of only two counties (along with Gilpin) to have maintained its original boundaries. It was named after Clear Creek, which runs down from the continental divide through the County and continues to influence the identity and economy of the community. The County's proximity to Denver and mountain location make it unique within Colorado, offering both a rural mountain lifestyle and a relatively quick commute to everything the Denver Metro has to offer.

I-70 acts as the "spine" of the transportation system in the County and links many of the communities within the county. There are four incorporated municipalities in the County (Georgetown, Silver Plume, Empire and Idaho Springs) as well as approximately 20 "Sub-Areas." See MAP-1. In general, population and services are clustered within the municipalities and sub-areas, with the most populace sub-areas being in the eastern portion of the County. Given the topography and limited transportation network connecting the municipalities and sub-areas together, there are geographic, cultural and demographic differences between the eastern portion of the County and the western portion of the County.

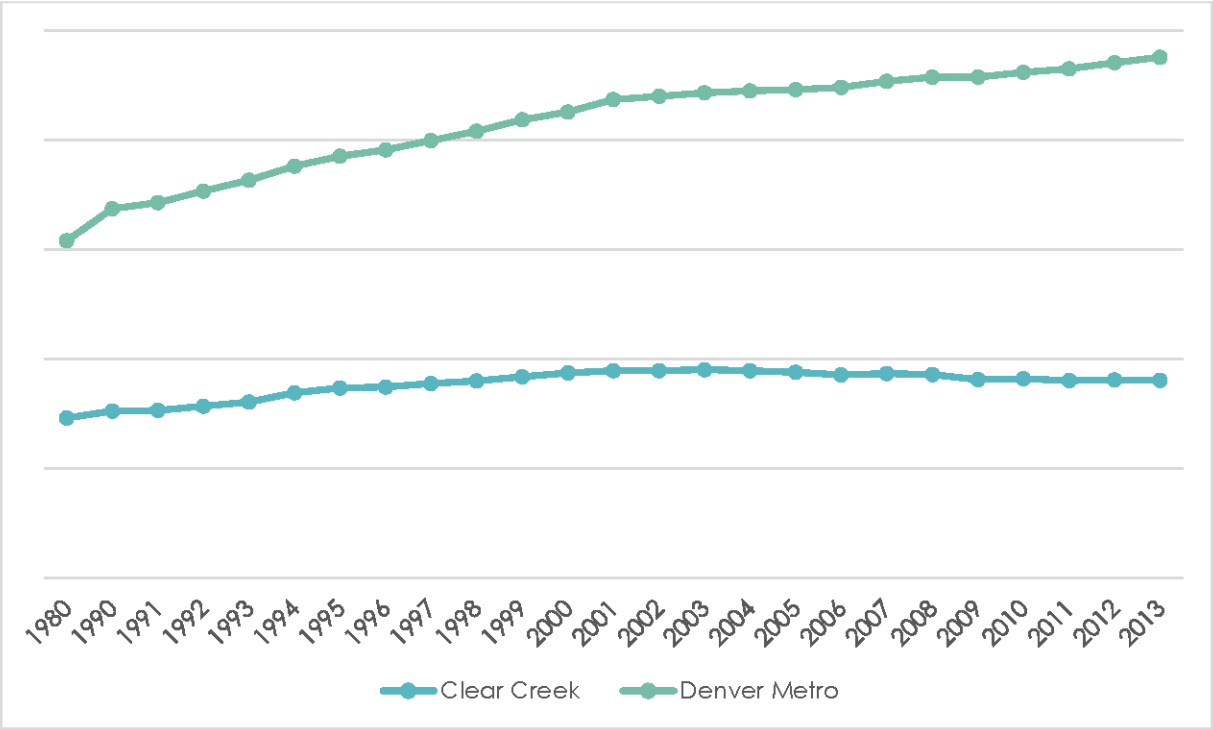
Clear Creek is a diverse county, with over _____ percent of the land being publically held, primarily as national forest. Mineral resource extraction has and continues to be an important part of the County's land use. The county was created as a direct result of George Andrew Jackson's discovery of gold on January 7, 1859. Although he attempted to keep the discovery a secret, it only lasted until April of 1859, when the current location of Idaho Springs was inundated with its first group of miners. This first settlement was actually two miles above Idaho Springs and was named Spanish Bar, due to the evidence of earlier mining by the Spanish Conquistadors. As more and more miners moved into the county, the prospecting moved west following Clear Creek. Mining districts were founded creating their laws and civil government in order to protect their claims from claim jumpers, thieves, murderers, and all other unlawful acts. Incorporated and unincorporated communities (sub-areas) have grown up around many of the mining districts over the past 150 years hosting most of the commercial and retail activity within the county. See MAP-3. Many mining claims still exist within the county, and a recent trend in the County has been the conversion of mining claims into residential use, consistent with County Land Use Code provisions. Additionally, some mining lands are currently being used, and plan to be used for recreation purposes.

Evolving Demography

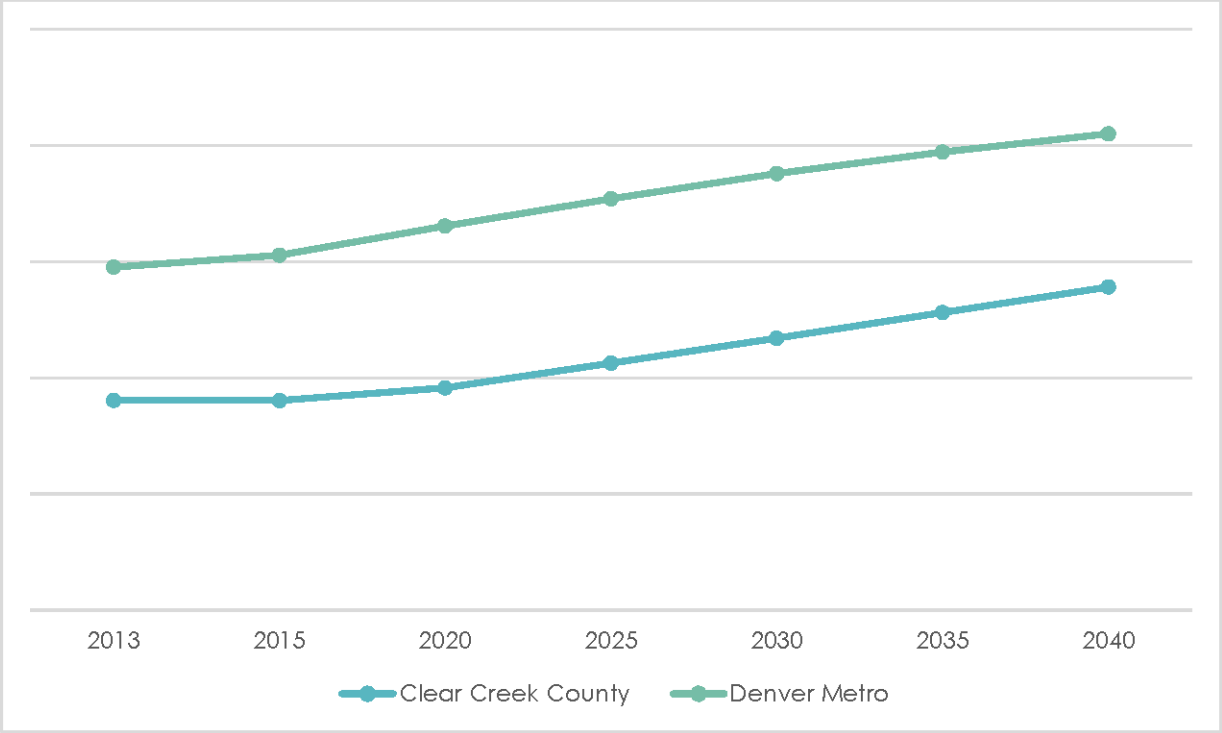
The Population Picture

Overall the Clear Creek County population has been relatively stagnant in the past 20 years, declining slightly in the last 10 years (2003-2013) and increasing slightly in the previous decade (1993-2003). The Colorado State Demography Office projects this mildly fluctuating trend to continue for at least 10 years, with the County experiencing more dramatic growth in 15, 20, and 25 years. This long-term growth mirrors the growth the State Demography Office anticipates for the Denver Metro, which after comparing historical trends in the two areas does not seem appropriate. This plan considers the potential for some new population growth—and makes recommendations on how to plan for such growth—but does not anticipate any significant population growth for the County, at least in the short to mid-term.

HISTORIC POPULATION GROWTH 1980-2013
(Source: Colorado Division of Local Government, Demography Section.)



POPULATION PROJECTION 2013-2040
(Source: Colorado Division of Local Government, Demography Section.)



As of 2013, approximately 65 percent of the County population resided in unincorporated areas of the county, while the remaining 35 percent of the population resided in municipalities. Idaho Springs is the municipality with the largest share of the County population, with more than half of the municipal population living in Idaho Springs. Georgetown also contains a significant proportion of the County population, with smaller municipalities, unincorporated communities, and rural County land making up the rest. Generally, the eastern portion of Clear Creek County contains larger unincorporated communities such as Floyd Hill or Upper Bear Creek, while the western portion of the county contains smaller unincorporated communities such as Dumont and Downieville. See MAP-4.

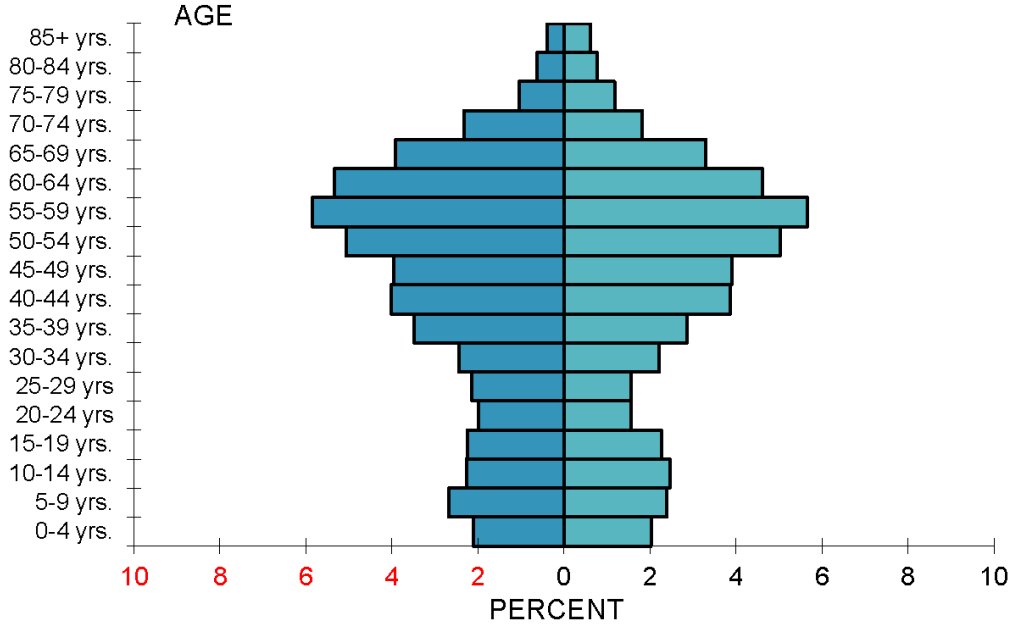
While population decline was experienced throughout Clear Creek County between 2003 and 2013, the highest percent of population loss was in municipalities (Empire at 25.13 percent and Silver Plume at 15.08 percent). Unincorporated areas of the county experienced the least amount of loss during this period, with a decline of approximately 1.21 percent. The percent of the population living in unincorporated areas in the county increased from 57 percent in 1993 to 65 percent in 2013. Based on these existing patterns of growth, new growth in the county can be expected to be concentrated in unincorporated areas of the County. As such, new growth in these areas should be focused towards existing population centers and multiple-use areas where county services can be most efficiently provided.

Age, Households, and Migration

Data regarding age, household structure, and family suggests an aging population within the County and that young families with young children may be either moving away or not migrating into the County. The age distribution of Clear Creek County is depicted in the "population pyramid" figure below. These figures are referred to as pyramids because they generally form the shape of a pyramid when the population is growing (with the largest populations in the youngest age cohorts). The shape of the population pyramid for Clear Creek County, with the largest population cohorts being between 50 and 64 years of age, reflects an aging population within the County with relatively low numbers of young adults and children. The median age of the County is 46.6, compared to a median of 35.7 in the Denver Metro and 37.2 in the US as a whole, which also reinforces this interpretation.

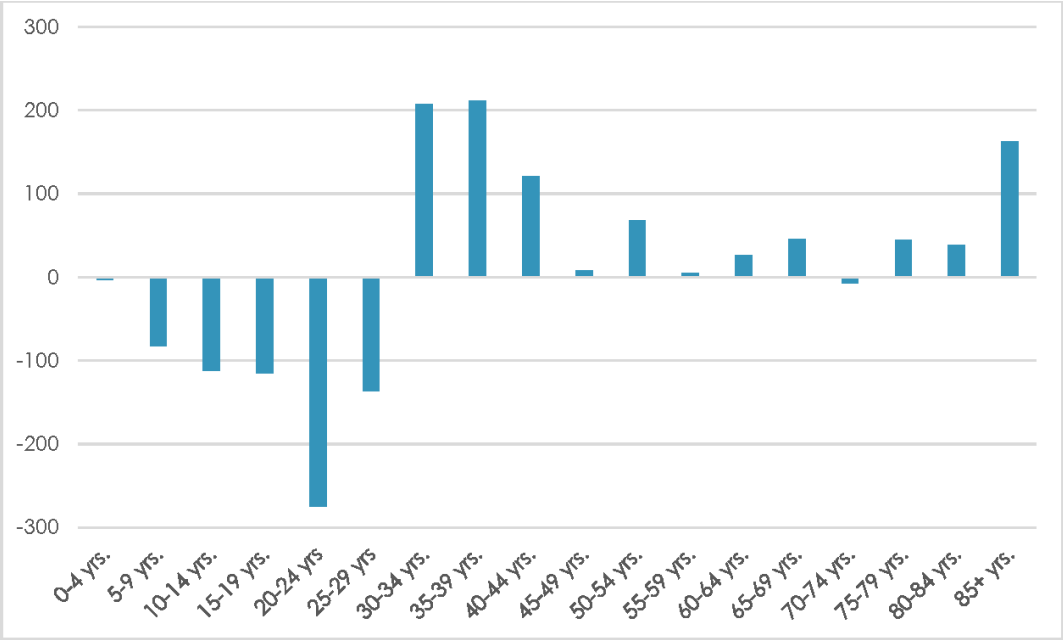
CLEAR CREEK COUNTY POPULATION PYRAMID

(Source: Colorado Division of Local Government, Demography Section.)



Migration data for Clear Creek County also suggests that young families with young children may be either moving away or not migrating into the County. By analyzing migrations by age, the figure below shows that all age cohorts from 0 to age 30 have negative migration rates, meaning people are leaving the county in these cohorts, and that the largest in-migrations occur within the 30 to 44 age cohorts.

NET MIGRATION 2000-2010, CLEAR CREEK COUNTY
(Source: Colorado Division of Local Government, Demography Section.)



The average household size in Clear Creek County dropped between 1990 and 2000 and has continued to decline in recent years, decreasing from 2.31 persons per household in 2000 to 2.14 persons per household in 2010. Likewise, the average family size has decreased over this time period, from 2.81 persons per family in 2000 to 2.67 persons per family in 2010. The percent of family households (families with children, husband-wife families, single-parent households) decreased since 2000, dropping from approximately 65 percent in 2000 to approximately 60 percent in 2010.

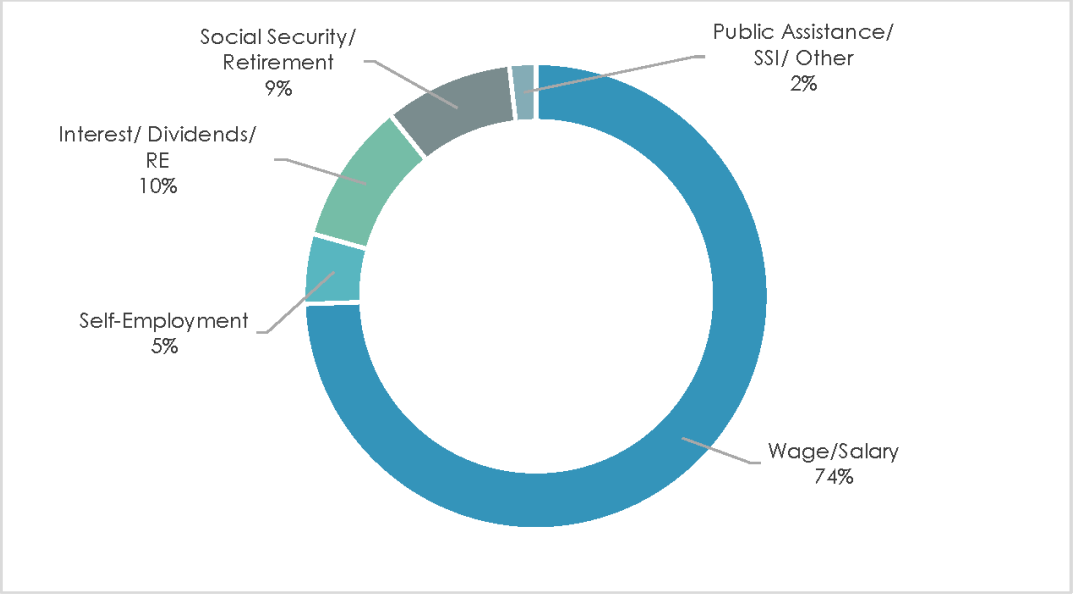
All of these age, migration and household data for Clear Creek County point to an aging population, and a challenge with attracting and retaining young people and young families in the community, which is reflected in the recommended strategies for housing, transportation, economic development and recreation.

Economic Progress

Tracking Income and Workers

The median household income for Clear Creek County was $67,259 in 2013. While this figure is considerably higher than the national median income ($51,939), real income (inflation adjusted) has increased only slightly (approximately 1 percent) in Clear Creek County since 2003. Clear Creek County has a relatively high proportion of income derived from interest, dividends and real estate, and slightly lower reliance on income from wages and salaries, highlighting the importance of other income sources and economic opportunities for County residents.

CLEAR CREEK COUNTY HOUSEHOLD INCOME BY SOURCE
(Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.)



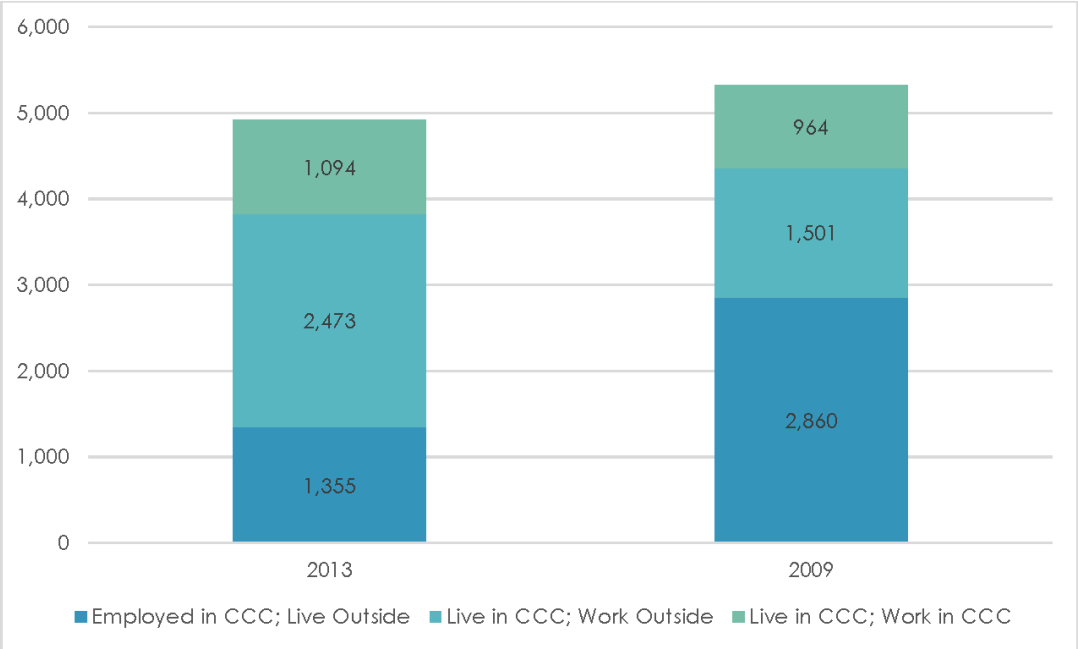
Almost half (49 percent) of Clear Creek County workers are between the ages of 45 and 64, while over a third is between 25 and 44 years of age, again indicating a slightly aging population in the County.

As of 2013, the vast majority (69 percent) of the Clear Creek County workforce was employed outside of the County, with Jefferson, Denver and Arapahoe Counties being the top three commuting destinations for these workers. This massive out-commute from the County demonstrates the importance of inter-county collaboration on transportation solutions, and belies the untapped capacity of the Clear Creek County

workforce. While Clear Creek County has a slightly lower percent of worker's in management, business, science, and arts occupations compared to the Denver Metro, it has many more workers in these occupations than there are employment positions in these industries in the County (see Employment and Economic Growth, below). This means that these workers are commuting outside the County for these positions, but also presents an opportunity for economic development in these fields within Clear Creek County because the experience and capacity currently exists in the local workforce.

Between 2009 and 2013, Clear Creek County experienced a large decrease in the number of workers who were employed in Clear Creek County, but live outside the County between—a shift of over 1,500 employment positions. This decrease in employment is likely related to the phasing out of Henderson mine and the reduction of employees from Jefferson and Gilpin traveling to the mine for their work. Figure 15 (See Appendix I) also indicates a large increase in the number of workers who live in Clear Creek County and work outside the County between 2009 and 2013, growing from 1,501 workers in 2009 to 2,473 workers in 2013. This data is likely reflecting a low point of employment during the height of the national economic recession in 2009, and the recovery of many jobs by 2013, albeit at locations outside of Clear Creek County.

WORKER FLOWS IN CLEAR CREEK COUNTY (2009 & 2013)
(Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates)



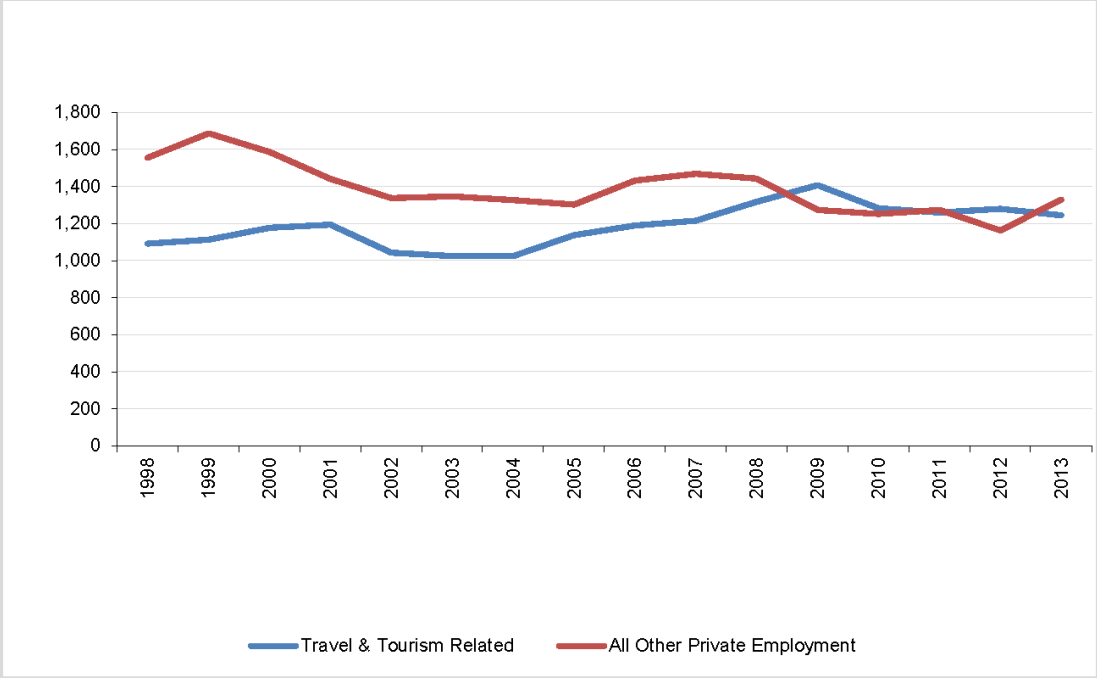
Employment and Economic Growth

In 2013, the overall unemployment rate in Clear Creek County (7.5 percent) was significantly lower than that of the US (9.7 percent), the State of Colorado (8.5 percent), and the Denver Metro (8.3 percent), suggesting a good outlook for Clear Creek County workers. However, diving deeper into these numbers uncovers a few challenges associated with employment. First, as we saw above, nearly 70 percent of workers who live in Clear Creek County commute outside of the county for work—and this number has been growing—so while they are employed they are traveling father to find work. Second, when examining the employment rate in Clear Creek County by age, we see that persons 24 to 44 years of age by far have the lowest unemployment rate of any age group at 2.9 percent unemployed. Persons aged 20 to 25 years had a significantly higher unemployment rate at 17.1 percent, suggesting it may be difficult for persons in this age group to find adequate employment, which also tracks with the age and migration data. Finally, we see that while employment growth has occurred in Clear Creek County, it is slowing down. The average annual change in total employment for the 2002-2015 period was the addition of approximately 15 jobs per year. This figure is substantially lower than that of the 1994-2002 period, which had an average annual change of 56 additional jobs each year. This reduction in job creation is likely at least partially related to the economic recession experienced nationwide during this period.

These changes in employment also track with the economic growth in the County in terms of business composition and activity. Since 2004 total private employment in travel and tourism related industries has grown, while total employment in all other private industries has shrank. During the same period the amount of mining employment in the County has fluctuated considerably, peaking in 2006. Most growth that has happened since 2004, has occurred in either the mining or travel and tourism related industries, with 154 net new jobs in travel and tourism and 64 net new jobs in mining between 1998 and 2013, with net losses of jobs in other industries. These figures are based on the newest available data from the U.S. Census County Business Patterns program, but we know that many more mining jobs have been lost since 2013 with the phasing out of the Henderson Mine and that this trend will likely continue into the future.

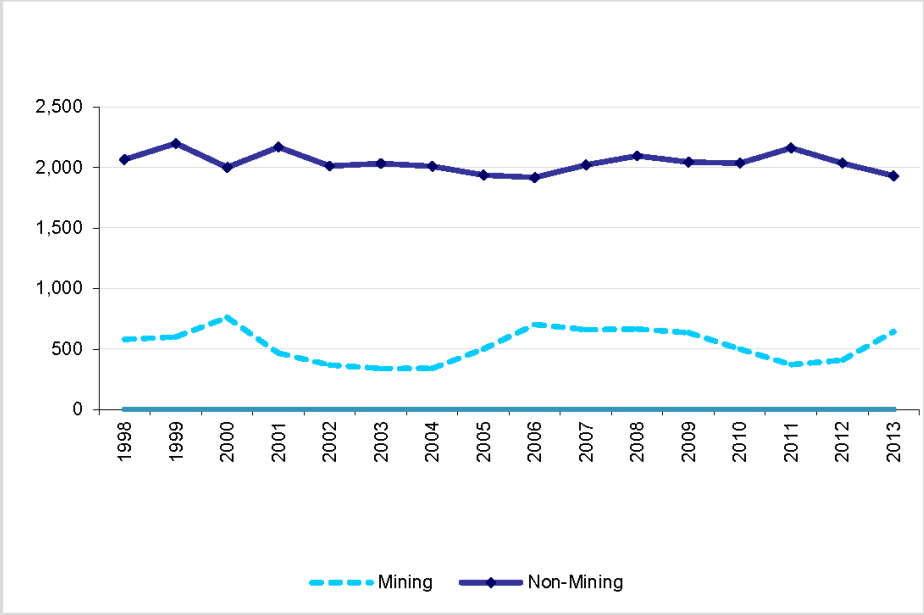
TOTAL PRIVATE EMPLOYMENT AND TOURISM ECONOMY EMPLOYMENT, 1998-2013

(Source: U.S. Census Bureau, 2013 County Business Patterns.)



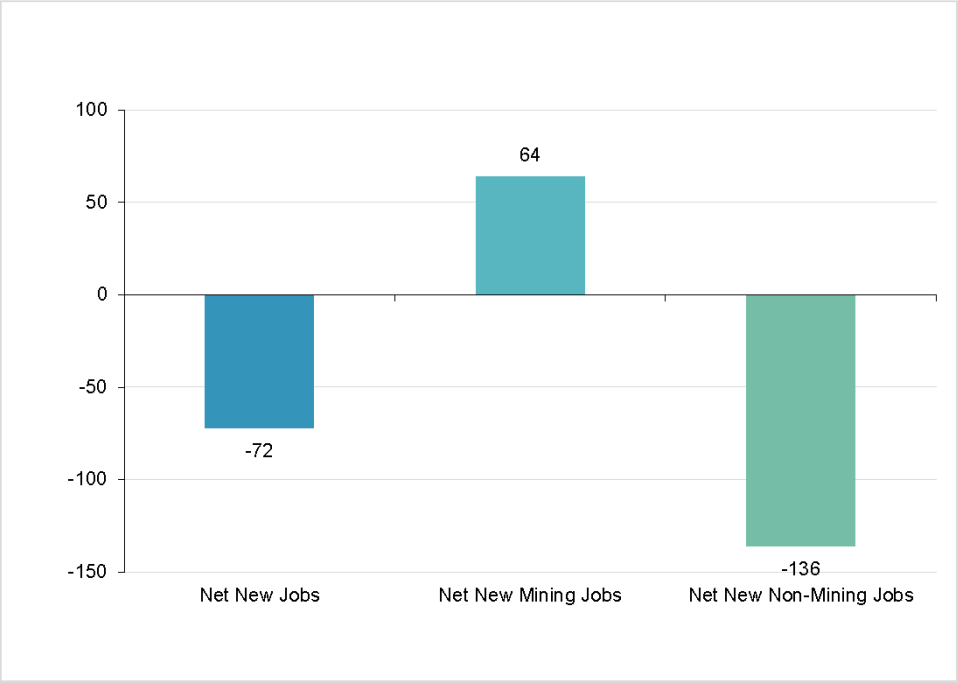
TOTAL MINING AND NON-MINING EMPLOYMENT, 1998-2013

(Source: U.S. Census Bureau, 2013 County Business Patterns.)

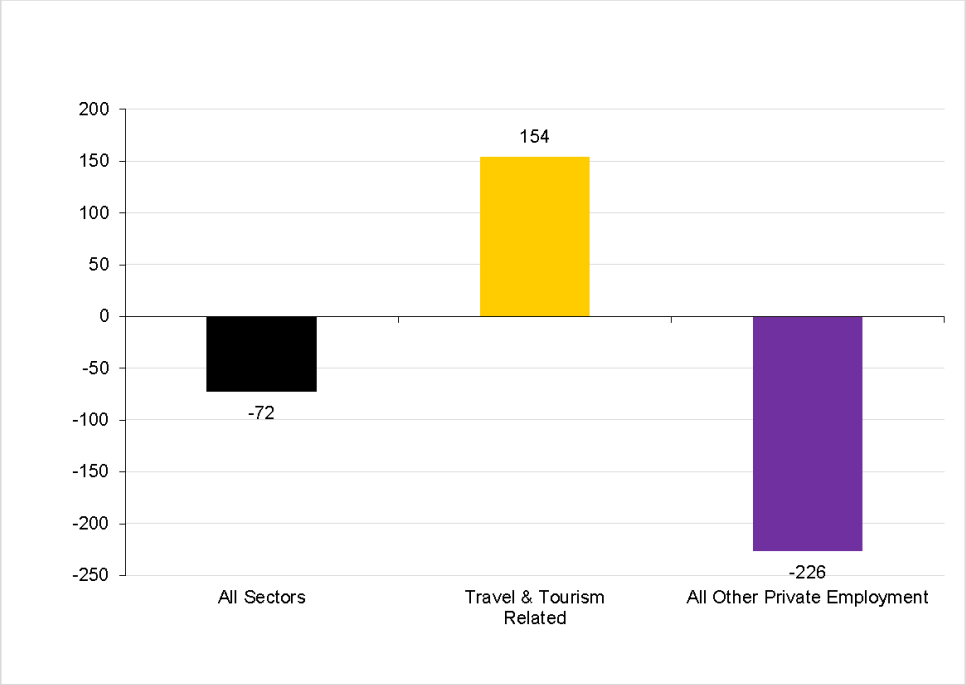


NEW JOBS IN MINING AND NON-MINING, 1998-2013

(Source: U.S. Census Bureau, 2013 County Business Patterns.)



NEW JOBS IN THE TOURISM ECONOMY, 1998-2013
Source: U.S. Census Bureau, 2013 County Business Patterns.

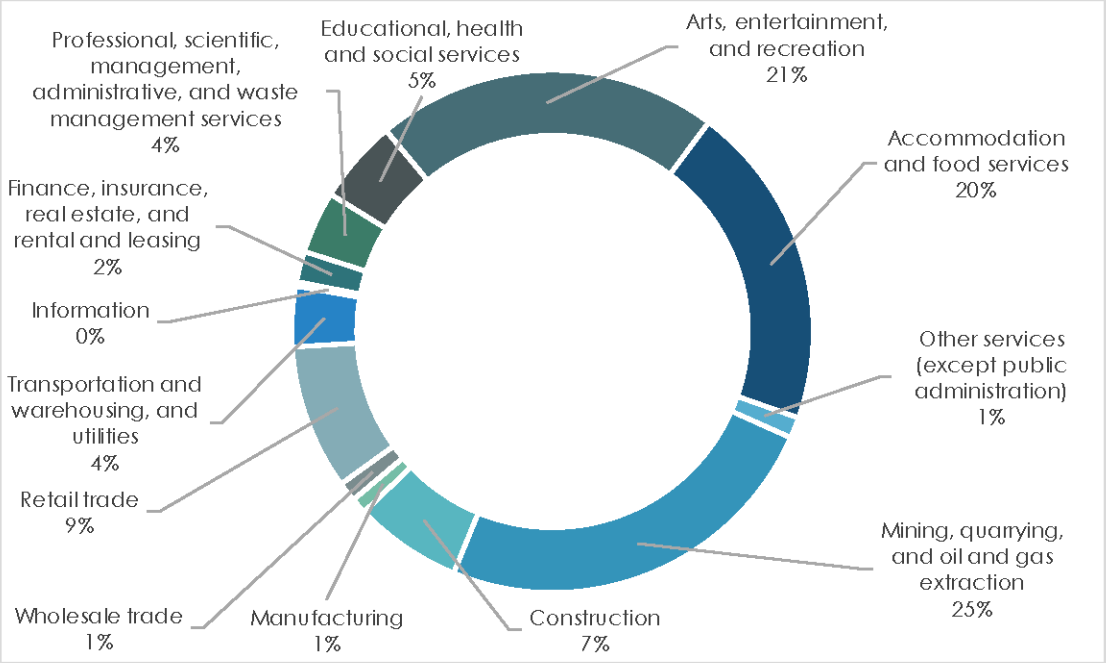


The phasing out of the Henderson Mine has highlighted a particular challenge for the Clear Creek County economy that is also evident in the economic data: the problem of economic diversification. There are two primary ways to consider the diversity of industry composition: through the number of businesses by industry and the distribution of employment by industry. By comparing the two, one can get a sense of economic stability and resiliency by analyzing the share of employment attributed to industries with only a few large employers, such as Mining, quarrying, and oil and gas extraction. The first figure below demonstrates the number of Clear Creek County business by industry. The professional, scientific, management, administrative, and waste management services industry has the largest number of businesses in Clear Creek County (58), followed by the construction industry (52), retail trade (51), and accommodations and food services (42). The information industry has the fewest number of businesses in Clear Creek County (3), followed by the mining, quarrying, and oil and gas extraction industry (4).

When these numbers are referenced with the distribution of employment by industry, we see vastly different results. For example, the professional, scientific, management, administrative, and waste management services industry has the largest number business establishments, but generates only 4 percent of employment in the County. Likewise, The mining, quarrying, and oil and gas extraction industry only has four business establishments in Clear Creek County (one of which being the Henderson Mine), but accounts for the largest share of employment of any single industry group at 25 percent, although tourism which typically includes both arts, entertainment, and recreation industry and the accommodation and food services industry would be higher at 41 percent of total employment when grouped together as a single unit.

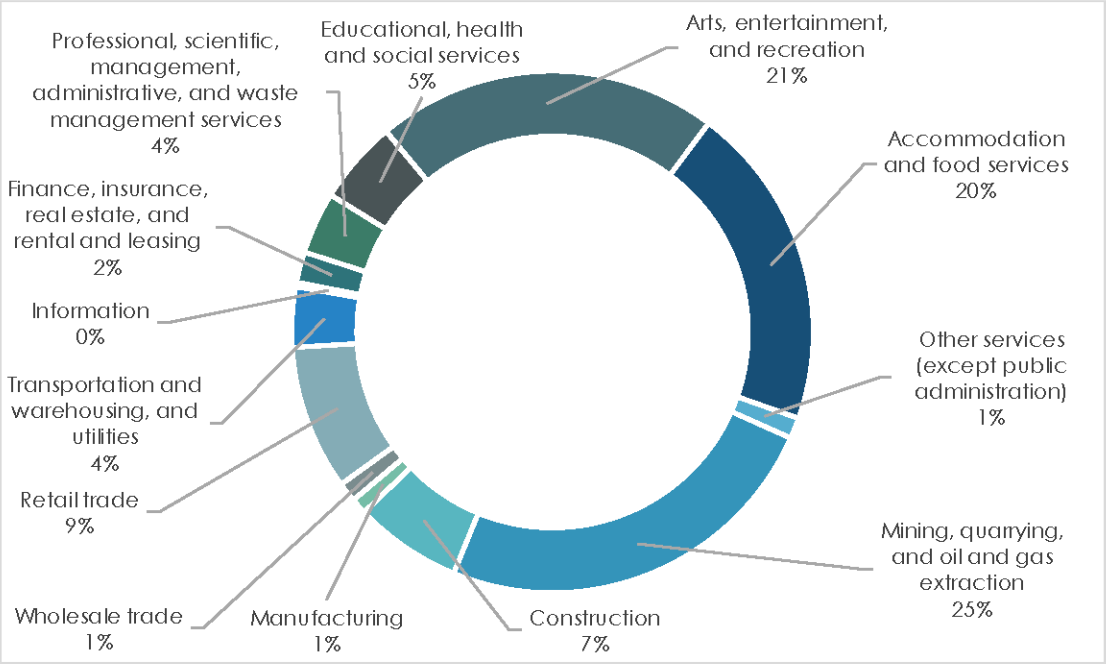
NUMBER OF CLEAR CREEK COUNTY BUSINESS BY INDUSTRY

(Source: U.S. Census Bureau, 2013 County Business Patterns.)



PERCENT OF CLEAR CREEK COUNTY EMPLOYMENT BY INDUSTRY

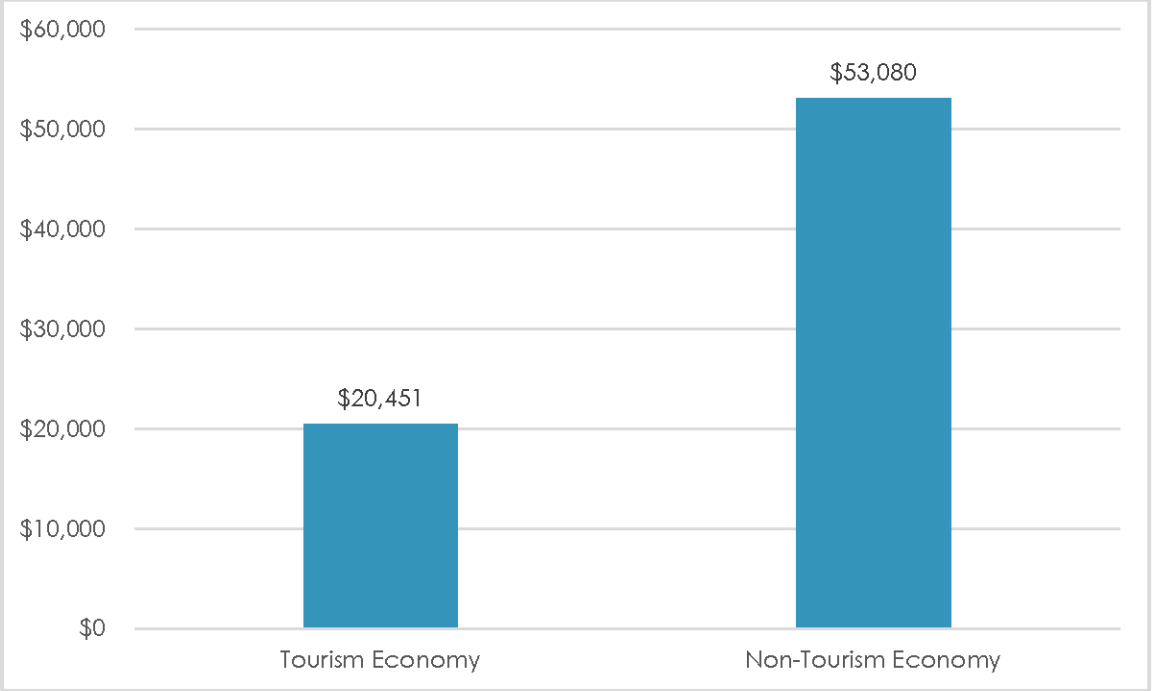
(Source: U.S. Census Bureau, 2013 County Business Patterns)



The recent phasing out of the Henderson Mine has created a real challenge for both the residents and the government in Clear Creek County, and highlights the issue with a lack of economic diversity. While many of the employees of the Henderson Mine commute from outside Clear Creek, the loss of the economic activity at the mine has resulted in some job loss for Clear Creek County residents, but has had an even more significant impact on the County's annual revenues, ultimately constraining the County's ability to provide services.

While the growth of the tourism economy in Clear Creek County has provided a real opportunity for economic development that can potentially help offset the loss of the mine, this growth is not without its challenges. Although the tourism economy is spread out over much a larger number of businesses than mining has been, the problem of economic diversification is still present because shifts in travel behaviors could have a significant impact on overall the county economy—much like the closing of Henderson Mine. The average annual wages associated with the tourism economy in Clear Creek County ($20,451) are also less than half of the typical non-tourism economy wages for the County ($53,080). While this reflects the nature of many tourism economy jobs—being either part-time, seasonal, or both—this disparity further suggests the need for a "multi-pronged" approach to economic diversification that capitalizes on the tourism economy opportunities available to Clear Creek County, while also pursuing other economic development strategies in other areas.

CLEAR CREEK COUNTY TOURISM ECONOMY WAGES
(Source: U.S. Census Bureau, 2013 County Business Patterns.)



BASELINE CONDITIONS – COUNTY ASSETS AND INFRASTRUCTURE

Understanding the changing trends that will influence the County's future is an important aspect of a Master Plan. Key issues identified for each element below have been summarized. Appendix II provides more thorough and detailed baseline summaries for many of these elements.

Transportation and Mobility

Since the 2004 Master Plan, the County's relationship with the Interstate 70 corridor has continued to be a major source of both opportunity and challenge. As described below, recent changes have been undertaken to lessen the impact of peak travel usage of the highway. Also, the ongoing implementation of the non-motorized Greenway Plan has also been connected to the I-70 corridor.

The ongoing maintenance of the County road network has continued to be a challenge given the rural and remote character of much of the network. The current road network, showing both County, US Forest Service, State of Colorado and private roadways can be found on MAP- 5.

While public transit options within the County remain unmet, some regional changes have helped provide additional opportunities for transit mobility.

Interstate 70

The impact and influence of Interstate 70 on the County is profound. It serves as both the essential access into/out of the County and links many of the distinct areas where the majority of the population is located and where economic activity is highest. It also bisects many of these communities, creates noise, and has a level of congestion that can have staggering effects on the ability of County residents to move about conveniently and efficiently.

While the I-70 corridor has been a part of life in Clear Creek County for decades, a more recent series of short and long term projects led by the Colorado Department of Transportation (CDOT), have been undertaken to address peak travel conditions within the corridor associated with the peak summer and winter recreation seasons. As described in more detail in the Transportation Baseline Summary (See Appendix II), some of these improvements included expanding the Veterans Memorial Tunnel from two to three lanes, establishing of a Peak Period Shoulder Lane (PPSL) along a 13 mile eastbound stretch of tolled road from the tunnel to Empire Junction and completing of a feasibility study for a potential high-speed transit system between Golden and Eagle. In addition, new enforcement efforts (chains) and traveler information systems have been started to provide disincentives and/or incentives for peak travel time road highway use.

In addition to the above, CDOT has continued to plan for future changes to the I-70 corridor that certainly will influence outcomes in Clear Creek County. Improvements to interchanges near Empire Junction / US-40 and Floyd Hill, more pullouts and parking for truck operations and a westbound PPSL (Peak Period Shoulder Lane) have all been identified in CDOT's approved Programmatic Environmental Impact Statement (PEIS).

The Greenway Plan

The proposed 36-mile-long Clear Creek Greenway (www.ccgreenway.com) has been an important County priority since the 2003 Clear Creek County Open Space Plan. At completion, the Greenway will weave together existing segments of multi-use trails with new links and establish a defined recreational trail network connecting the municipalities and distinct area along the I-70 corridor. While CDOT has been an active partner in the establishment of the project thus far, the non-profit Clear Creek County Greenway Authority (CCCGA) was established in 2013 to help facilitate the continued implementation of the project. Since 2005 the Greenway has added to two new segments to the original 9 miles bringing the current extent of multiuse trail to ____ miles.

The investment in the Greenway has continued with the CCCGA receiving $2 million in RAMP (Responsible Acceleration of Maintenance and Partnerships) funding from CDOT in 2014. Combined with a $500,000 match from Clear Creek County, the monies are being used to complete the design of a 14-mile segment from Hidden Valley to Empire Junction. The CCCGA continues to pursue grant and investment monies to cover the expected $4 million in design costs.

Reaching beyond the County's borders, Jefferson County has also been active in development of a trail network that will ultimately intersect with the Greenway Plan. A new 4-mile segment through Clear Creek Canyon (including 1 mile within Clear Creek County) is under construction with a completion in summer 2016. This network, part of the "Peaks to Plains" Trail, has been identified by the Governor as one of the State's 16 most important trail gaps. While all funding sources from the State has not been identified, Great Outdoors Colorado (GOCO) has dedicated approximately $30 million towards addressing these critical trail gaps.

The planned location of the Greenway is identified on MAP-6.

County Roads

Clear Creek County maintains about 254 miles of roadway out of about 887 total miles within the County (approximately 29 percent). The vast majority of these roads are dead-ends or provide access to residential properties, businesses or recreational opportunities.

A critical challenge for Clear Creek County has been the ongoing maintenance of this road network. The challenging terrain of the County coupled with the often harsh weather (snow, rain) and remoteness of some road segments makes keeping up with road maintenance particularly daunting. The ongoing maintenance of this network is proscribed by the classification of roads as noted below:

Miles of County Maintained Road by Classification

Classification	*Miles*	*Percent*
Primary	69	27%
Secondary #1	24	9%
Secondary #2	64	25%
Secondary #3	11	4%
Secondary #4	86	34%
Total	254	100%

Generally speaking the Primary and Secondary #1 roads are considered critical in that they support (in addition to resident access) school transportation and rural mail delivery. Snow removal on roads classified as either Primary or Secondary #1 is planned to happen on the 1st day following the storm.

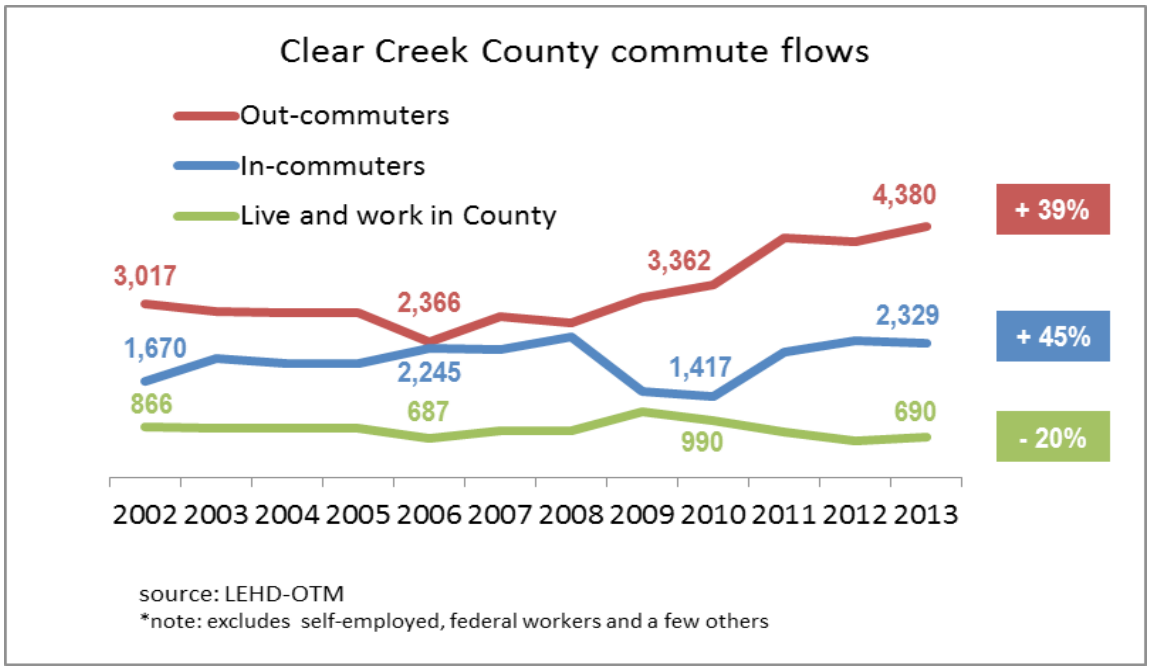
The pattern of County-maintained roadways is also depicted on MAP-5.

Transit

The 2004 Master Plan noted the lack of available public transit opportunities for Clear Creek County residents. Currently there is no fixed-route local or regional public transit service within Clear Creek County. Greyhound provides a private, limited, regional intercity bus service and there is limited demand response service. Clear Creek County is not a part of the Regional Transportation District (RTD), which is the Denver Area transit provider. The closest RTD bus service is at the El Rancho Park-n-Ride at I-70 and Evergreen Parkway, which is served by the EV/ES/EX route. This route provides peak hour commuter bus service between Evergreen and Civic Center Station in Denver. Greyhound provides the only regularly scheduled bus service to the County via a bus stop in Idaho Springs.

A limited amount of demand response transit service is offered in Clear Creek Count including:

- The Loveland Ski Area provides an employee shuttle for employees living in Clear Creek County
- The Senior Resource Center provides on-demand transportations services to people over the age of 60 in Clear Creek County (based out of Evergreen)
- High Country Shuttle provides on-demand service between Clear Creek County and DIA
- Recent travel patterns also suggest there may be a growing need for transit service between Clear Creek County and Denver. Since 2002 the number of residents commuting to work outside the county increased 39 percent (the number of in-commuters commuting into the County for work also increased by 45 percent). As of 2013 about 49 percent of employed residents in Clear Creek County were commuting to the Denver Metro Area, including 18 percent to Jefferson County and 14 percent to Denver. Additionally, the transit commute mode share among County residents increased from 1 to 2 percent from 2009-2014 despite the fact that the County has no regularly scheduled transit service. This suggests there has been an increase in the number of County residents driving to Jefferson County to use RTD to commute into the Denver Metro Area.



Housing

The Citizen Survey and a recently completed housing study (the 2012 Clear Creek County Housing Needs Assessment) both indicate that the primary issues with housing are three-fold: availability, affordability and quality.

Availability

A growing trend in parts of Clear Creek County is the conversion (or use) of unoccupied housing units as seasonal/recreational units. The recent Housing Needs Assessment identified increasing home ownership as an important goal. The increase in seasonal/recreational occupation of housing, at the expense of long-term and stable owner-occupied housing could be indicative of decreased local demand or an "affordability gap".

Affordability

While the median price for housing in Clear Creek County is modest when compared to nearby Summit or Jefferson County, affordability remains a challenge. In particular, when combined with the costs for transportation and the lack of diverse and affordable retail/shopping uses in the County, the overall burden of housing and living expenses has been identified as an important concern. The availability of long-term rental units, targeted towards those making 60 percent or less than the Area Median Income (AMI) was indicated as a priority in recent Housing Needs Assessment. Pressure on pricing for seasonal/recreational units only exacerbates affordability.

Quality

The age and quality (or condition) of many of the homes in Clear Creek County has been identified as a primary concern. About 60 percent of all housing units in Clear Creek County were built prior to 1980. The Housing Needs Assessment identified modernization and energy efficiency measures are important steps to "preserve and improve" the existing housing stock.

A baseline summary of important housing issues is provided in Appendix II.

Public Facilities and Services

Critical facilities and services within Clear Creek County related to water and wastewater are provide by a consortium of entities including the municipalities and special districts such as the St. Mary's Water and Sanitation District and Central Clear Creek Sanitation. A map illustrating where these service areas and special districts are located is provided as MAP-7.

In addition, Clear Creek County oversees a variety of public services that impact/influence the long-ranging planning for the County.

Water Resources

Clear Creek County maintains significant water rights and is presently working on a Strategic Water Plan that will describe these rights, their associated infrastructure and operations. The County has recognized that its rights to water resources can play an important role in supporting economic development and the Strategic Water Plan will provide guidance to the BOCC in evaluating whether granting these rights in support of development is a "beneficial use".

An important element of the water rights portfolio for the County is the headwaters position the County enjoys in relationship to South Platte Basin. This high altitude location enhances the conservation of water resources (i.e. they have less evaporation during winter months) and supports the application of these rights to downstream users. The County has and continues to be active in the South Platte Basin Roundtable to support the development of new infrastructure related to these water resources.

Broadband Resources

In 2013, Clear Creek County, in collaboration with Gilpin County, retained Frank Ohrtman of Internet3 to complete a broadband assessment study (See http://apps.fcc.gov/ecfs/document/view?id=7521088690).

This high-level assessment was completed to help establish the service needs for the region as well as provided recommendations to help achieve these needs. As the study noted "actual speed testing, in all communities of Gilpin and Clear Creek are challenged in terms of internet speeds". A residential survey prepared for the study concluded that outages in internet access lasting longer than one day were found by more than 40 percent of survey participants. While that survey was not extensive in scope nor statistically valid, community comments during this process emphasized dissatisfaction with broadband connectivity. According to data from the Colorado Office of Information Technology (OIT) the current state of broadband within Clear Creek County for wired service is still limited to areas mostly within the defined municipalities and eastern portions of the county adjacent to Jefferson County. When adding wireless services to the mix (i.e. line-of-sight) the area of coverage expands considerably westward. Similarly, factoring data services delivered over the cellular network, the coverage area expands further into more remote portions of the County.

The data also noted that while the broadband coverage issue may continue to be problematic in more isolated parts of the County, the bigger challenge has been both the poor quality of this service (i.e. reliability) and the limited amount of broadband capacity. Generally both the residential and commercial

internet access speeds available within Clear Creek County are within the 3-10 Mb/sec range. The growing number of household and business internet-enabled devices and demand for internet services such as cloud storage, streaming music and video have made even this range less than acceptable. The appropriate standard for consideration is 10 MB/sec download and 1 MB/sec upload.

In April 2016, the Gilpin/Clear Creek Broadband Development Committee (GCCBDC) issued a "Request for Proposals" for a Broadband Expansion Plan Concept to address this connectivity gaps and act as a strategic document through which both private and public investment in infrastructure could be organized. This effort has been managed by the Clear Creek County Information Technology Department.

Public Health

As outlined in many responses to the Citizen Survey, access to healthcare is challenging in a rural community like Clear Creek County. In 2013 the Clear Creek Public and Environmental Health Department (CCPEH) issued a Community Health Improvement Plan (see www.ClearCreekHealth.us) that, in addition to outlining some of the pressing challenges for healthcare, also provided a set of goals and strategies that this Master Plan considered.

Highlights of this plan include:

- The percentage of the Clear Creek population that is classified as disabled is 26.3 percent versus the statewide mean of 23.7 percent. Mental health and substance abuse issues were also noted as significant challenges in Clear Creek County.
- A 2012-2013 Feasibility Study for the development (or reopening) of a primary care facility in Idaho Springs was completed and its results further emphasized transportation to services as the "most significant barrier" for residents. This study also noted that an important split between the eastern and western portions of the county. Eastern communities have improved access to healthcare in Evergreen and/or metro Denver. A Request for Proposals (RFP) was released in 2014 seeking a qualified primary care provider. No provider has been retained but the County continues to work on this issue.
- The use/support of the Senior Resource Center's transportation services to help improve access to health care for elders in Clear Creek County
- Efforts to develop/re-open a health clinic have not been completed, but continues to be identified as an important goal.

Open Space and Natural Resources

Approximately _____percent of Clear Creek County is either located within the Arapahoe National Forest or conserved public lands. As shown on the Open Space Map (MAP-8), the pattern of conserved lands is highly complex and includes lands owned/managed by the United States Forest Service as well as various public entities and local governments. This list of open space owners/managers includes but is not limited to Historic Georgetown, Denver Mountain Parks, the City of Golden, Colorado Parks and Wildlife, and the Colorado State Land Board. All told, about sixteen entities own/manage open or conserved lands within Clear Creek County.

In 2005 the Clear Creek County Open Space Commission (OSC) adopted an Open Space Plan that had been included in the previous Clear Creek County Master Plan. In this plan the OSC identified important resources including:

- *Streams and Wetlands*
- *High Altitude Basins*
- *Critical Habitats and Wildlife Corridors*
- *Identified Conservation Areas*
- *Cultural Resources*
- *Important Features and Views*

In its strategies for acquisition, the Open Space Plan outlines the importance of partnerships with allied organizations, the need to dovetail open space with recreational access, and the ongoing importance of being good environmental stewards for open spaces.

Natural resources are also of critical importance to the people of Clear Creek County. Clear Creek County works closely with Colorado Parks and Wildlife (CPW) to map and evaluate critical wildlife habitats within the County. Species including bighorn sheep, mountain goat, moose, deer and elk all have established habitats within portions of Clear Creek County.

The Arapahoe National Forest is an important contributor to the natural resource portfolio in Clear Creek County. The Mount Evans Recreation Area offers residents and visitors access to the 14,000 foot peaks on the highest paved road in North America. The associated Mount Evans Wilderness (designated by Congress in 1980) includes nearly 75,000 acres of important wildlife habitat, natural communities, recreational trails and scenic vistas. The Guanella Pass Scenic Byway is also home to diverse wildlife habitats, riparian areas and natural forest communities.

Recreation, Culture and Arts

In 2014 the Clear Creek Metropolitan Recreation District (CCMRD) completed a *System Wide Master Plan* (SWMP) which inventoried existing parks and recreation facilities in the County and identified a range of issues surrounding them. The current CCMRD's mission is "Seizing opportunities and developing strategic partnerships to create and sustain the necessary resources for our present and future recreational needs." The SWMP was intended to help align the District with its mission.

In crafting the SWMP the CCRMD recognized that "Parks and recreation facilities and programs contribute to the livability of a community by enhancing its quality of life". They go on to note that most residents within the organized municipalities have access to parks in relatively close proximity to their homes. While the diversity and offerings of the parks vary considerably, the access to organized recreational space is good for those residents. The planning and implementation of parks in Clear Creek County has historically been the responsibility of these municipalities. The SWMP states the possibility of serving underserved neighborhoods in the unincorporated areas of Clear Creek County with park (and recreation) infrastructure as something the District might "consider".

The SWMP outlined a wide variety of goals and objectives, many of which relate to establishing the CCMRD as an important partner in bringing communities together. Among these, the SWMP addressed the need for greater "identity" in recreational infrastructure within the region, including better signage and graphic communication. In part, this need was stated to assure that residents better understand the recreational system, but elsewhere in the SWMP the importance of recreation to economic development initiatives was stressed. The idea of "branding" the District was also discussed in various forms.

The SWMP was developed with significant public outreach, including a survey, which affirmed the importance of recreation as a community amenity. Perhaps the biggest finding in the SWMP was its determination that a County-wide, 5 to 10 year plan for the "delivery of recreational services" is needed. In making

that point the SWMP acknowledges that such plan would rely on participation of the District, the municipalities and community organizations. This partnership approach towards long-term planning for recreational infrastructure is consistent with the how recreational services are being delivered presently.

The location of important County recreational assets and trails is depicted on MAP-9. The full SWMP can be found online at: http://clearcreekrecreation.com/CCMRD_SystemWideMasterPlan.pdf

The mining heritage of Clear Creek County is an important element of the region's culture and influences its arts. Heritage tourism is a popular attraction for many communities within Clear Creek County. In order to better protect the many cultural resources in the county, a Cultural Resources Management Plan was prepared for the Board of County Commissioners in 2012.

Although this plan was never accepted by the Board of County Commissioners, it provided a detailed baseline and evaluated the many cultural resources in Clear Creek County. In total, the plan identified 890 cultural resources throughout the county, including historic, archaeological, structural, architectural, prehistoric, and others. Of the 890 resources identified, 697 were mining related and archaeological in nature and spanned an era prior to Clear Creek County's establishment in 1861 to modern day. The evaluation portion of this plan went on to prioritize which of the identified cultural resources and were worthy of planning consideration. The evaluation found that 123 cultural resources (61 of which have potential to be National Register eligible) had significant value to warrant their consideration in future planning.

The recommendations in the Cultural Resources Management Plan inform this plan in by determining the best approach to balancing the protection and enjoyment of the vast cultural resources that Clear Creek County has to offer. See MAP-10 (Cultural Resources)

The Importance of Place

In many ways, Clear Creek County is a "place of places". Whether an organized municipality like Georgetown, an unincorporated and established settlement like Downieville or a slightly more out of way area like Guanella Pass, the residents of Clear Creek County place great value on these distinct areas.

As shown on MAP-1, there are approximately 24 "Sub-Areas" within Clear Creek County, including the four incorporated municipalities; Georgetown, Silver Plume, Empire and Idaho Springs. While the population density in many of these distinctive sub-areas is quite sparse (see MAP-2), nine (9) of these areas have undertaken the process of developing sub-area plans.

- Dumont-Lawson-Downieville
- East Mount Evans
- Fall River Watershed
- Floyd Hill-Saddlebrook-Beaverbrook
- Georgetown Lake/Saxon Mountain Area
- Upper Bear Creek
- York Gulch Area
- Bakerville Neighborhood Land Use Plan
- Coordinated Highway Access Agreement Subarea

Brief summaries of each of these plans are provided in Appendix II.

The Dumont-Lawson-Downieville, East Mount Evans, Fall River Watershed, Upper Bear Creek, York Gulch Area and Bakerville subarea plans have the following common threads:

- *Quality of Life. Each subarea has a goal to protect the "quality of life" and unique character within each subarea.*

- *Open Space. Each subarea has a goal to protect and preserve open space found on current federal and state lands for a wide variety of passive and active uses.*

- *Water Resources. Each subarea plan has a goal to protect and preserve water resources in both quantity and quality.*

- *Infrastructure. Each subarea plan has a goal to ensure adequate infrastructure to support existing and future development.*

- *Wildlife/Ecosystems. Each plan has a goal to protect and preserve wildlife and the associated ecosystems.*

- *Protection of Visual Resources and Natural Setting. Each subarea has a goal to protect the natural setting and the associated visual resources.*

- *Natural Hazards. Each subarea plan discusses natural hazards.*

- *Transportation. Each subarea has specific goals or policies and actions to ensure an adequate and safe transportation system.*

East Mount Evans, Fall River Watershed, Upper Bear Creek, York Gulch Area plans have the following common threads:

- *Low Density Development. Each subarea has a goal to maintain low density development.*

- *Minimized Development. Each subarea has a goal to minimize development to maintain rural and natural character.*

The Dumont-Lawson-Downieville, East Mount Evans have the common thread policies relating to the protection and preservation of cultural/historic resources. The Bakerville Neighborhood Plan and the Coordinated Highway Access Agreement Subarea are the only detailed subarea plan with specific land uses mapped out, with the latter governing zoning and land use. The Georgetown Lake/Saxon Mountain Area is an open space plan.

Working with Others - Intergovernmental Agreements

Like most counties, Clear Creek County has a diverse and complex set of agreements (Intergovernmental Agreements or IGAs; Memoranda of Understanding or MOU) with other regions and/or the State of Colorado to help effectuate its policies and objectives. While this Master Plan is not the appropriate place to address all of the elements of these agreements, several of them have relevancy to long-range planning that is important to highlight for this Master Plan Update. Some of the provisions of these IGAs might need to be reconsidered given the changes in condition that have occurred since their original creation and approval.

A matrix of important agreements is provided in Appendix II.

1990 MOU between the USFS, BLM CDOW, CCC, Georgetown and Georgetown Society on the Saxon Mountain Study Area

Saxon Mountain Study Area as defined by the 1988 CCC Master Plan. CCC Planning Commission created the Saxon Mountain Committee for reviewing any action proposed to the County within the identified Saxon Mountain Study Area.

Highlights of this agreement include:

- mutually cooperate in plans integration;
- coordination of land use decision making;
- the review process of land use proposals affecting the Saxon Mountain area;
- the identification of appropriate uses and the development of plans for the lake, summit and mountain face sectors of the study area; and
- the identification of cultural and natural resources within the study area for compilation in established inventories.

2005 IGA Directing Development in Coordinated Planning and Highway Access Agreement Subregion.

This IGA between Central City, CCC and Idaho Springs has a binding land use plan to the north of Idaho Springs and the Central City Parkway interchange. The Land use policies of the Future Land Use Plan should reflect the presence of this agreement.

2009 Agreement for Land Use Planning Coordination with USFS, CSFS and CCC at Reception No. 255167.

The parties agree on the need to coordinate efforts in developing policies and in planning for land management and development on forested and related lands in Clear Creek County This agreement requires the USFS to advise the parties on policies and plans for USFS lands in Clear Creek County, to share expertise and cooperate in preparing environmental statements required for projects or activities on USFS lands.

The agreement also requires the County to consult with the USFS prior to any proposed changes in private land zoning or land use plans affecting the National Forest, consider USFS and CSFS comments on land use proposals and to cooperate with the USFS and CSFS in developing land use policies and plans involving forest lands.

COMMUNITY SUPPORT

Building a Master Plan that has broad community support is essential for its success. The outreach efforts conducted for this update of the Clear Creek County Master Plan often leveraged other recent efforts to explore community needs, understand changing conditions and evaluate the impact of such changes. This included consideration of ongoing economic development efforts within the County, aligning Master Plan goals, objectives and policy with positions taken in the County's Hazard Mitigation Plan and better consideration of community-scale (i.e. sub area) planning objectives. In addition, the Update process included a series of important engagement efforts to hone in on specific concerns and interests.

Highlights of the major elements of this engagement process are provided below. A more detailed summary of the Public Support and Engagement process is provided as Appendix III.

Stakeholder Interviews

Beginning in September 2015 and extending through January 2016, a series of stakeholder interviews were conducted to help inform the Master Plan. The composition of the stakeholders was diverse, including representatives from important County departments, Housing Authority, SOLVE, etc. Additionally, several Clear Creek County commissioners were also intereviewed. The nature of these interviews were generally free-form and open-ended and coverered a wide variety of topics. Summarizes of these interviews are provided in Appendix III.

Economic Focus Group Discussion

On December 1, 2015 an economic focus group discussion was held with local stakeholders and business leaders to understand the changes in the Clear Creek County regional economy that have occurred in recent years and to consider strategies and tools for the future economy of the region. To ensure a wide range of viewpoints, participants included representatives from the Clear Creek County Economic Development Corporation and the Henderson Mine, as well as local business owners in real estate, recreation, dining and hospitality, and the professional services industries. Discussion centered on necessary updates to previous economic development plans and policies, findings from the baseline economic and demographic data, and important issues and strategies to address in the Master Plan Update. Primary discussion topics included the phasing out of Henderson Mine, the disconnect between affordability and availability of housing options, the value in the proximity to the Denver Metro, creating employment opportunities for young families, the need for improved communications infrastructure, and the importance of leveraging the natural resource and recreation assets within the community in economic development strategies. For more detail about the Economic Focus Group session see Appendix III.

Review of Past Studies, Plans and Documents

Clear Creek County has been very active in the past several years in continuing to plan for its future. Beyond the 2004 Master Plan, the County has been active in exploring issues such as housing, open space, cultural resources, recreation, economic development and transportation. In addition, the County has been (teaming with Gilpin County) been working on a new Hazard Mitigation Plan, the current draft of which has been considered as part of this planning process.

Citizen Survey

Prior to major public engagement efforts, the Master Plan Update process included the distribution of a Citizen Survey. The survey was distributed to a randomly selected list of 3,000 property owners in the County. Over 631 responses were collected (a very strong 21 percent response rate). An online version of the survey was also made available to the broader public. This data, while considered separately, provided another window into the attitudes and concerns of Clear Creek County residents (and some visitors).

The Citizen Survey was structured to address a wide variety of topics ranging from quality of life, recreation, economic development and housing. Overall the data suggests that the quality of life in Clear Creek County is ranked high; as a place to live, retire or raise a family. The notable exception in these rankings was Clear Creek County as a place to work or start a business. As affirmed by the baseline demographic data, a majority of survey respondents work outside of Clear Creek County.

The key takeaways from the Citizen Survey include the following:

- Supporting infrastructure improvements (roads, broadband), expanding outdoor recreation and tourism-oriented marketing, expanding the diversity of economic activity and increasing the job market were all identified as "best opportunities" for Clear Creek County. All of these, with the exception of expanding recreation and tourism, were also identified as "biggest challenges".

- Nearly 30 percent of those who work indicated that they own their own business. Perhaps not surprisingly, finding ways to better support local businesses (incentives and improving the business climate) were also identified as potential opportunities.

- A high percentage (about 10 percent) of respondents indicated that they work at home or telecommute to work. The demographic baseline affirms a similar situation. This "work at home" situation is likely highly correlated to local business ownership.

- Recreation was indicated as "very important" by a strong majority of respondents of which the vast majority (87 percent) "personally engage" in recreation in Clear Creek County. Recreational pursuits were diverse including hiking, biking, off-highway vehicles (i.e. snowmobiles and ATV's) and passive recreation like bird/wildlife watching. Getting outdoors is clearly important to the residents of Clear Creek County. When asked about "new" opportunities for recreation, the most commonly identified improvements related to trails or access to trails. Community parkland and open space was also widely identified as an important new opportunity.

- With so much of Clear Creek County set aside as open space or within National Forest Systems lands (about 90 percent of the land area), the importance of preserving open space is a well-established value of County residents. When asked in the survey whether "enough" lands have been set aside, the results were essentially split with a plurality of respondents simply indicating "not sure". This perhaps reflects the importance of communicating the purpose and value of open space in the decision-making process. When asked about the purpose of open space acquisition, the survey results noted environmental resources, recreation and scenery preservation as the top three.

- Echoing the baseline evaluation of housing issues, the results of the Citizen Survey indicated a majority of housing in the County was built prior to 1980. While approximately 70 percent of re-

spondents indicated it was not difficult to find "affordable and/or acceptable", the remaining 30 percent or so indicated spending more than 30 percent of household income on housing; a threshold indicative of stress in affordability. This situation should also be considered in light of the high percentage of commuting workers in the County which influences the cost of living for County residents.

- From the baseline assessment it became clear that County residents largely commute to/from work and have more limited access to health care services and/or grocery-retail opportunities. Given this, the Citizen Survey asked several questions about access to healthcare and grocery/retail issues.
- For most respondents the transportation issues related to health care access were only moderately important with 27 percent indicating it as "highly important". What was more commonly identified as important was the range of healthcare services, the quality of those services and the access to specialization. Comments from respondents reflected a diverse range of opinions related to access; many noting the lack of providers in the region.
- Access to grocery/retail establishments was responded to similarly as with healthcare access. The majority of respondents noted the lack of grocery/retail in their area, the lack of variety and the cost of goods sold as important considerations.

A complete summary report on the Citizen Survey is provided in Appendix III. Within this appendix is also the raw collected data and survey comments collected as part of the process.

Citizen Advisory Committee (CAC)

To help better explore some of the details of the Master Plan Update process, a Citizen Advisory Committee was assembled. This group of 11 individual residents reflected a broad cross-section of the Clear Creek County community; members from established municipalities and more rural areas, younger and older in age, long time and more recent arrivals to the County.

The CAC met five times between January and June during the Master Plan Update process; reviewing information on changes in the County, reflecting on the vision and policy framework for this update and materially helping to shape the future land use plan and associated goals and objectives for critical plan elements. In their final meeting, the CAC met alongside the Planning Commission to review the themes, framework, and policy they had shaped throughout their involvement and discuss the main ideas.

Complete summaries of CAC meetings and materials can be found in Appendix III.

Recreation Working Group

Although technically "outside" of the Master Plan update process, a citizen-led "Recreation Working Group" was formed during this process to help move the discussion on recreation policy forward. The Recreation Working Group also met periodically during the process and presented a set of draft goals and policy considerations to a joint Planning Commission – Citizen's Advisory Committee meeting in May of 2016. These goals and policies recognized the importance of recreation in the region (as further exemplified in the Citizen Survey results) as well as the importance of continuing to plan for and shape future recreation (and more broadly tourism) outcomes in light of resident needs and as part of an economic development strategy.

Public Engagement Meetings

Public meetings provide another opportunity for the community to listen and participate. One of the key lessons learned from the review of past efforts and the public engagement process was the independent spirit of the people of Clear Creek County. Whether through the challenge of living in a rural and rugged environment or through an inherent desire to shape their own futures, the people of Clear Creek County are uniquely individual. This is not to imply that they don't recognize the value of community. On the contrary. Clear Creek County is a region dominated by strong communities; whether incorporated municipalities or less formal population centers within unincorporated lands. People identify with these places AND with Clear Creek County. The importance of understanding this local-regional dynamic is critical to the success of this Master Plan. County-scale policies will find a better path for implementation through a more local scale.

The first public meeting was held on February 16, 2016 at the Clear Creek Metropolitan Recreation Center in Idaho Springs. At this meeting, approximately 45 attendees were introduced to the planning process and the major elements to be included in Clear Creek County's updated Master Plan. The baseline conditions for the different municipalities and sub-areas within the county as well as the county as a whole were then presented to community members. Included in the baseline conditions was data from the American Census Survey, the Colorado Department of Local Affairs, and the Clear Creek County Community Survey that was conducted for this project in 2016. While baseline conditions helped to identify current issues within the county, an audience polling exercise was done to elaborate on these conditions. Comments generated during this exercise were compared to previous survey data and helped to identify the highest priority issues.

On March 28, 2016 a second public meeting was held at the Idaho Springs United Center which allowed community members to provide input on actual components of the Master Plan. With the help of the CAC, versions of the vision and policy framework were drafted and shared at this meeting. After a brief presentation that explained the planning process, a series of posters conveying the draft vision and policies were discussed in an open house format that allowed community members (approximately 50) to provide feedback. Additionally, current land use maps were also provided to begin the discussion around future use and areas where use had changed since the last Master Plan update.

A final public meeting was held on June 6, 2016 at the Georgetown Community Center at which approximately 20 citizens attended. This meeting's presentation emphasized the processes used to form the vision statement, policy framework, future land use map, and goals of the master plan. The presentation also highlighted how these various components are intended to work together throughout the master plan document. Following the presentation, the group began the open house portion of the meeting. Citizens engaged in discussion with the consulting team and county staff, clarifying any remaining questions about the plan and planning process. During this time, citizens were asked to submit their feedback on the presentation, which was summarized on boards to facilitate commenting.

Complete summaries of each public engagement meeting and their accompanying materials can be found in Appendix III.

Adoption Process

[TO BE COMPLETED]

IMPORTANT THEMES FOR THE MASTER PLAN

Throughout the Update process important "themes" emerged that helped inform the community's re-consideration of the 2004 vision and the policies that help support it. From the community survey the importance of recreation was evident in the overwhelming importance of recreation to residents of the county. From interactions with the Economic Focus Group and stakeholder interviews the idea for diversity in economic activity was a constant message.

The importance of "quality of life" and being efficient was often mentioned at public meetings, through the work of the Citizen Advisory Committee and in comments from the Citizen Survey. Supporting independent thinking was obvious from the review of the many sub regional (area) plans. Connectivity has been a long-standing element of the County, exemplified by the continued pursuit of the Greenway Plan and the many intergovernmental agreements that exist.

Overall nine (9) important themes emerged that influenced the Vision and the overall policy framework of the plan. The icons below will appear elsewhere in this document to help reinforce how these key themes influenced the Vision, policy framework, goals and strategies that comprise the Master Plan.

Key Themes:

- Quality of Life
- Built Environment and Land Use
- Economy
- Natural Environment
- Mining
- Recreation
- Distinct Areas
- Cultural Resources

THE VISION FOR CLEAR CREEK COUNTY

A community vision statement is an expression of the aspirations for the future that a community holds close. It helps set the perspective through which the community looks at future changes and provide a touchstone against which those changes can be measured.

The 2004 Vision Statement for Clear Creek County was reflective of its time:

"Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens."

Throughout the Update process several important "themes" emerged that helped inform the community's reconsideration of the 2004 vision and the policies that help support it. From the community survey the importance of recreation was evident in the overwhelming importance of recreation to residents of the county. From interactions with the Economic Focus Group and stakeholder interviews the idea for diversity in economic activity was a constant message. The importance of "quality of life" and being efficient was often mentioned at public meetings, through the work of the Citizen Advisory Committee and in comments from the Citizen Survey. Supporting independent thinking was obvious from the review of the many sub regional (area) plans. Connectivity has been a long-standing element of the County, exemplified by the continued pursuit of the Greenway Plan and the many intergovernmental agreements that exist.

From these inputs an updated Vision Statement emerged:

> *"Improve upon the existing quality of life in Clear Creek County by supporting the development of a diverse economy, protecting natural and cultural resources, becoming a more resilient community, encouraging recreation, and recognizing the County's distinct areas."*

This statement introduces several important things into the Master Plan

1. It asserts that improving the "quality of life" for the residents of Clear Creek County is the foundation of this long-term plan.
2. It connects and balances "development of a diverse economy" with important considerations like the protection of natural and cultural resources, being resilient to changes and assuring recreation is something that is "encouraged".
3. It builds upon the independent attitude of Clear Creek County by emphasizing the recognition of the distinct areas within the County as part of the way that quality of life can be improved.

A FRAMEWORK FOR POLICY

While the Vision for Clear Creek County helps establish the overarching aspiration for the region in the long-term, it is the Policy Framework that helps define the goals and strategies that the County will pursue to achieve this vision.

Each of the following policy statements support the Vision and reflect the key themes discovered during the update process. The icons representing each of the key themes is provided adjacent to each statement to reinforce what influenced it.

#1) Seek a greater diversity of economic activity within the County

The County will use a multi-pronged approach to both engage and support local businesses as well as to attract diverse and viable companies and organizations that provide high quality employment. The County will use its key assets in this effort: high quality of life, rural mountain lifestyle, proximity to the Denver metropolitan area, mining legacy and infrastructure, recreation, and tourism.

#2) Enable and encourage communities within Clear Creek County to actively participate in planning for their future.

The County will support the development of subarea plans that help refine and reflect County-wide objectives, while retaining the individual character and values of the distinct areas within it. Independent and creative approaches will be encouraged in these pursuits.

#3) Ensure suitability and compatibility with environmental characteristics and community character of Clear Creek County when considering land use change and development

The County will consider resources, including but not limited to, open space, water resources, wildlife, ecosystems, viewsheds, natural hazards, and infrastructure, when assessing the impact of development and land use decisions.

#4) Identify and protect lands of high ecological value, scenic quality, or historic importance.

Through both smart land use planning and open space acquisition, the County will determine which lands meet these criteria, and align their planning processes accordingly.

#5) Promote the concentration of development into established municipalities and activity centers in order to preserve rural lands and to efficiently use County resources.

Through coordinated land use planning, the County will encourage growth in designated areas where services either exist or can be provided with modest effort and cost.

#6) Recognize and support endeavors in the arts, culture, recreation and tourism.

The County will use an all-inclusive approach to branding, identification, and communication so that residents identify with and visitors recognize the assets and identity of Clear Creek County.

#7) Consider recreation as an important contributor to residents' quality of life and a part of a balanced regional economy

The County will acknowledge recreation in economic development efforts, recognizing their tie to each other. The County will understand its unique assets and build recreational opportunities around them. The County will pursue partnerships focusing on recreation with entities such as schools, municipalities,

#8) Continue to preserve and protect mineral resources for the benefit of future generations

The County recognizes the short term challenge of the Henderson Mine closure but will continue to think in terms of long-term opportunities and building upon its mining heritage. The County will actively promote reuse options for the Henderson mine that do not preclude future mining efforts.

#9) Explore how local and regional initiatives within the County can improve access to health care services.

The County will work to develop "home-grown" options that support access to health care services while also looking to partner with regional, state, and federal agencies. The County will pursue financially sustainable strategies that will improve health care access in the long-term, not quick fixes that do not hold up over time.

#11) Identify and implement strategies to strengthen and increase resiliency.

The County will assess its risk and vulnerability to both natural and man-made hazards. It will evaluate its resiliency with respect to the six Colorado Resiliency Framework Sectors: Infrastructure, Watersheds and Natural Resources, Housing, Health and Social Services, Community, and Economy. Through the Hazard and Mitigation Plan, strategies will be developed to address vulnerabilities in these six sectors.

#10) Endorse transportation infrastructure that is multi-modal in nature and enhances existing communities as well as their access to the rest of the region

The County will look for opportunities to integrate pedestrian, bicycle, and transit facilities where appropriate, enabling residents to access jobs and services without reliance on personal automobiles. The County will address the challenges of the I-70 corridor, while embracing opportunities the highway presents. The County will explore partnerships with neighboring counties as well as local, regional, and state agencies to provide transit service between Clear Creek County and neighboring counties in the pursuit of improving regional access to jobs and services.

Chapter One – Maps

MAP-1 REGIONAL CONTEXT

MAP-2 DISTINCT AREAS

MAP-3 EXISTING LAND USE

MAP-4 POPULATION CONCENTRATION

MAP-5 TRANSPORTATION

MAP-6 THE GREENWAY

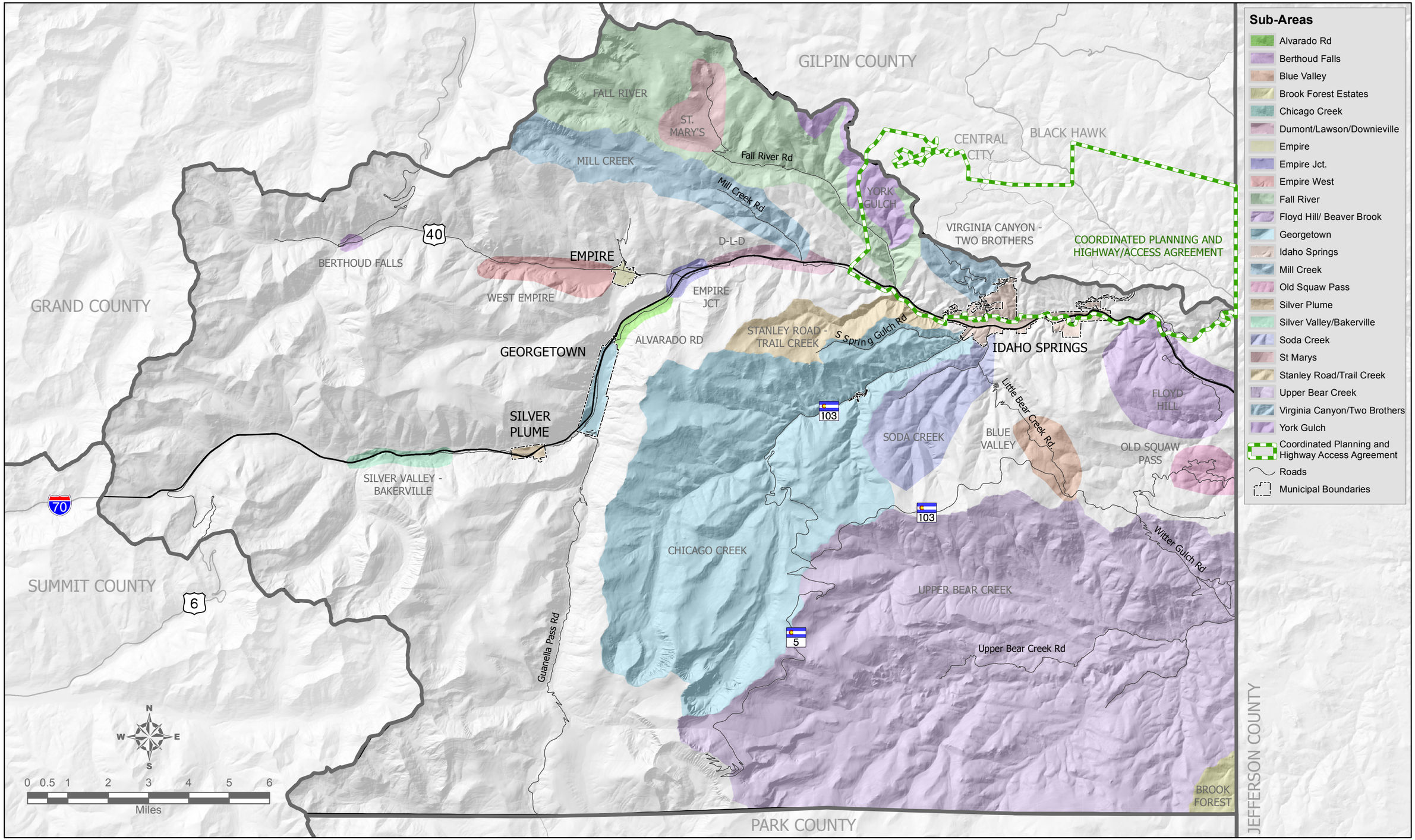
MAP-7 SERVICE AREAS

MAP-8 OPEN SPACE

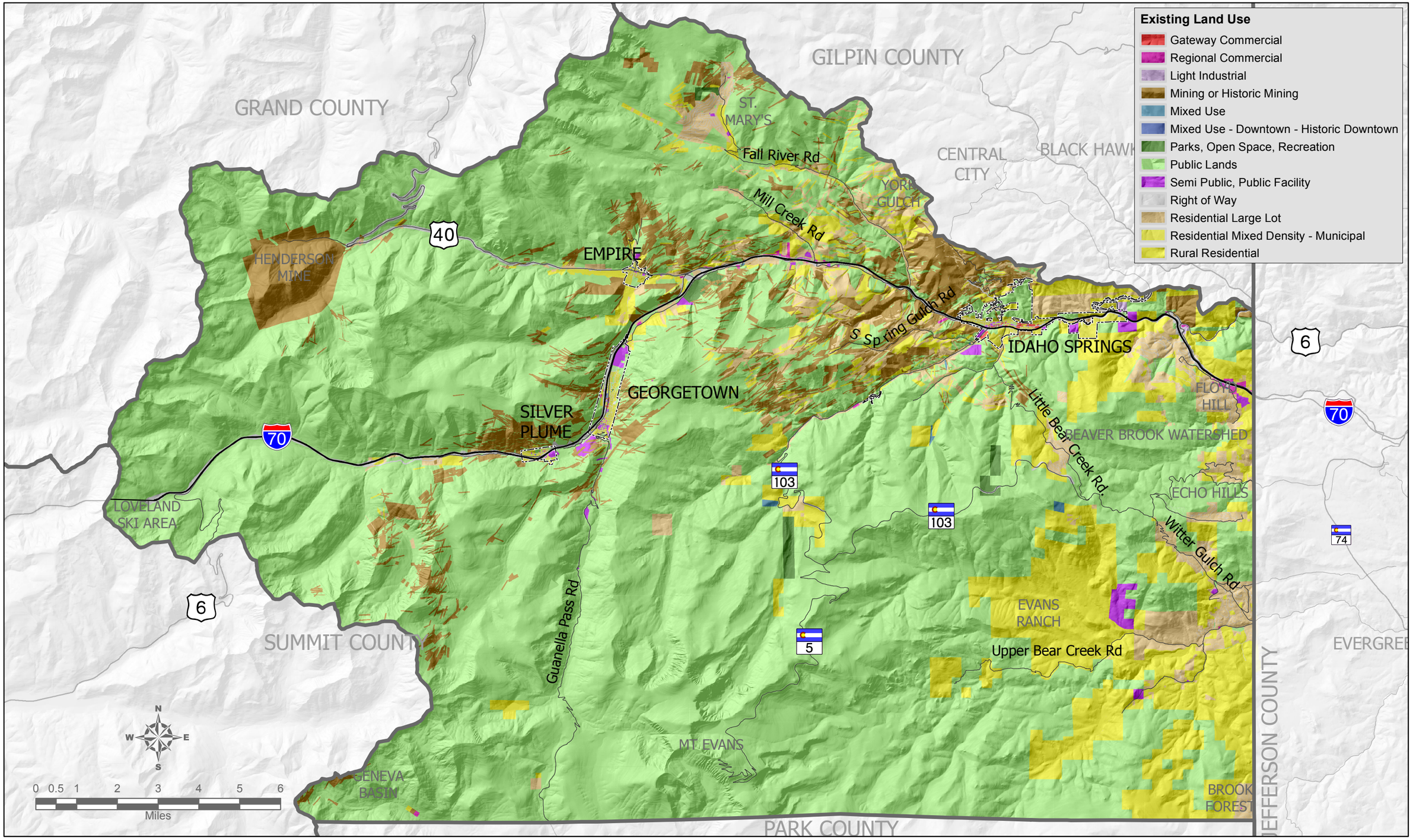
MAP-9 RECREATION

MAP-10 CULTURAL RESOURCES

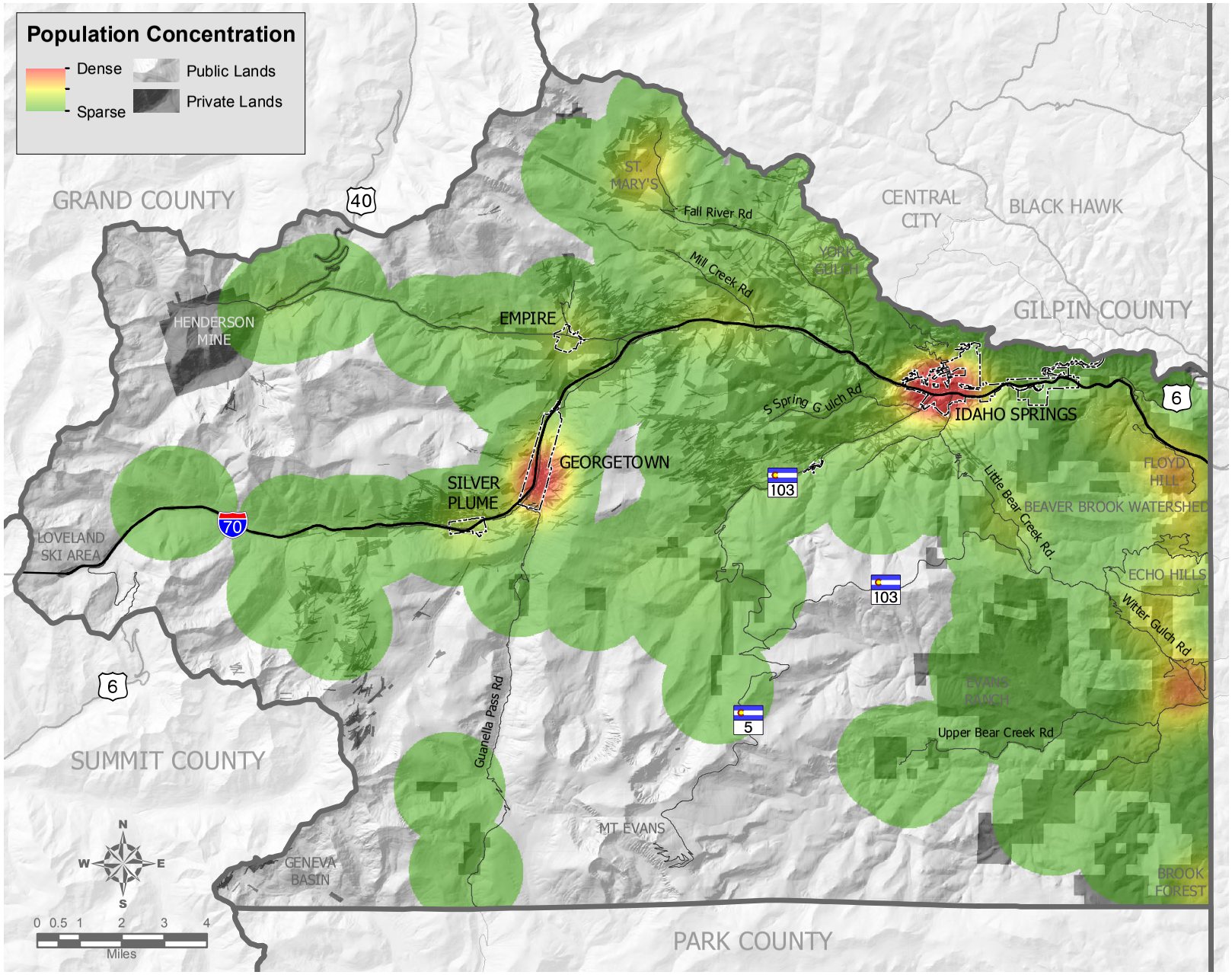
MAP-1 | Regional Context



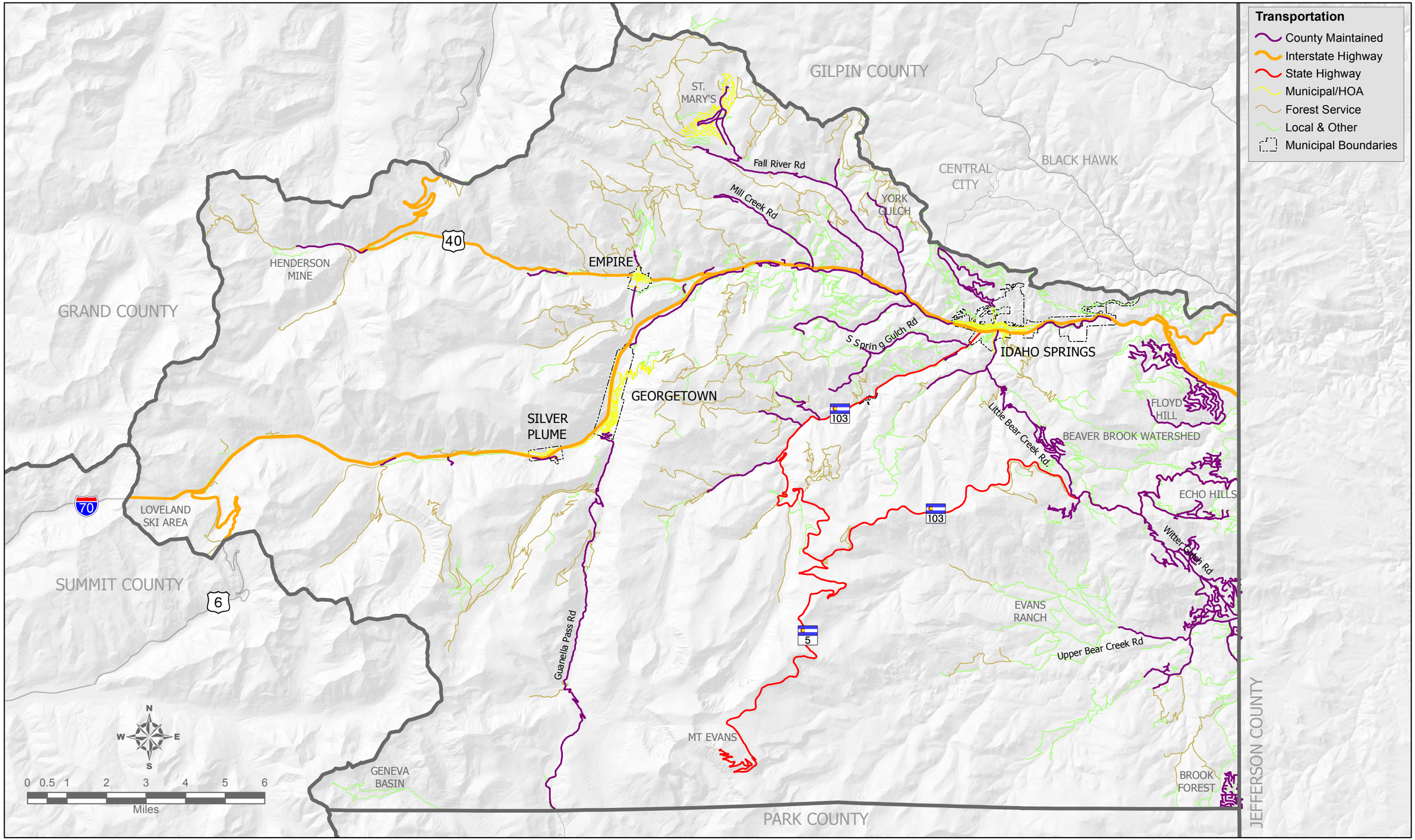
MAP - 2 | Distinct Areas



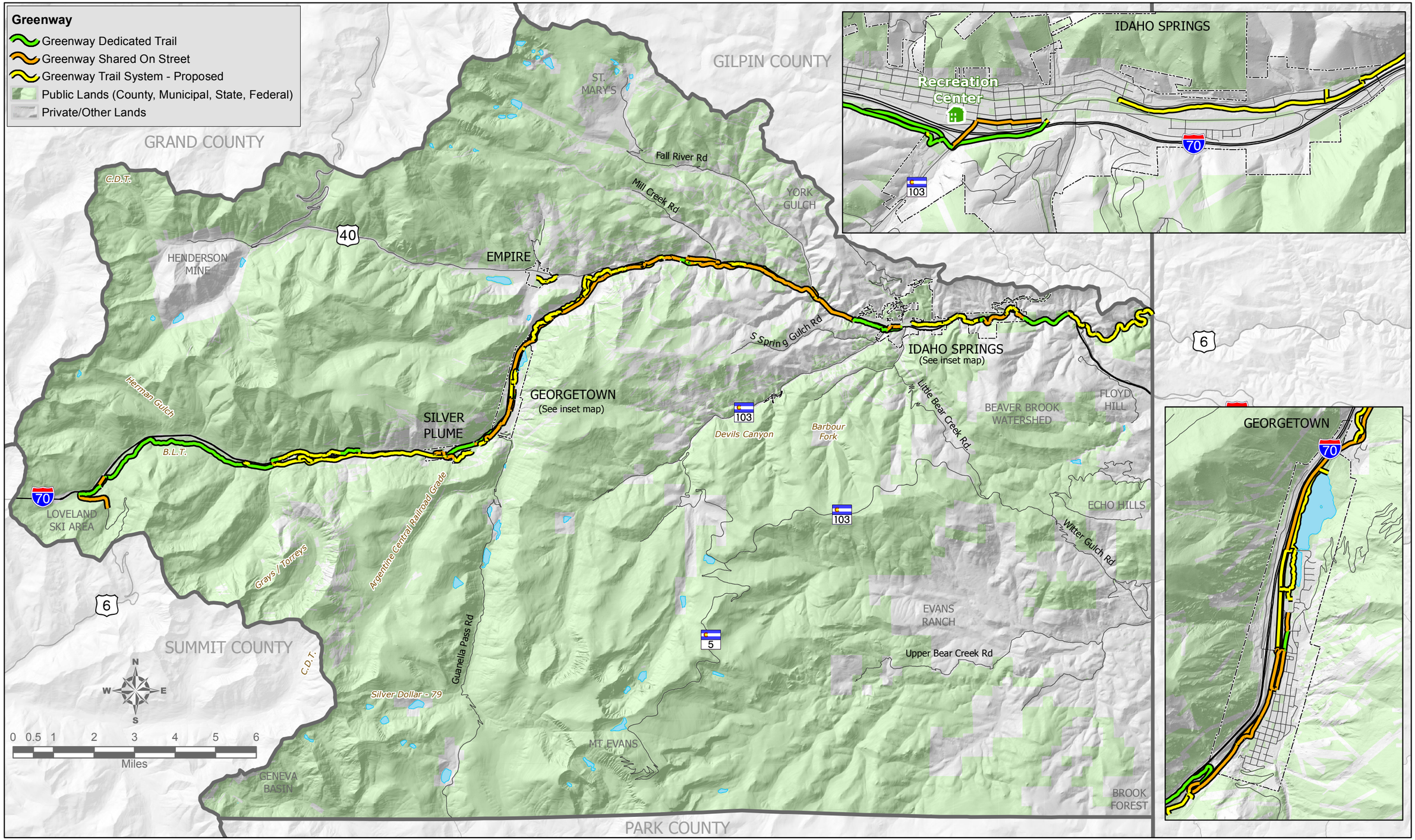
MAP - 3 I Existing Land Use



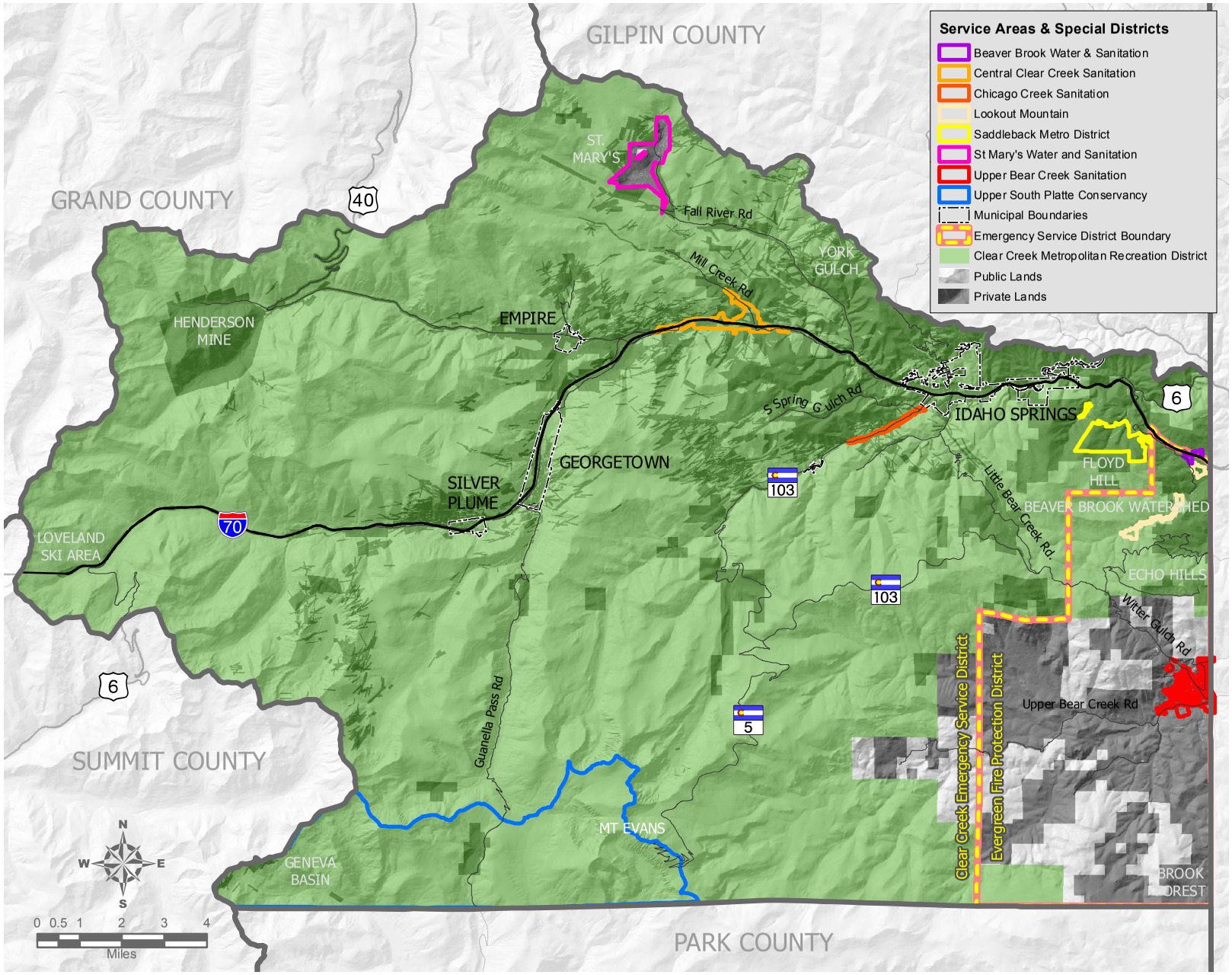
MAP-4 I Population Concentrations



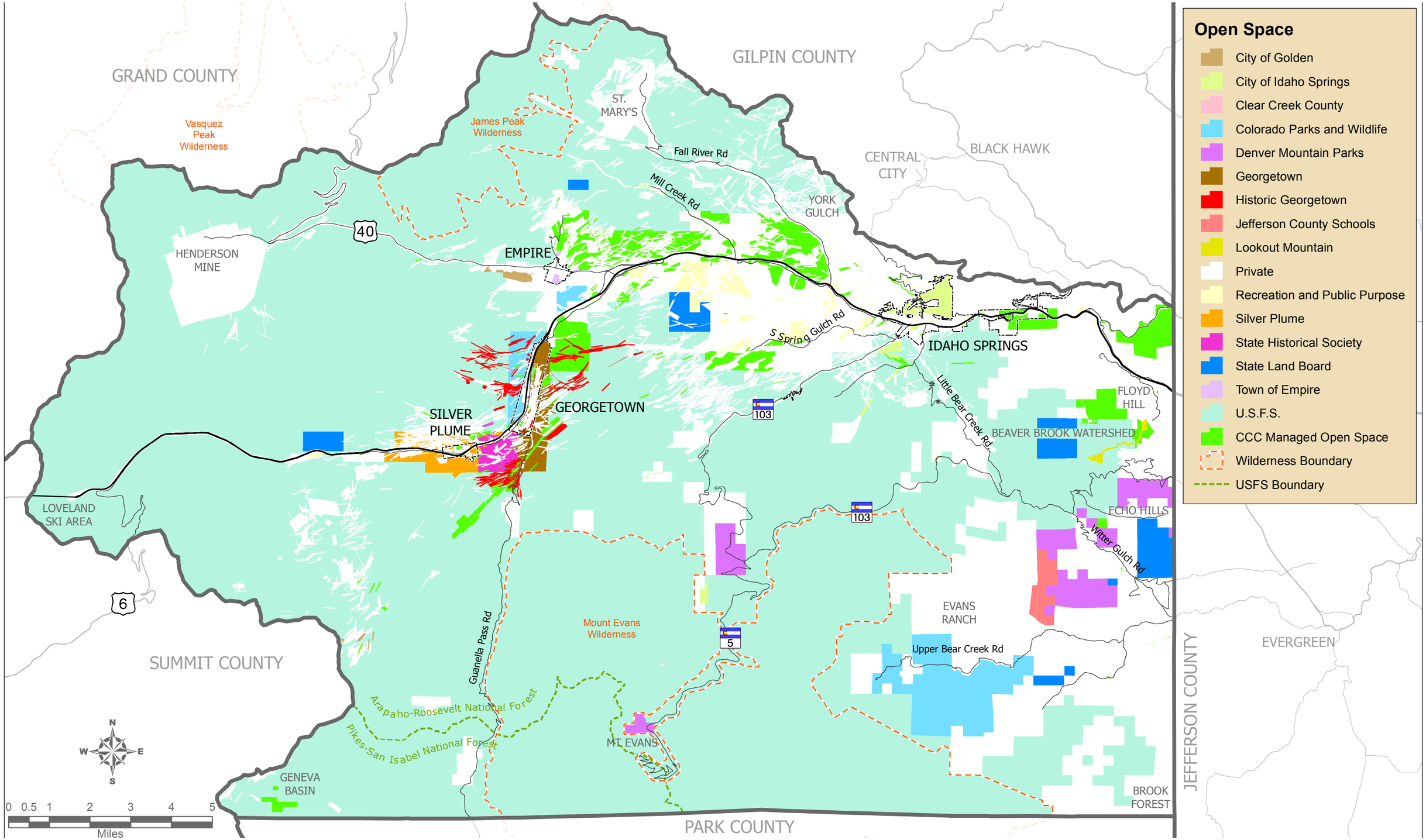
MAP - 5 I Transportation



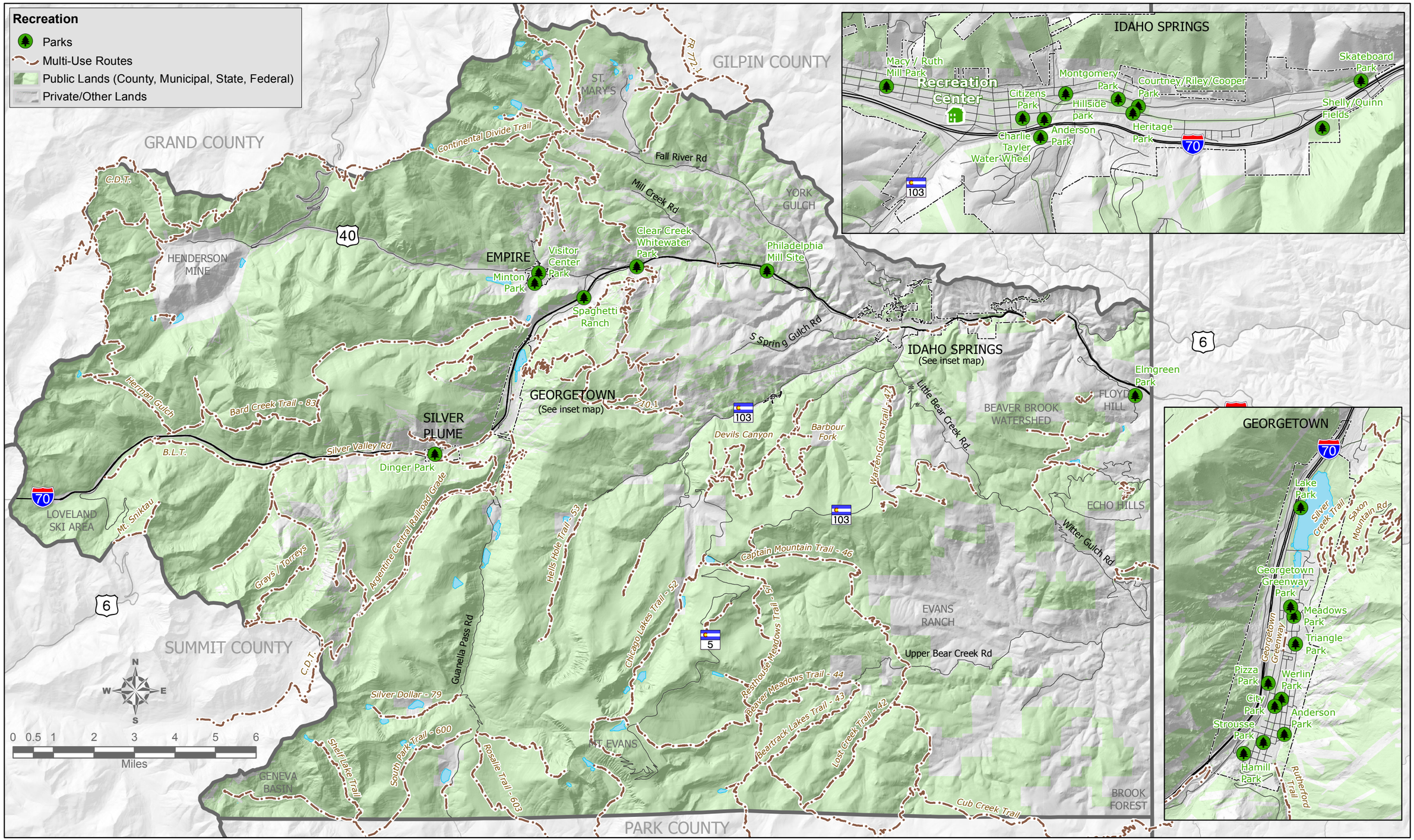
MAP - 6 I The Greenway



MAP-7 I Service Areas



MAP - 8 I Open Space



MAP - 9 | Recreation

IN PROGRESS

CHAPTER 2: ECONOMIC DEVELOPMENT

INTRODUCTION

To remain vital, Clear Creek County will need to provide an environment conducive to businesses, good jobs for workers, and the necessary support - including good housing, access to services, a high quality of life, and a healthful environment. Given the current economic and fiscal conditions in the County, investment in economic development in the coming years will be necessary, but these investments must be highly strategic—focusing on those that will work across multiple economic development strategies and leverage state, federal and private support and partnership opportunities.

The economic development goals and strategies provided herein seek to support the County's existing job base and its mix of industry, government, retail trade, professional services and tourism while encouraging the creation of new jobs and industries that benefit workers and maintain the County's rural mountain character and lifestyle.

This chapter identifies six primary goals, each with a series of individual strategies, aimed at making development of Clear Creek County's economy sustainable over time.

GUIDING PRINCIPLES FOR ECONOMIC DEVELOPMENT

Based on the community input process, meetings with key stakeholders, economic focus group and the efforts of the CAC, several important guiding principles emerged for economic development:

1. Diversification - Supporting the efforts of the County to have a more diverse economic base.
2. Employment – Supporting opportunities to expand the County's job base.
3. Supporting Local Governments and Sub-Areas – Supporting economic activity throughout the County understanding the important role local governments and sub-areas play as economic centers.
4. Tourism and Recreation – Supporting the role that tourism and recreation play in the regional economy.
5. Mining and Resources Extraction – Supporting the continuation of mining and broadening the opportunities for resource extraction
6. Transportation and Infrastructure – Supporting systems that create a "backbone" for regional economic activity

ECONOMIC DEVELOPMENT POLICY

Goal A: Clear Creek County will make a commitment to foster new economic development opportunities that diversify the economy and support the fiscal and economic health of the County.

Strategies

1. Recognize the Clear Creek Economic Development Corporation (CCEDC) as the primary source for economic development information, data and services in Clear Creek County. Partner with the CCEDC in the development of economic diversification strategies and leverage statewide resources such as the Colorado Office of Economic Development and International Trade (OED) and the Colorado Department of Local Affairs (DOLA) to study and identify those industries best suited to Clear Creek County. Invite those industries that would improve wage levels, increase variety of employment opportunities and utilize the resident labor force.

2. Encourage development proposals that will benefit the County's economic diversification effort. Work to assess the fiscal and economic impact of land use and economic development decisions at the local scale, while allowing for flexibility in development of new infrastructure.

3. Foster a positive entrepreneurial environment for business start-ups and expansion; support retention of existing businesses. Focus on the health of the existing businesses while simultaneously recruiting new business and industry.

4. Seek ways to assist clusters of related businesses in manufacturing, technology and service sectors to collaborate more closely with one another and to market themselves as magnets for capital and jobs

5. Promote redevelopment opportunities by targeting underutilized or underdeveloped properties and land banking them and/or making strategic investments in their reuse. Local control is important to get properties ready for investment and to hold for the right economic opportunities. Surplus properties should be banked. An economic development land bank already exists with the Clear Creek Economic Development Corporation.

6. Encourage economic development to occur where resources exist to support the development. For example, retail uses should be encouraged to be clustered in municipalities and multiple use zones, while alternative energy or other industries should be encouraged in areas that contain the necessary resources.

7. Work to create an atmosphere of predictability. Economic development opportunities are enhanced by a positive economic and regulatory environment that offers flexibility, consistency, predictability and clear direction. Coordinate community development, planning and economic development strategies to be consistent with the overall goals of the Master Plan.

8. Support and provide, where appropriate, economic development techniques such as Enterprise Zone tax credits, tax increment financing (TIF), Public Improvement Fee (PIF) funds, use of industrial revenue bonds, business incubator facilities, low interest loans and possible business incentives to provide a business climate conducive to new and start-up businesses.

Goal: Clear Creek County will make a commitment to increasing its employment base of jobs at all levels, but particularly primary jobs, in such industries as manufacturing, technology, and service.

Strategies:

1. Market the County's unique location, with access to both the Denver Metro and exceptional natural amenities and recreation, in order to stimulate job creation in local businesses and attract new cottage industries, light manufacturing and home-based businesses. Encourage job recruitment efforts towards those sectors that capitalize on these strengths of the region.

2. Provide access to employment and training services that can help develop a trained workforce which can compete for jobs, earn a living wage and meet the needs of business. Work with coalitions and other agencies to participate in the development of competency-based education and training programs. Encourage the development of training programs for people currently employed so they may improve and broaden their skills into new arenas. Work with schools and communities to insure employment opportunities for youth.

3. Encourage both commercial and residential development (multiple uses in close proximity) within appropriate areas which includes a variety of employment options for residents.

4. Improve access to healthcare within the County to maximize business and employee recruitment efforts.

5. Ensure housing availability supports the attraction and retention of the workforce, including provision of rental, family housing and seasonal employment housing.

6. Leverage recreation and quality of life improvements, such as the Clear Creek Greenway, as a draw for businesses looking to locate in an area that provides such resources to their employees.

Goal: Recognizing the importance of the municipalities and sub-areas as economic centers of the region, the County will make a commitment to promoting intergovernmental cooperation and public-private partnerships that encourage innovation and creativity in the economic expansion of our area.

Strategies:

1. Encourage town councils and boards to retain a unified commitment to expand the communities' joint economy and make it a high priority. Recognize the importance of enhancing the County's tax base, sales tax and other revenue streams to provide funds for County services.
2. Improve coordination of information and services among government offices which affect the viability of business in Clear Creek County.
3. Work with municipalities to identify opportunities for infill and location of new businesses or expansions within them. Encourage greater utilization of the municipalities as a hub of expanded retail, business and cultural activity.
4. Support municipal vitality and vibrancy by supporting and participating in community surveys, studies and projects aimed at increasing the economic viability of Clear Creek County's small municipalities and sub-areas.
5. Support logical annexations of communities to provide for current and future growth patterns.

Goal: Recognizing the importance of tourism and recreation to the economy and to the health of the County's retail and service core, Clear Creek County will make a commitment to encourage sustainable cultural and recreation-based tourism development that enables the County to attract year round destination visitors as well as pass-through visitor traffic.

Strategies:

1. Partner with the Clear Creek Tourism Bureau in the development of tourism development strategies and leverage statewide resources for tourism promotion, such as the Colorado Tourism Office (CTO).
2. Support the Greenway Authority and the development of the Clear Creek Greenway as a significant community amenity and tourist destination to improve economic development opportunities for the county and its municipalities. Ensure the Greenway will link to commercial areas, and encourage visitors to shop, rent bikes, purchase fishing equipment and dine while traveling its length. Seek out joint ventures with commercial recreation providers and encourage related commercial uses to locate near the creek.

3. Leverage Clear Creek (waterway) as an economic engine for the community through the development of additional access points, bus parking for commercial rafting operations, and linking greenway improvements and river access projects. Provide opportunities for recreation industry businesses to develop in multiple use areas along Clear Creek.

4. Recognizing Clear Creek County is rich in heritage that is valuable to preserve, promote businesses that fit into this historic environment and leverage cultural resources, which provide attractions, as a tool for stimulating economic development.

5. Encourage the development of more destination facilities and activities in the County, especially those with family orientation.

6. Increase the County's share of the tourism market through marketing the full breadth of cultural and recreation tourism in Clear Creek County as a cohesive, world-class tourism destination.

7. Build on the County's locational advantages for pass-through visitor services by encouraging lodging, retail and transportation services.

8. Recognize that recreation and quality of life improvements, such as open space preservation or transportation enhancements, have value for both residents and visitors and consider tourism aspects when developing such projects.

9. Work with Loveland Ski Area and USFS for year-round access to the ski area for non-skiing activities such as concerts, mountain biking, etc.

10. Encourage the development of a multi-faceted lodging sector in Clear Creek County that includes a mid to large-sized, mid-price, national brand hotel that is easily recognizable from the highway, numerous local "boutique" options, and a "critical mass" of Bed and Breakfasts (B&Bs).

11. Ensure open communication between recreation, open space, tourism and economic development initiatives to ensure individual strategies can work together to achieve County goals.

Goal: Recognizing the evolving role of Clear Creek County's natural resources as an income base and revenue source, the County will make a commitment to encourage the on-going development of resource-based industries including but not limited to minerals, water and alternative energy generation, while also embracing the County's mining heritage and exploring opportunities for mine site redevelopment.

Strategies:

1. Develop Clear Creek County's natural resources including water, mining and other alternative sources of power as an economic base and potential for revenue as a community owned asset.
2. Protect long term, commercially significant, natural resource lands from encroachment from conflicting uses.
3. Expand and manage water resources including water rights and storage.
4. Convert the Henderson Mine to long-term multiple underground and above ground potential uses including commercial, industrial (medium to heavy), recreation, open space, office, academic and research & development. Consider other mine site redevelopment opportunities throughout the County.
5. Preserve the County's mining heritage by promoting the continuation of mining activity at various scales while protecting historic mining elements that may have cultural significance.

Goal: Recognizing there is a need to coordinate community investments in infrastructure and other public facilities with economic development opportunities and employment centers, Clear Creek County will make a commitment to maximize the value of these assets to achieve economic development objectives.

Strategies:

1. Improve the image (visual and emotional) of the County along the I-70 corridor.
2. Consider economic development in the consideration of solutions for high volume traffic on major highways, good access to activity centers, and connectivity throughout the County.
3. Ensure that preventive maintenance and repair of existing infrastructure are a priority for infrastructure spending. This approach reduces maintenance costs later, supports business and residential investment in areas already served by infrastructure, and creates jobs.

4. Recognizing infrastructure availability is one of the most critical factors to encourage economic development, make strategic infrastructure investments needed to support the expanding economy. Expand public water and sanitation systems and other infrastructure to meet the needs of growth outside municipal or special district boundaries only where impact analysis has demonstrated a net benefit to the community.

5. Promote high-speed telecommunications connectivity throughout the County. Promote systems based on flexibility, system security, reliability and affordability. Take into consideration the ability of technology to enhance the provision of public services to citizens and businesses when making investments in communications.

CHAPTER 3: COUNTY ASSETS AND INFRASTRUCTURE

INTRODUCTION

This chapter outlines the policies directing the other elements of this Master Plan (transportation, housing) that form the County's assets and infrastructure. For each element the important statements from the Policy Framework are identified. The goals concisely define what the County expects to accomplish over the next 10 to 20 years related to each element.

The strategies outlined provide more specific suggestions or actions that help fulfill the defined goals. As articulated in Chapter 5, specific implementation approaches can be pursued in support of these strategies.

TRANSPORTATION

Goal A: Reduce County dependence on motor vehicles and create more multimodal options.

Strategies

1. Site affordable housing near areas with easy access to major transportation facilities and future transit options. This will create housing options for those that either live or work in the County. It will work towards, reducing in-commuting from neighboring counties and auto-dependency for work trips.
2. Site educational facilities and programs in areas with easy access to major transportation facilities and future transit options. This will give students and their caregiver's transportation options for getting to and from school, events, and activities.
3. Support the Clear Creek Greenway in its role as a local and regional multi-use path connecting communities within the County.
4. Promote economic development efforts that increase the number of jobs in Clear Creek County for local residents,
5. Consider complete streets policies in subarea planning within the County.

Goal B: Create carpooling and transit options that are accessible to a broad swath of Clear Creek County residents and employees.

Strategies

1. Support transit options that interconnect with existing transit systems (RTD, CDOT's Bustang) and that establish access to major job centers for County residents (Denver, Jefferson Counties).
2. Enhance carpooling efforts for County residents with outreach, marketing, and partnerships (DRCOG, etc.)
3. Continue efforts to explore elder-transit or para-transit for County residents to access healthcare and other services in neighboring counties.
4. Support and advocate for the Clear Creek County recommendations made in the 2015 CDOT Statewide Transit Plan regarding regional bus routes.
5. Support the addition of a CDOT Bustang stop in Clear Creek County

6. Explore the costs and benefits of local transit options such as a commuter route to Jefferson and Denver Counties, a local circulator service, or on-demand service within a reasonable service area.

Goal C: Advocate for the County's interests for all future I-70 Corridor projects to ensure they are completed with sensitivity to the communities within the corridor.

Strategies

1. Play an active role on the Collaborative Effort Team identified in the Programmatic Environmental Impact Statement.
2. Negotiate for improvements to Clear Creek County's mobility and economic development opportunities as part of the I-70 Corridor improvement project implementation plans.
3. Identify multimodal county road improvements for streets approaching the I-70 interchanges as well as the frontage road network in order to improve safety, connectivity, and access.

HOUSING

There are three main issues with housing in the County as outlined in Appendix II: (1) availability; (2) quality/age; and (3) affordability. The following goals and strategies are intended to address these three issues, the Policy Framework and the Master Plan vision.

Goal A: Provide adequate and diverse housing opportunities within the County for all population segments in close proximity to transportation and other required infrastructure; within incorporated areas; Multiple Use areas; and other areas identified by the Master Plan for higher density or mixed-use development.

Strategies

1. Facilitate the development of rental housing in the County.
2. Provide a variety of tools and incentives to lower development costs and ensure rental rates are affordable to lower income groups, such as tap fee reductions or waivers, density bonuses, PUD variances for housing, Enterprise Zone incentives, land donations, and development fee or tax reductions.

3. Provide proactive community support and measures to ensure housing gets developed.
4. Recruit and respond to developers that have the capacity to create affordable housing.
5. Identify feasible housing sites and resources for housing projects.
6. Create incentives or regulations for properties that are listed on for rent by owner websites such as Airbnb to include such units back into the available housing inventory.
7. Create incentives and opportunities for the development of senior housing or assisted living so that there are more age-in-place opportunities.
8. Create incentives for the construction of accessory dwelling units in the County, such as the allowance for more than one bedroom, increasing the allowed size on parcels less than two acres, fee waivers, water augmentation for limited wells, or tap waivers.
9. Create incentives to encourage the owners of non-permitted/illegal accessory dwelling units to bring such units into compliance with adopted codes.

Goal B: Preserve and improve the existing housing stock.

Strategies

1. Modernize older homes by upgrading aged components such as roofs, furnaces, electrical, plumbing, windows, and siding.
2. Improve energy efficiency when upgrading building components, such as high efficiency appliances, heating equipment and upgrading insulation and windows to meet adopted building codes.
3. Ensure the availability of low interest loans, government and agency programs and grants to pgrade and improve older housing stock.
4. Consider creating incentives or regulatory requirements for landlords to upgrade property.
5. Create incentives or regulations for rent by owner properties in the County that are reducing the available housing inventory.

Goal C: Ensure new affordable housing is targeted towards low to moderate income families.

Strategies

1. Build rental housing for households making 60% or less of the Area Median Income (AMI).
2. Encourage, incentivize and promote housing development that are targeted for households earning 60% to 100% of the County AMI, such as reduced tap and development fees.
3. Retain a qualified consultant to periodically update and revise the Clear Creek County Housing Needs Assessment to ensure housing goals and targets are being met over time.
4. Ensure new housing projects have a range of housing prices, a diverse mix of building and unit types, and a variety of unit sizes.
5. Require an affordable housing deed restriction for developments that use government incentives (bonus density, tap fee reductions or waivers, etc.) to ensure the units remain affordable over time, and ensure such deed restriction does not go away in the event of a foreclosure.
6. Allow for unrestricted free-market units in affordable housing projects to help offset development costs.

RECREATION AND OPEN SPACE

Goal A: Provide a high quality regional and connected open space, parks, trails, and recreation facilities system that is treasured by residents and attracts additional recreation users from outside of Clear Creek County.

Strategies

1. Support the implementation of the Clear Creek Greenway.
2. Effectively manage and maintain recreational facilities and amenities.
3. Apply for GOCO funding to conduct a Parks, Open Space, and Trails Master Plan.
4. Develop, publish, and market Trails, Parks, and Open Space Maps.
5. Support OPC purchases of parcels with high recreational, scenic, or ecological value.
6. Improve access to Clear Creek (trailheads, wayfinding and informational signage) for a variety of recreational uses.
7. Support the management plan for county-owned open space adopted by the OSC in 2012.
8. Design park and recreation facilities in a sustainable manner that minimizes negative impacts to the environment.
9. Promote interconnectivity between County and Forest Service trails as well as trails in adjacent jurisdictions.

Goal B: Create strong partnerships with the municipalities, schools, USFS, CCMRD and other government agencies to leverage existing recreation and open space opportunities and to support a more connected system.

Strategies

1. Seek funding for multi-purpose and multi-jurisdictional regional trail and river access development.
2. Support the partnering goals contained in the CCMRD Master Plan of creating Neighborhood Parks in unincorporated areas, expanding the existing Recreation Center, and developing programming and services to provide a broad range of recreation opportunities for Clear Creek County residents.

3. Improve understanding of access to lands and recreation opportunities on lands owned by different agencies.

Goal C: Enhance and develop recreation opportunities that will have the largest impact to economic development.

Strategies

1. Promote cohesive branding and marketing of recreation facilities and attractions through IGAs or private partnerships.
2. Strengthen recreation opportunities that blend heritage tourism with recreation.
3. Encourage more rental outfitters, especially for bikes, ATVs, snowmobiles, and cars.
4. Encourage centralized, countywide events coordination to provide professionalism, consistency and assistance to recreation-related events that occur in Clear Creek County.

ENVIRONMENTAL AND SENSITIVE RESOURCES

Goal A: Preserve the County's natural resources for future generations.

Strategies

1. Stay current on mapping of natural resources to understand both baseline and changing conditions.
2. Maintain an inventory of important scenic and visual resources in the County and consider these important vistas during the review of development projects.
3. Coordinate efforts for natural resource preservation with National Forest System land management objectives.
4. Assure that new development satisfies all required state and/or federal permitting as it relates to environmental or natural resources.

Goal B: Support land use planning and policies that embraces environmental preservation and acknowledges development constraints due to topography and sensitive resources.

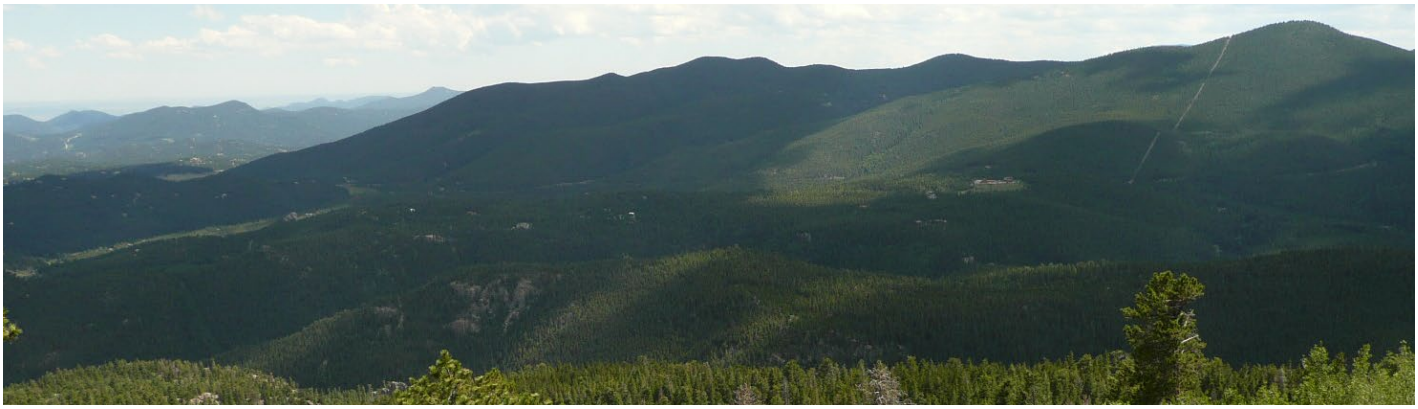
Strategies (Aligned with those featured in Land Use Chapter)

1. Support the Open Space Commission in purchasing and protecting properties with high scenic, ecological, and recreational value.
2. Use Open Space and National Forest System lands to maintain a sense of openness between communities and provide separation of individual communities.
3. Discourage development in locations above timberline (10,500 feet), in areas of excessively steep or unstable slopes, or areas of high ecological value.
4. Discourage development in watershed areas.

Goal C: Partner with USFS and other government agencies to preserve natural resources that are on other agencies land but within Clear Creek County.

Strategies

1. Identify high priority sites and resources on partnering agencies lands.
2. Seek funding to rehabilitate or enhance natural resources on partnering agencies lands.
3. Coordinate long-term land use policies with the USFS to assure regional natural resource issues are fully understood and considered.



CULTURAL RESOURCES

Goal A: Support efforts to perform a cultural resources inventory that identifies resources of importance throughout Clear Creek County.

Strategies

1. Organize efforts between the county and interested citizens in terms of roles, responsibilities, and funding.
2. Develop a long-range inventory plan that prioritizes the inventory based on the significance of cultural resources.
3. Establish guidelines and inventory methodology prior to conducting research/analysis on identified cultural resources.
4. Support the distribution of inventory findings to the public and notify property owners when appropriate.

Goal B: Recognize that economic development can occur through heritage tourism and support recreation opportunities that can coexist with sites of cultural and historic significance.

Strategies

1. Encourage further development and interpretation of historical sites, districts and locations within the County and municipalities.
2. Support the establishment of a voluntary cultural resources interpretive signage program
3. Prepare content on cultural resources through multiple media sources (website, podcasts, road markers, etc.).
4. Establish a portal page on the County's website highlighting the County's cultural resources and various recreation opportunities.
5. Where appropriate coordinate with the Open Space Commission to identify and purchase areas that promote both recreation and heritage tourism.
6. Support opportunities for cultural arts experiences and events.

Goal C: Work to protect important cultural resources in Clear Creek County, particularly through partnerships.

Strategies

1. Preserve historic mining districts and other areas that highlight the unique character of distinct areas within Clear Creek County.
2. Facilitate collaboration between stakeholder groups, agencies, and governmental organizations.
3. Hold periodic meetings and support dialogue with local historic preservation non-profits.
4. Support efforts to educate County Residents, Property Owners, School Children, Organizations, Elected Officials, and County Staff on sites of cultural and historic significance within the county.

PUBLIC FACILITIES AND SERVICES

Goal A: Collaborate with partners to provide low-cost efficient resources to Clear Creek County Residents.

Strategies

1. Broaden the inter-relationship between Clear Creek County and other local and regional partners in the delivery of essential services.
2. Evaluate whether the activities of the Summit Combined Housing Authority are well focused towards the needs of Clear Creek County homeowners/buyers.
3. Evaluate the ongoing relationship with the Seniors' Resource Center for low-cost and effective senior transportation for health care access.
4. Complete the development of the Strategic Water Resources Plan for Clear Creek County to define policy related to the operation and/or allocation of water resources in support of new land development opportunities.
5. Re-evaluate the 2013 Feasibility Plan for health care facility within Clear Creek County to align with long-term planning and/or future land use plan.
6. Work with the CCMRD and OSC to determine if consolidation/collaboration on trails master planning and development is desired.

Goal B: Ensure the provision of adequate community resources in an efficient and cost-effective manner.

Strategies

1. Encourage extension and development of water, sewer, and other services to areas identified as appropriate for development and discourage services to areas identified as constrained or as a sensitive resource.
2. Develop a development impact questionnaire so that the planning commission can better understand the impacts of proposed developments.
3. Ensure that services are kept up to levels needed for current population and think strategically how to fund increased services and who should bear the burden of the cost of those services by exploring an impact fee program.

4. Thoroughly evaluate the fiscal impact of investment in any new infrastructure.
5. Collaborate with various districts within the County to manage existing infrastructure in the most efficient manner and to coordinate long-term plans with County expectations.

Goal C: Provide quality, high speed, and reliable telecommunications infrastructure across the County at a reasonable price for all residents.

Strategies

1. Complete the RFP process for broadband expansion planning within Clear Creek/Gilpin County.
2. Work with the Colorado Office of Information Technology (OIT) to evaluate options for better "last mile" and/or "mid-mile" services.
3. Consider I-70 corridor and/or Greenway development plans in leveraging access to regional fiber networks.
4. Periodically survey County residents and businesses on current/needed internet accessibility.
5. Align economic development policies in light of broadband accessibility.

Goal D: Support local development of renewable energy resources

Strategies

1. Encourage the development of energy efficient buildings and the use of alternative energy systems in new construction
2. Work with the National Renewable Energy Labs (NREL) to evaluate local potential for
3. Consider options for larger (commercial-scale) solar and/or wind projects in areas with low scenic/natural/cultural resource potential and where existing transmission/distribution infrastructure allows.
4. Encourage new sub-area plans to evaluate local (i.e. rooftop) solar opportunities as part of the long-term planning process.
5. Review existing County land use policies related to shading for rooftop solar.
6. Encourage new HOA's to adopt local energy standards.

HAZARDS AND PUBLIC SAFETY

Goal A: Protect the people, property, and natural, cultural, and environmental resources of Clear Creek County through a variety of policies and management measures.

Strategies

1. Develop projects focused on preventing loss of life and injuries from natural hazards.
2. Identify and prioritize actions to protect critical, essential and necessary assets and infrastructure.
3. Protect and enhance natural resources by adopting and implementing sustainable flood-management policies, debris management programs, snow removal, tree trimming and replacement, or energy conservation programs.
4. Identify and expand emergency services protocols for people who are at high risk from hazard events, such as the homeless, elderly, disabled, and oxygen dependent people.
5. Identify and provide for necessary construction, renovation, retrofitting or refurbishment to protect vulnerable structures and cultural resources from the effects of natural hazards.
6. Recognize that development in remote areas of the County will impact response times for emergency services and will dilute emergency response capabilities for existing residences.
7. Seek outside assistance through state and federal grants and partnership to help pay for measures to improve resiliency.

Goal B: Increase awareness of natural hazards and their mitigation by continuing to develop informative programs and increasing the accessibility of these programs to the public.

Strategies

1. Continue to develop and expand public awareness and information programs.
2. Expand public awareness of flood and flash flood hazards in general and at specific high-risk locations.
3. Expand public awareness of wildfire hazards and measures by which people can protect themselves, their property and their community.

Goal C: Coordinate and integrate hazard mitigation activities between communities, emergency response providers, and local governments.

Strategies

1. Strengthen connections between hazard mitigation activities; and preparedness, response and recovery activities.
2. Identify systems, and areas of improvement needed, to implement emergency operations plans and services, including Community Emergency Response Team training.
3. Identify existing local government monitoring and decision-making tools; identify gaps and needed improvements.
4. Reduce services interruptions and revenue losses to the local community and the region from natural hazards, including traffic interruptions.
5. Plan for commercial and emergency air transportation.

COMMUNITY CHARACTER

Goal A: Support and encourage subarea planning so that distinct areas of the County retain unique character and values.

Strategies

1. Encourage land use planning at the sub-area level in order to help inform what local site characteristics are desired and the level of intensity of development.
2. Enhance ties among neighboring towns and communities within the County, while recognizing the need to maintain local and diverse identities.
3. Evaluate current sub-area plans in light of Master Plan policies, goals and strategies.
4. Coordinate long-term planning within each municipality's UGA to align objectives and determine if reservation of land is needed to support expected growth.

Goal B: Foster a sense of community pride, embodied in the community's overall appearance, friendliness, environment, and historic uniqueness.

Strategies

1. Maintain and enhance the existing rural and historic qualities of the County.
2. Maintain and enhance family-oriented atmosphere that makes the County a great place to raise kids.
3. Create more community-wide events that bring people together that celebrate the cultural heritage and recreation resources that contribute to the high quality of life.
4. Support the coordinated marketing and branding of the County, reflecting the shared objectives of the region.

INTERGOVERNMENTAL COOPERATION

Governmental entities within the County have the legal ability under Colorado law to enter into Intergovernmental Agreements (IGAs) to further the goals of the Master Plan, municipal plans and other governmental plans. It is very common in Colorado for IGAs to address land use issues in a specific geographic area because they allow for the creation and implementation of a mutually agreed vision that is shared between governmental entities.

Goal A: Develop IGAs to further the goals of the Master Plan with municipalities, special districts and federal and state governmental entities.

Strategies

1. Encourage municipalities within the County to update and/or adopt their respective Three Mile Plans based on the Master Plan, their locally adopted plans and other plans that may impact an area. Create IGAs to ensure the areas are developed, preserved and annexed in accordance with the Plan, adopted Three Mile Plans and the effective IGAs.
2. Promote the efficient use of governmental services by consolidating governmental services where possible to free up tax dollars for other needed governmental services. Consolidate special districts where possible.
3. Encourage, promote and incentivize economic development through the adoption of IGAs that lay the foundation to desired future land uses or economic activity.
4. Promote intergovernmental cooperation and public-private partnerships through agreements that encourage innovation and creativity in the economic development of the County.
5. Promote the development of joint use park, recreational facilities and attractions through IGAs and or in collaboration with the CCMRD.
6. Create an IGA that retains the separation of communities along the I-70 Corridor.
7. Explore the creation of IGAs and land use regulations concerning the transfer of development rights from County areas zoned for higher density development or from properties with severe development constraints to municipalities, areas with adequate infrastructure or to Multiple Use areas.
8. Create an IGA for water and sewer expansion in the I-70 corridor.
9. Create an IGA concerning open space preservation and lands suitable for development through land exchanges on lands owned by governmental entities.
10. Create an IGA concerning the cooperation in land use decision-making process on federal, state

or other governmentally-owned lands.

11. Create an IGA with CDOT, municipalities and the County for I-70 improvements through the County.

12. Identify specific lands that would serve as gateways into the County and into the individual communities, and develop IGAs to ensure the consistent and desired gateway character and branding.

13. Create IGAs concerning the redevelopment opportunities at the Henderson Mine.

14. Revisit and evaluate the currently effective IGAs concerning land use shown in Appendix II to ensure relevance, general conformance with the Plan, and update, revise and eliminate the IGAs as needed.

CHAPTER 4: FUTURE LAND USE

INTRODUCTION

This chapter expresses goals and strategies surrounding land use and the desired pattern of development for Clear Creek County. It focuses on three main ideas: concentrating development into areas that already have developed areas and services, protecting open space and lands with high ecological and scenic value, and recognizing that mining parcels may have other land uses while retaining their legal right to mineral extraction. These goals inform the Future Land Use map that will guide decision-making around land use for the years to come.

THE LEGACY OF MINING

As noted in Chapter 1, mineral resource extraction has and continues to be an important part of the County's land use. As shown on MAP-11, mining activity in Clear Creek County continues to exist. While the diminishment in activity at the Henderson Mine will have a profound impact on mining activity in Clear Creek County, the preservation of mining opportunity for future generations is an important consideration of this plan. About ____ acres of land within the County is presently designated as mining by zoning classification.

It is also important to recognize that lands with dedicated mining rights are not always mined. The recent trend in the County has been the conversion of mining claims into residential use, consistent with County

Land Use Code provisions. Additionally, some mining lands are currently being used, and plan to be used for recreation purposes. As described below, recognizing that lands with mining rights might have other secondary land use opportunities is an important provision of this Master Plan.

GUIDING PRINCIPLES FOR LAND USE POLICY

In establishing this Future Land Use Map (See MAP-11), an important part of the process was defining key guiding principles that would shape how the map adapts to the Vision and Policy Framework described in Chapter 1. Seven important principles came forward during the process of building this Master Plan that the Map considers:

1. Create a hierarchy of "Multiple Use" areas that encourage varying degrees of development and respect land use decision-making by sub-area plans.
2. Most Multiple Use Areas are placed at key locations along I-70 and SH-40 in order to concentrate development into existing developed areas and to allow for convenient access to transportation infrastructure.
3. Avoid development in areas that are constrained by either steep slopes, high elevations, or lack on transportation access.
4. Opportunities for Open Space and Recreation should fully consider the diversity of owners and use types.
5. Establish residential zones that reflect that character of different areas in the County – rural residential in areas with large parcels, traditional residential in subdivided areas with smaller parcels, and dense residential in particular Multiple Use areas.
6. Although mining claims will always allow mineral resources to be developed there by right, certain mining areas of the County are envisioned for open space, recreation, or residential use. These dually designated land uses are depicted as "shades" of mining.
7. Recognize that most of the land in the County is owned and managed by the United States Forest Service.

THE FUTURE LAND USE MAP

The Future Land Use Map is designed to be conceptual in nature. Unlike a zoning map, the Future Land Use Map does not seek to identify land use outcomes for every parcel of land. Rather, it seeks to establish the important land use strategies that eventually can inform rezoning of land.

The extensive number of mining claims parcels within Clear Creek County makes the underlying existing land use pattern very complex. To help reduce this complexity, this Future Land Use Map (See MAP-11) was constructed using cells approximately 250 acres in size, creating a grid of cells for the entire county.

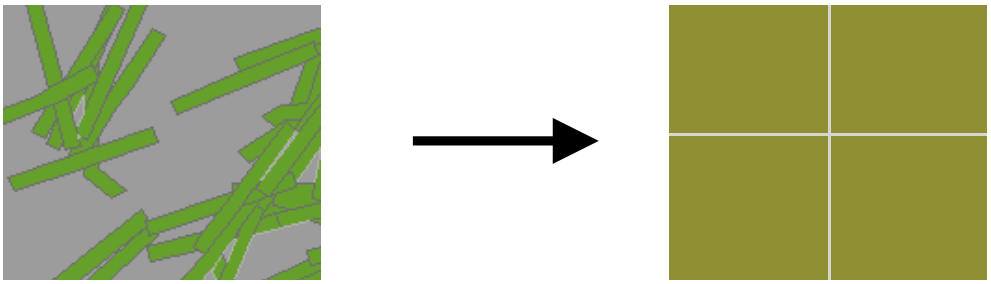
When envisioning future land uses, it is easy to get hyper focused on specific parcels, their historical or current use, and their zoning. Instead, this conceptual future land use map is intended to be used as vision for how Clear Creek County sees itself: developing certain areas, protecting others, or maintaining existing developments.

This "cell" approach it is very different from the 2004 Master Plan which expressed future land uses as more bubbles (or areas). While the bubbles also represent land use conceptually, they tend to suggest more specificity as to where on the ground such uses might make sense. The "cell" approach is more suggestive of the expected pattern of development and allows for greater flexibility; particularly in those areas where sub-area plans are suggested or helpful.

The cells with hash marks on them are areas constrained by factors such as steep slopes, high elevations, or access to roads. There are different markings for cells that meet only one of these criteria and cells that meet two or three of the development constraint criteria. The remoteness of these areas and their site factors should be considered in future development. By coloring the mining areas according to secondary purposes, it shows that there is both a vision for how the County would like to see these lands used as well as honoring the traditional mineral rights that are attached to these parcels.

WHAT IS A "CELL"?

The Future Land Use Map (MAP-11) makes use of "cells" of 250 feet x 250 feet to help define the conceptual future land use pattern. The graphic below illustrates how a cell is made based on the underlying or planned conditions.



The green areas on the left are mining claims. When migrated to a cell they become the dominant land use form in the final cell.

LAND USE DESIGNATIONS

The Future Land Use Map (See MAP-11) identifies nine broad categories for land uses. These run the spectrum from public lands to areas defined for "multiple use". Each of these designations is summarized below.

Public Lands

These areas are primarily owned by the Forest Service with some parcels owned by the State Land Board, Colorado Parks and Wildlife, and various municipalities both within and outside of Clear Creek County. The County has limited jurisdiction over these parcels. The overwhelming percentage of the County is identified as this land use designation.

Mining

Land designated as having valid mining claims will always have their mineral rights protected. However, certain mining areas are of interest for secondary purposes such as residential or recreation. Approximately 8-10 percent of the County is identified as this land use designation.

These areas are depicted on the Future Land Use Map as the following categories:

Mining areas – natural resource extraction

The long-term use of lands within these areas is likely to involve natural resource extraction in some form or another.

Mining areas – open space and recreation

Areas identified for future open space and/or recreational use were established based on either their proximity to adjacent conserved lands, their potential scenic sensitivity or their potential recreational value. Generally lands within this classification have very limited access potential, are very steep or may be "land locked" by severe terrain.

Mining areas – residential

The continued migration of some lands currently identified as mining towards residential use has been contemplated in this Future Land Use Plan. The scope/scale of these areas is largely limited to areas with already established residential settlement. As the land use policies suggest, the expansion of residential lands within mining claims is not encouraged.

Rural Residential

Rural Residential refers to residential development on lots larger than 35 acres. The larger lots are intended to preserve the rural character, scenic views, and provide conservation land. *These areas are primarily in the eastern portion of the county, adjacent to Jefferson County, and are already largely developed. Additionally, an IGA and subregion development plan from the CPHAA (Coordinated Planning and Highway Access Agreement) for the area directly north of Idaho Springs and adjacent to Gilpin County shows that much of it is to be developed as Rural Residential. It is the intention of the this land use map to incorporate the land use plans subareas have for themselves and bring them up to the County level.* Approximately 7 percent of the County is identified as this land use designation.

Residential

Residential areas are those on parcels smaller than 35 acres. Most of this land is in existing subdivisions that are platted and have access to services. Approximately 6 percent of the County is identified as this land use designation.

Open Space

These areas are designated to be undeveloped, with many of the parcels acquired by the Open Space Commission. Open Space lands are also owned by the Colorado Park and Wildlife Agency, Jefferson County Schools, the State Land Board, and Denver Mountain Parks, among other owners (See Open Space map for specific ownership). Areas platted for residential or commercial development were not included. Approximately 10 percent of the County is identified as this land use designation (not including National Forest Systems lands).

Park/Recreation

These areas are used for active recreation on private or county owned lands. These lands include both commercial areas for recreation-owned businesses as well as recognized public parks. Less than 1 percent of the County is identified as this land use designation.

Multiple Use

In the development of the Future Land Use Map, a strong emphasis was placed on defining areas where "multiple uses" would be encouraged. Rather than defining these areas as "mixed use", a distinction that implies that development might include integrated residential and commercial (retail) uses, the choice of "multiple uses" reinforced the community's interest in allowing for a diversity of uses without defining the desired built form. Three tiers of multiple use designations are defined which reflect an increasing level of likely intensity (i.e. density, etc.) As noted, the design forms that help achieve multiple uses in these areas should be done in concert with a sub-area plan.

Multiple Use-1

These areas allow for multiple uses with the intention of maintaining the level and intensity of current land uses or future uses specified by an approved subarea plan. Site-specific considerations in these areas such as scenic vistas or sensitive natural and cultural resources may limit or shape development. Uses may include residential, commercial, parks and open space. A very small percentage of the County is indicated as this land use designation.

Multiple Use-2

These areas allow for multiple uses with an emphasis on commercial and residential development. Economic activity and housing for all income levels are encouraged in these areas. The type of mixing and intensity of uses in these areas should be defined in more detail by sub-area plans. A small (approximately 1.5 percent) amount of the County is identified as this land use designation.

Multiple Use-3

These areas allow for multiple uses with an emphasis on keeping options open for re-use and re-development. Henderson Mine is the primary location of this category. This land use designation covers about 2 percent of the County.

Development Constraint Overlay

The Future Land Use Map identifies cells with the hash marks overlaying the land use category. These hash marks indicate that there are development constraints in these areas. Cells that are indicated with development constraints include one or more of the following criteria: an average elevation above 10,500 feet, located more than 0.5 miles from a County-maintained road, or the having an average slope above 30 percent.

Those that meet two or more of the criteria have a more intense hash mark. This overlay has been applied only residential and mining areas. Over 43 percent of these area are identified as constrained applying these metrics.

LAND USE POLICY

Goal A: Direct the extent of urban development towards existing municipalities and designated multiple use areas.

Strategies

1. Use subareas plans to further identify the type, scale, and intensity of development in "Multiple Use" areas.
2. Create a countywide comprehensive housing plan to ensure suitable housing exists for a wide range of incomes and those with jobs in Clear Creek County. Within the plan, identify suitable areas for increased housing density and affordable housing.
3. Explore a Transfer of Development Rights (TDR) program to direct development away from rural or remote areas and into areas where there is existing development and supportive infrastructure.
4. Encourage development that maintains or enhances pedestrian and bicycle mobility and accessibility.
5. Support infill development that takes advantage of existing infrastructure and services.
6. Explore use of a fiscal impact questionnaire that developers fill out when applying for development so the County can better understand the impact to the County's budget and services.

Goal B: Ensure land uses are compatible with the natural and rural character of Clear Creek County.

Strategies

1. Support the Open Space Commission in purchasing and protecting properties with high scenic, ecological, and recreational value.
2. Use Open Space and National Forest System lands to maintain a sense of openness between communities to provide separation of individual communities.
3. Discourage support development in locations above timberline (10,500 feet), that have excessively steep or unstable slopes, or are of high ecological value.

Goal C: Plan for interim, transitional, and "second use" utilization for areas identified as having mineral resources and claims.

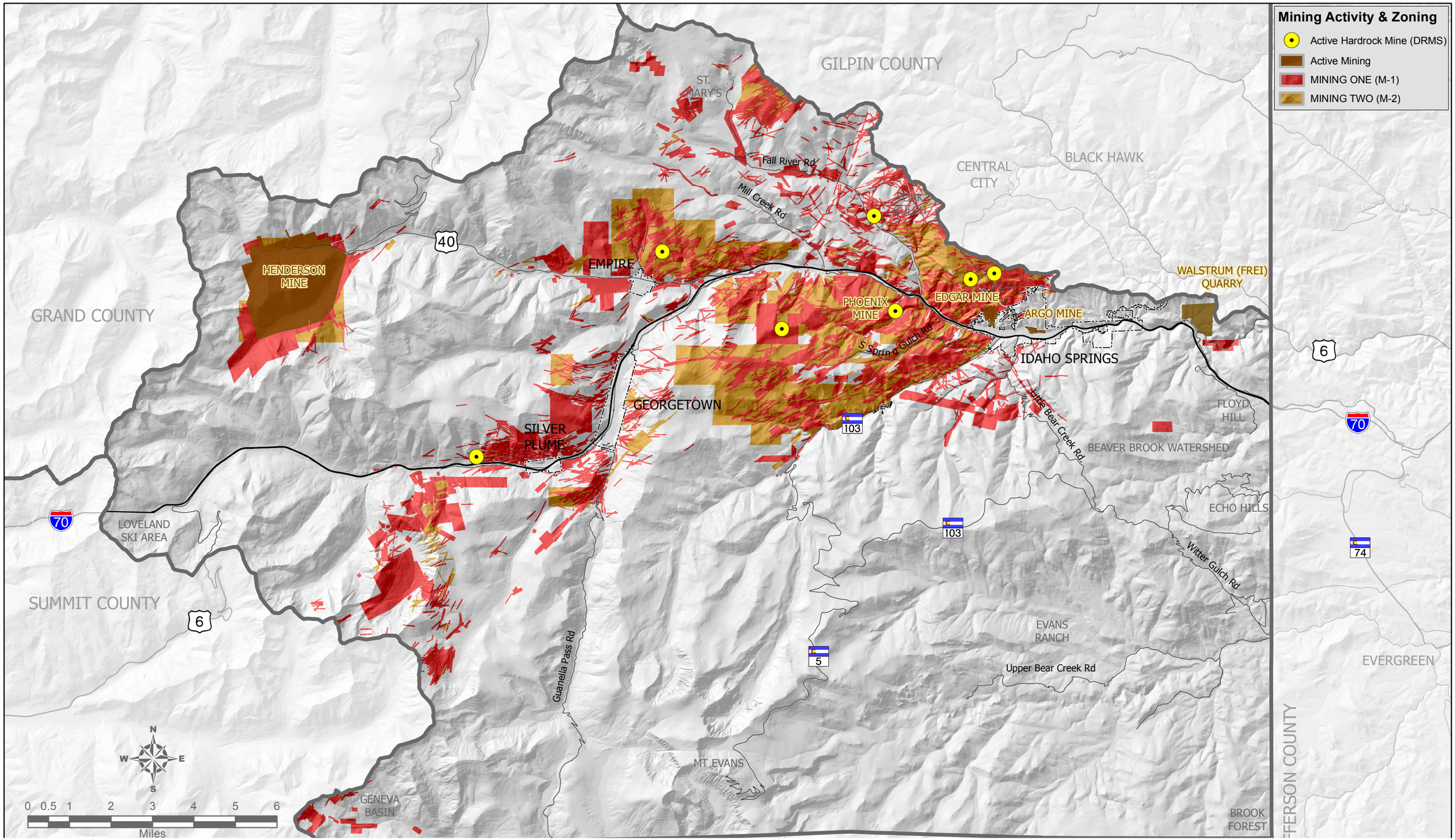
Strategies

1. Allow for the potential for or continuation of mineral resource extraction on mining claim parcels.
2. Support purchase of development rights or conservation easements on mining parcels with high ecological, scenic, or recreational value.
3. Support secondary recreation use on mining claims that are adjacent to or contain existing recreation opportunities.
4. While allowing residential development on M-1 parcels, clarify to potential homeowners and builders the access and services constraints they may confront with a residential conversion.

Chapter Four – Maps

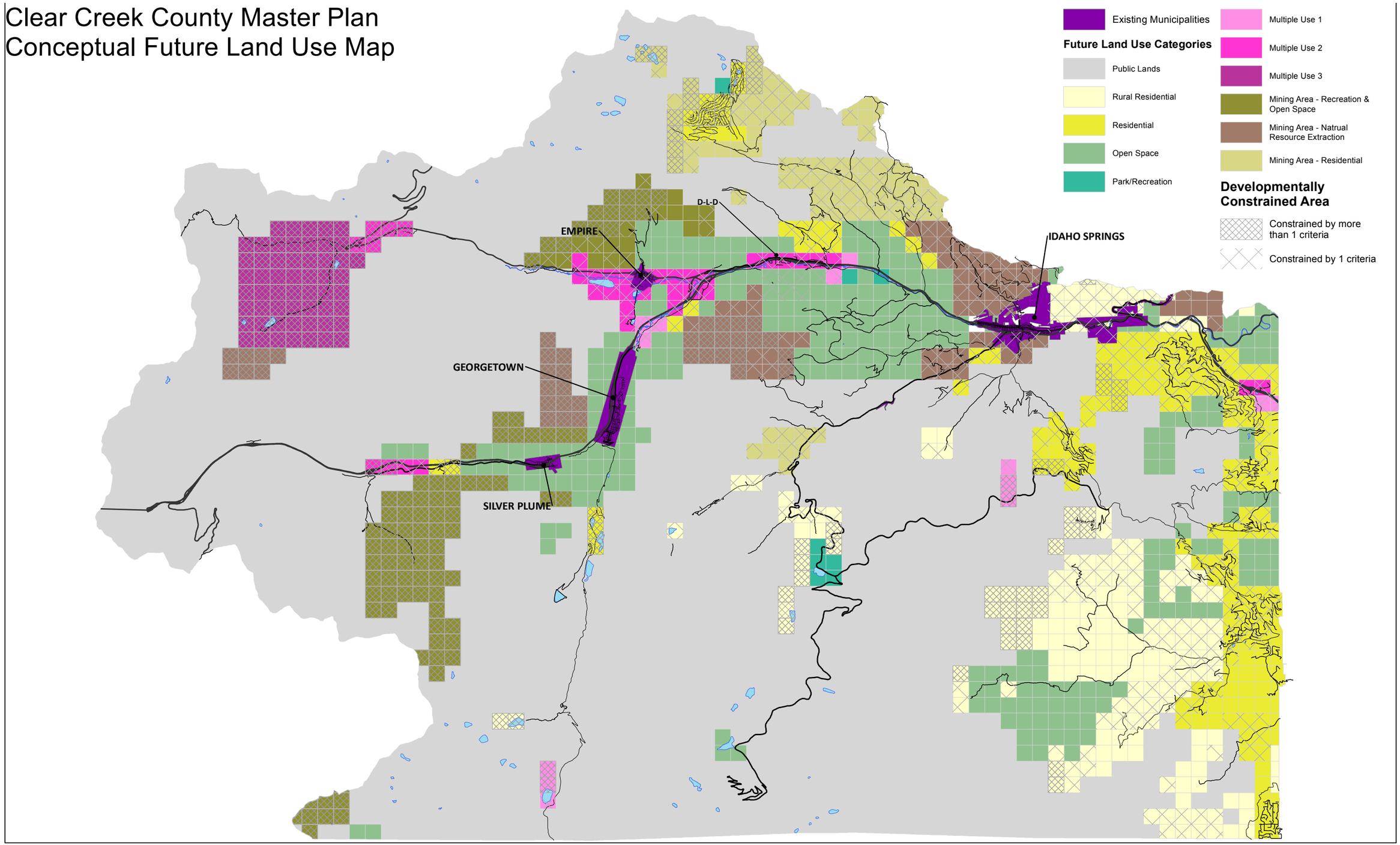
MAP-11 MINING ACTIVITIES

MAP-12 FUTURE LAND USE MAP



MAP - 11 I Mining Activities

Clear Creek County Master Plan
Conceptual Future Land Use Map



MAP - 12 I Future Land Use Map

North

CHAPTER 5: IMPLEMENTATION GUIDE

INTRODUCTION

The Vision statement, policy framework, goals, and strategies set forth in previous elements of the Master Plan together describe the desired future of Clear Creek County during the next 20 years. They do not, however, tell us precisely how to create the kind of community envisioned by the Plan. Yet unless appropriate actions are taken, the plan will remain unrealized. Consequently, a strategy for how to implement the Plan is needed. It is the intent of this implementation guide to translate the Master Plan's vision, policy framework, goals, and strategies into the day-to-day operations of the County government.

This implementation guide considers all elements of the Master Plan, recognizing that they are highly interconnected and must be implemented in a way that treats each element as part of a larger whole. This implementation guide takes great care to make every decision within the context of that basic reality, while providing helpful tools and actions to help achieve the future envisioned by the plan.

CLEAR CREEK COUNTY ZONING REGULATIONS

The Future Land Use Map (MAP-10) suggests several new land use designations and clarifies where within the county expected land use outcomes are desired. Maintaining consistency between the zoning regulations and the Master Plan is vital. An important short-term implementation strategy for the County will be to rectify the currently adopted zoning regulations (August 2011) against the suggested future land use designations of the Master Plan. For example, the identified areas for "multiple uses" should be clarified within the zoning regulations to assure the diversity and flexibility of the uses as contemplated in the Mas-

ter Plan is preserved. Similarly, the consideration of the development constraints overlay within the Future Land Use Map should be connected with current administrative process related to development review.

Three considerations from the in the Master Plan should be addressed in a future review of the Zoning Regulations:

A. Establishment of a clear definition and spatial extent for Multiple Use areas (by tier).

B. Review of the Mining Districts (Section 7) within the Zoning Regulations to reflect 1) the potential redevelopment of the Henderson Mine site into "multiple use" and 2) the designation of other current mining lands as "natural resource extraction", "open space/recreation" or "residential".

C. Consider amendment of the Zoning Regulations to address the need for new development proposals to submit a fiscal impact questionnaire and/or complete the "fiscal impact tool" process (described below).

SUPPORTING LOCAL GOVERNMENTS

Many of the strategies outlined in the Master Plan rely on cooperation with the municipalities. As each municipality considers its long-range plans, the County should both support and work closely with these local governments to evaluate annexation opportunities and/or intergovernmental agreements to help realize shared objectives.

LAND USE TOOLS

A hallmark of the Future Land Use Plan is the focusing of development into more define and limited areas subject to significant future community dialogue. Supporting this "focusing" of development can be encouraged through several land use strategies:

Transfer of Development Rights

The Transfer of Development Rights (TDR) is a planning tool used by some communities to preserve or protect land areas that are deemed by a community to be important such as open space lands, or preserve lands with severe development constraints such as lands within avalanche paths, tundra, or slopes over 30%. TDR programs can also limit growth within a geographic area if so desired by a community while encouraging development in other areas deemed appropriate. TDR programs establish geographic "sending areas" which are the areas to be preserved or protected, and "receiving areas" where rezoning for higher density is encouraged and oftentimes incentivized. The sending area density to be transferred is based on the density permitted in the underlying zone district (E.g. 1 unit per 20 acres) and the density required at the receiving site is based on the current or proposed zoning density (E.g. 1 unit per 6 acres).

TDR programs are created through a code amendment process and typically require or incentivize rezoning to higher density within a receiving area only if the new density is transferred to the site from the

sending areas. The sending area site where density is transferred from is either concurrently rezoned to an open space-type zone district and/or protected by an easement held by the local government or a land trust. Receiving areas are typically located within incorporated jurisdictions and other areas with adequate infrastructure and planning to support growth and development.

TDR programs respect property rights and give value to the sending area property owners since developers in receiving areas must purchase or are incentivized to purchase the density. The value of the density is set by either local markets with a willing buyer and a willing seller, or by the local government entity that bases the price on a detailed market study. The outcome of a TDR program that is implemented over time is the protection and preservation of important or constrained areas and maintenance of the desired community character.

Rural Remote Zoning

Rural and remote zoning is a planning tool used by communities to retain the undeveloped character of rural and remote areas in a county. Rural and remote areas are typically located in mostly undeveloped areas that have substandard roads, limited infrastructure and poor fire and emergency access. Rural and remote zoning regulations often limit development to match historic development patterns in the area to be protected. It is typical to have a maximum home size limit to not exceed historic development patterns. The main goal of this limitation is to prohibit large home sizes that would change the character of an area. There are also floor area, lot area, land use and other standards to match historic development patterns.

Rural and remote zoning may also have standards to protect and mitigate environmentally constrained areas (wetlands, floodplains, steep slopes, avalanche paths, etc.); limit the impact of new road construction with a preference for historic access road use; limit winter plowing to preserve character and maintain winter backcountry access; and parcel assemblage standards that relate to the maximum home size.

Rural and remote zoning is implemented through a concurrent or sequential process where a community amends the land use code to create a new "Rural and Remote Zone District" or similar zone district that establishes zoning regulations that are designed to protect the rural character and the natural environment.

The second step is a government initiated rezoning of properties located in the rural and remote geographic area(s) following the adopted rezoning procedures. The outcome of this zoning process is the maintenance of the mostly undeveloped character of rural and remote areas in a county.

Sub-area Plans

Sub-area plans are a long-range planning tool used by communities to create a more detailed land use plan for a geographic subarea. Sub-area plans allow a community and a neighborhood to take a more micro view of an area with the goal to create more specific and detailed policies and plans. The sub-area planning process allows for participants to understand the existing context of an area (zoning, land use, constraints, infrastructure, existing development, vacant land, etc.) and imagine the future of the area. The sub-area plan will include goals, actions, policies, plans and implementation measures to reach the desired future. Subarea plans can have many different levels, ranging from higher level plans to parcel tested plans that utilize architectural or planning firms to show the conceptual layout of buildings, floor areas, massing, streets, open spaces, parks and other land uses.

Economic, transportation and other detailed studies can be conducted concurrently with a sub-area plan to ensure the desired future land use plan is likely to achieve the desired results. Specifically, the fiscal impact tool (described below) can be used to evaluate a conceptual "build-out" within a defined sub-area to help clarify the fiscal outcomes. Any new or updated sub-area plans should also consider the Master Plan elements and define how it can help achieve county goals and objectives at the local scale.

A sub-area plan duly adopted by the county can be used as the foundation to encourage and even require general conformance with the sub-area plan, with each rezoning measured as to how it will help implement a sub-area plan over time. The desired outcome is the development and preservation of an area as envisioned in a sub-area plan.

ECONOMIC DEVELOPMENT TOOLS

Economic development goals and strategies are an important part of this Master Plan. An important step in realizing these goals is connecting economic development policy with other elements of the plan (i.e. Future Land Use, Housing, etc.).

Perhaps the best way to move this process forward is for the County to work in close collaboration with the Clear Creek County Economic Development Corporation in exploring how and where various economic tools can be applied.

Enterprise Zone tax credits

The Colorado Enterprise Zone (EZ) Program was created by through CRS, Title 39, Article 30) to promote a business friendly environment in economically distressed areas. The program offers state income tax credits to incentivize new or expanded businesses to locate and develop in these areas. The program also includes support to help realize these potentials. At present the entirety of Clear Creek County is within an Enterprise Zone. The County should explore how goals of the Master Plan can be supported and/or support business opportunity through this program.

Tax Increment Financing (TIF)

The use of Tax Incremental Financing (TIF) to support infrastructure improvements as directed through a UR (Urban Renewal) or Downtown Development Authority (DDA) is well established in Colorado. At its essence, TIF works on the premise that upfront expenditures of financial resources to kick-start new development will, over some time, be paid back through the levy of taxes on an increasing tax base. Establishing a TIF can be highly complex, but determining where/if this tool is applicable in the context of supporting the Master Plan should be short-term implementation objective.

Public Improvement District or Fees (PID/PIF)

A public improvement district (PID) is a taxing entity which can finance, construct and maintain public improvements. A PID may be formed to address any type of public improvement or service. It has authority to issue debt and to impose a mill levy against real and personal property within the district. Again the development of a PID or PIF should be undertaken in light of the goals and strategies of the Master Plan and in support of the Vision.

Industrial Revenue Bonds

Public bonding in support of critical infrastructure to promote/encourage private-sector development is a common use of IRB's. Again the application of this economic development tool should consider the Master Plan Vision and policy framework; particularly related to the need for greater fiscal impact assessment and the importance of sustainability.

FISCAL IMPACT TOOLS

What is a Fiscal Impact Analysis?

A fiscal impact analysis is a tool that compares county government costs against revenues associated with development policies and projects. The analysis helps ensure that county officials understand the short- and long-term fiscal effects of land use policies as well as the impact from new development projects that are approved. County governments are then able to weigh land use policy decisions, acceptable levels of public services provided, plans for capital investments, and long-term borrowing needs, in addition to prompting local officials to evaluate current and future revenue sources.

A typical fiscal impact analysis is a projection of the net cash flow to the public sector resulting from development – residential, non-residential or other. It is similar to the cash flow analysis a developer conducts in order to project costs and revenues likely to result from a proposed development. A well-prepared analysis will reflect revenue, capital costs and associated operating expenses. This is in contrast to an "economic impact analysis," which evaluates direct and indirect impacts on the overall economy; those impacts are typically new jobs, real disposable income and consumer spending.

Why Conduct a Fiscal Impact Analysis?

A fiscal impact analysis brings a realistic sense of the costs of new development and redevelopment into the public discussion and provides local governments with the financial information necessary to make balanced land use decisions that are cost-effective and make efficient use of public services and infrastructure. A fiscal impact analysis can lead to a better understanding for both the public and elected officials of the various factors contributing to development proposals and increases their confidence in the fiscal soundness of land use decisions. Using fiscal impact analysis to evaluate land use decisions may also result in more consistent government revenues in the future. A fiscal impact analysis does not provide the all the "answers" to policy and development questions—the environment, housing affordability, jobs/housing balance and quality of life must also be considered—but it can be a very useful tool when evaluating development proposals and land use decisions.

Given the phasing out of the Henderson Mine, Clear Creek County government revenues are rapidly changing. As a result, the need to understand the fiscal impact of new development and to provide services as efficiently and cost-effectively as possible is more important than ever. This tool has been created to allow the County to assess the impact of land use decisions at the local scale, while allowing for the project-by-project flexibility necessary to achieve desirable economic development in the County. Along with this tool comes the notion that simple "growth" is not the objective, but rather growth that supports the fiscal and economic health of the community. Development that achieves this health is desirable, but growth for growth's sake should not be blindly pursued. This fiscal impact analysis tool will allow the County to ensure that new development or redevelopment in the county is "good growth" that will remain viable over the long-term.

The Clear Creek County Fiscal Analysis Tool

Given the fiscal realities and uncertainty of government revenues in Clear Creek County today, a fiscal guide for consideration of development projects was requested by the County and economic development stakeholders (including the Clear Creek Economic Development Corporation and SOLVE). The following tool is intended to provide a better understanding of the current costs and revenues associated with development in Clear Creek County, and how to apply them to individual proposals to understand the impact of each new potential project.

In terms of fiscal analysis, complexity is less important than utility. The tool provided allows for an analysis that is straight-forward with minimal data requirements, making this methodology attractive for an initial look at fiscal impact. This tool requires modest data and time requirements from both the developer and the County, and could be easily updated by the County over time if needed. If more detail is desired after completing an initial analysis for an individual project other, more detailed models could be employed. The County should reassess the fiscal impact analysis and model assumptions every 3-5 years.

This model allows the County to examine the fiscal impacts of development if that development were in place in the community today. This approach is intended to make the estimates more meaningful and understandable to citizens and to lessen the need to make assumptions regarding the County's future fiscal situation. This tool uses a hybrid per-capita multiplier and case study approach. The "per-capita" portion allows for a quick calculation, while the "case study" portion recognizes that excess and deficient capacity exits in some communities. It views growth not in a linear manner, but as a more cyclical process in terms of the impact on expenditures.

Important Points to Remember

- **Development results in increased demand for services:** New residents and new workers demand local services and their expectations may be different from those of the existing population and workforce.
- **Fiscal Impacts vary with the type of the development, the location of development, community services, existing service capacity and local policy:** The type of development—commercial, residential, industrial—has different implications for a community's fiscal balance sheet. The nature of the development—compact residential near central facilities versus sprawling rural residential—matters to the fiscal outcome. A community that must extend public services to new developments will incur greater expenditures, but it may pay off in the long-run. That is why fiscal impact analysis is required.
- **Consider ALL services in the process.** While Clear Creek County itself does not necessarily provide all services (i.e. some are provided by sewer or water districts), expanding the analysis to address the widest scope of service costs (and revenues) only will improve the understanding of the fiscal cost/benefit.
- **Impacts are Cumulative:** The impact of a single development may be insignificant to a community's fiscal position; however, the impact of development after development may be substantial. Over time, development has broad effects on revenues, expenditures and the tax base.
- **Development affects different groups in different ways:** The distributional impacts are not easily incorporated into standard fiscal impact analysis, but new development may provide greater benefits to some groups. It is important to think about how different groups may be affected and how these impacts may vary over time.

Fiscal Impact Analysis Steps

The Clear Creek County Fiscal Impact Analysis process entails four steps:

- **STEP 1:** Determine population and employment changes associated with the development.
- **STEP 2:** Calculate Total Costs Associated with Development:
    - Calculate the residentially- induced costs associated with development by multiplying the per capita estimate of current service costs by the population increase.
    - Calculate non-residential costs associated with development by multiplying the per employee estimate of service costs by the employment increase associated with the development.
    - Calculate annual debt service costs
- **STEP 3:** Estimate property taxes and total revenues associated with the development
- **STEP 4:** Compare estimated revenues and costs and determine net fiscal impact on the community.

Each step is described in detail below. Use these step-by-step instructions and the Fiscal Impact Worksheet in Appendix IV to complete the fiscal impact analysis of a proposed development. Average values in the Fiscal Impact Worksheet, and the overall fiscal impact methodology, should be reviewed and updated every 3-5 years to ensure accuracy of information.

STEP 1: ESTIMATE THE NUMBER OF NEW RESIDENTS AND/OR EMPLOYEES

The first step in the analysis is to estimate the new population and employees associated with the development. This data can be supplied by the proposing developer, but should be reviewed by the County or Planning Commission. Look for data that is reasonable and based on estimates from state or national sources, such as the Colorado Demography Office or the U.S. Census Bureau's Economic Census. Tables 1.1, 1.2 and 1.3 in the Fiscal Impact Worksheet in Appendix 4 allows the data to be recorded and estimated by either the County or the developer, and provides average assumptions that can be used based on the type of development proposed. Residential development should estimate new population and commercial or industrial development should estimate new employees, while development that includes both components should estimate both.

STEP 2: CALCULATE THE TOTAL COSTS ASSOCIATED WITH DEVELOPMENT

As part of the master planning process per capita and per worker estimates of county expenditures were derived from budgetary and demographic data. These estimates are provided in the table below, but should be updated every 3-5 years. Refer to the "Conducting a Fiscal Impact Analysis Methodology" in Appendix IV for instructions on how to update these values.

A. Operating Costs

Use Table 2.2 in the Fiscal Impact Worksheet in Appendix IV to apply the total per capita and per employee costs to the estimated population and workforce associated with the development to derive the total operating costs associated with development.

Per Capita and Per Worker Average Expenditures, CCC, 2015	
Average Per Capita Cost of New Population	TO BE PROVIDED
Average Per Worker Cost of New Employees	TO BE PROVIDED

B. Capital Costs

In growing communities, it is often necessary to invest in capital facilities to accommodate new development. New streets, water and sewer systems and schools may be needed to serve additional population. Because large capital projects such as sewage treatment plants are often financed by debt paid through user fees and charges to new residents, they are often not explicitly included in traditional fiscal impact studies which focus on operating budgets.

Furthermore, many of these initial capital investments are required to be paid for by the developer, or could be completed using grant funding, in which case capital costs ***should not be included in the model***. It is important to understand the long-term consequences of development in terms of capital improvements and facilities to the County specifically. Costs borne by the developer or paid directly through grants do not factor into the County's costs and revenues.

The following allows the County to identify whether the proposed development is expected to generate a need for additional capital facilities or improvements on the part of the County. The impact of such expenditures on residents—new and existing—depends on how the capital investment is financed. If it is to be financed through a bond issue, the annual debt payment should be included as an expenditure when the total impacts of development are calculated. This section follows a case-study approach intended to assist in estimating annual debt service expenditures associated with the new development.

Identification of Facilities and Improvements Necessary to Accommodate Growth

The identification of infrastructure facilities necessary to accommodate the new development should occur in a systematic manner. This information can be identified in a number of ways. One would be to contact department heads for their expertise on necessary capital improvements to serve new development. Another would be to analyze any support documentation the community may have, such as a capital improvement plan. Special studies can be conducted to identify

needs. Lastly, to determine the physical quantities of needed capital investments, a standard for each service or facility may be useful. Ideally, this would be based on a community needs assessment, but the existing standard of provision is an appropriate alternative. Once these service standards are established, the need for new capital facilities can be determined using the following formula:

*Needed Improvements = Service Standard * Demand Unit*

Where the demand unit is associated with the new development, in terms of residents or employees. For example, your community may have an existing standard for park land, such as 1 of acre of park land per 100 residents. If the development includes 200 new residents, 2 acres of park land are necessary to maintain current service standards for parks in the community. This method is useful if the goal is to maintain your current level of services to residents.

Once the need for new capital investment has been determined, project the costs using staff expertise and/or local records. Table 2.3 in the Fiscal Impact Worksheet in Appendix IV provides a framework to determine the need for new capital investment and the annual debt service cost to the community.

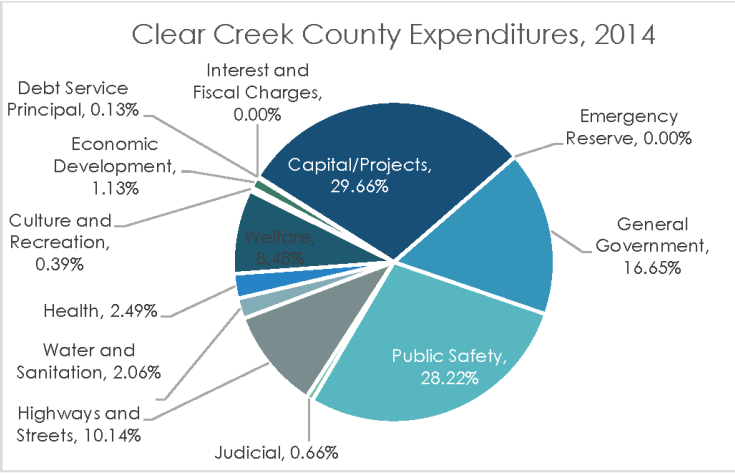
For those items to be financed through a bond issue, calculate the annual debt payment using the County's current debt policy guidelines. In many cases, development will not generate new capital investment, as the developer is often required to pay for capital facilities such as roads and sewers.

C. Total Costs

Use Table 2.4 in the Fiscal Impact Worksheet in Appendix IV to calculate total costs of the development.

CURRENT COUNTY EXPENDITURES

In 2014 Clear Creek County spent approximately $38.8 million across 13 categories of expenditures. The largest percent of expenditures were on Capital Projects and Public Safety, comprising nearly 60 percent of the total county expenditures. General Government and Highways and Streets also both required substantial county expenditure in 2014. While the specific percentages of County expenditures have mildly fluctuated over the three years prior (particularly with respect to the specific capital projects undertaken each year), Capital Projects, Public Safety, General Government and Highways and Streets have consistently comprised the largest expenditure categories.



STEP 3: CALCULATE THE TOTAL REVENUES ASSOCIATED WITH DEVELOPMENT

A. **Property Taxes**

To estimate revenues associated with development from the property tax, multiply the expected assessed value of the development by the current local tax rate (expressed as a decimal) using Table 3.1 in the Fiscal Impact Worksheet in Appendix IV.

B. **Other Revenues**

As part of the master planning process per capita and per worker estimates of county revenues were derived from budgetary and demographic data. These estimates are provided in the table below, but should be updated every 3-5 years. Refer to the "Conducting a Fiscal Impact Analysis Methodology" in Appendix IV for instructions on how to update these values.

Use Table 3.3 in the Fiscal Impact Worksheet in Appendix IV to calculate the residentially- induced costs associated with development by multiplying the per capita estimate of revenue by the population increase. Calculate the non-residential costs associated with development by multiplying the per employee estimate of revenue by the employment increase associated with the development.

Per Capita and Per Worker Average Revenues, CCC, 2015	
Average Per Capita Revenues	TO BE PROVIDED
Average Per Worker Revenues	TO BE PROVIDED

C. **Total Revenues**

Use Table 3.4 in the Fiscal Impact Worksheet in Appendix 4 to calculate total revenues of the development.

STEP 4: COMPARE ESTIMATED COSTS TO ESTIMATED REVENUES TO DETERMINE THE NET FISCAL IMPACT OF DEVELOPMENT

Use Table 4.1 in the Fiscal Impact Worksheet in Appendix 4 to determine the net fiscal impact of the proposed development by comparing the estimated costs to estimated revenues. Although this model results in an estimate of net fiscal impact on the County balance sheet, the more important goal of the model is to raise awareness as to the many questions surrounding how development impacts the county's fiscal structure. The final estimate is a rough measure of how this particular development may affect county revenues, expenditures and tax base.

This process should also prompt the County and its stakeholders to think about broad issues relating to fiscal impacts—issues of excess and deficient capacity and whether residents are truly "new" or simply

Appendix I – Baseline Demographic and Economic Data

DEMOGRAPHICS

Population

As of 2013, Clear Creek County had a population of 9,029 persons. Approximately 65 percent of the County population resided in unincorporated areas of the county, while the remaining 35 percent of the population resided in municipalities. Idaho Springs was the municipality with the largest share of the County population, with approximately 19 percent of the Clear Creek County population living in Idaho Springs. In 2010, the US Census also conducted population counts for Census Designated Places (CDPs), which are delineated to provide data for settled concentrations of population that are identifiable by name but are not legally incorporated under the Colorado law. The CDPs considered by the 2010 Census were the Downieville-Lawson-Dumont CDP, the Floyd Hill CDP, the St. Mary's CDP, and the Upper Bear Creek CDP. Generally, the eastern portion of Clear Creek County contains larger unincorporated communities such as Floyd Hill or Upper Bear Creek, while the western portion of the county contains smaller unincorporated communities such as Dumont and Downieville.

Over the past 10 years Clear Creek County has experienced a relatively slow population decline, with a loss of 488 persons between 2003 and 2013. This population decline equates to approximately 5.13 percent loss over the 10 year period, and an annual average population decline of 0.47 percent. Population decline was experienced throughout Clear Creek County during this period, with the highest percent of population loss in Empire (25.13%) and Silver Plume (15.08%). Unincorporated areas of the county experienced the least amount of loss during this period, with a decline of approximately 1.21 percent. Conversely, the Denver Metro population has experienced significant population growth over this same period, with an approximately 16.73 percent increase over this same period, which translates to approximately 1.52 percent average growth per year.

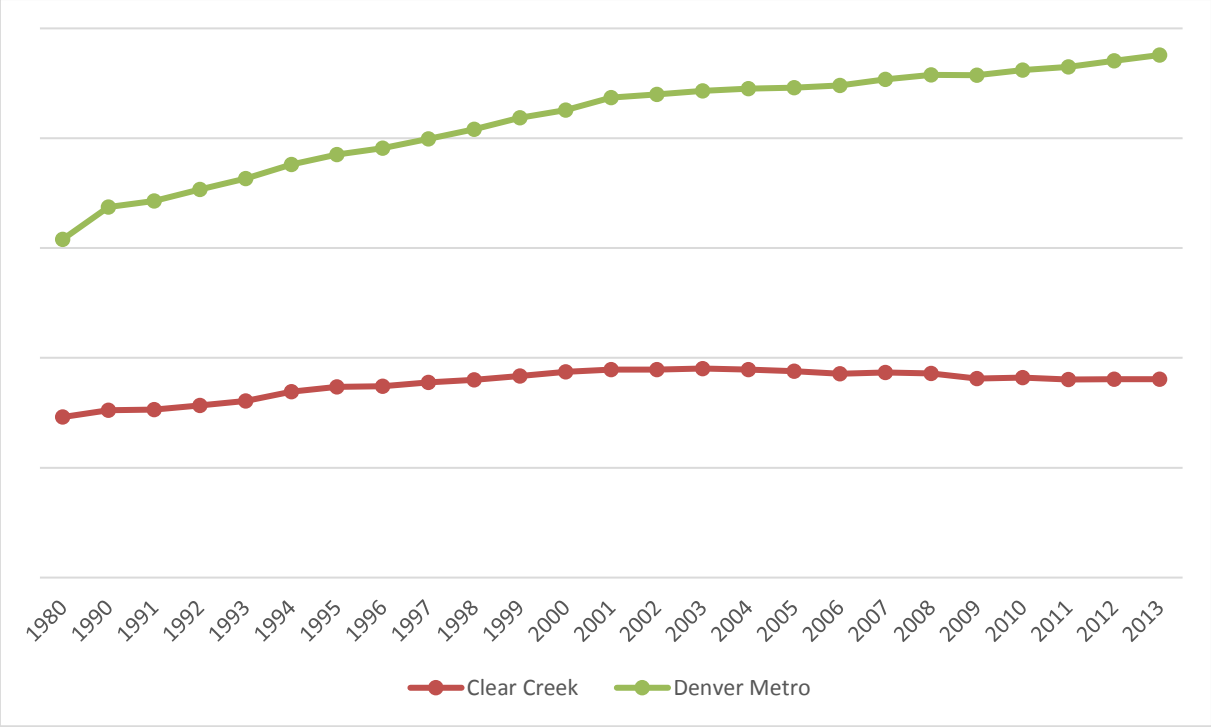
In comparison, Clear Creek County experienced population growth – rather than decline – in the previous decade (1993-2003), with approximately 18.41 percent growth over the 10 year period and annual average growth of approximately 1.67 percent. In the previous decade, this population growth was concentrated in unincorporated areas of the County, with Empire and Idaho Springs experiencing population decline during this period.

Looking to the future, the Colorado State Demography Office projects overall population growth for Clear Creek County through 2040, similar to the trend predicted for the Denver Metro Region. Population Growth in Clear Creek County is expected to increase by approximately 54 percent between 2013 and 2040, from 9,029 persons in 2013 to 13,907 persons in 2040. This translates to an annual average increase of approximately 1.93 percent. In the next decade (2015-2025), the State Demography Office projects an approximately 17.88 percent increase in population for Clear Creek County, from 9,022 persons in 2015 to 10,636 persons in 2025. This translates to an annual average increase of approximately 1.63 percent.

Overall, the population data suggests that the Clear Creek County population has been relatively stagnant in the past 20 years, declining slightly in the last 10 years (2003-2013) and increasing slightly

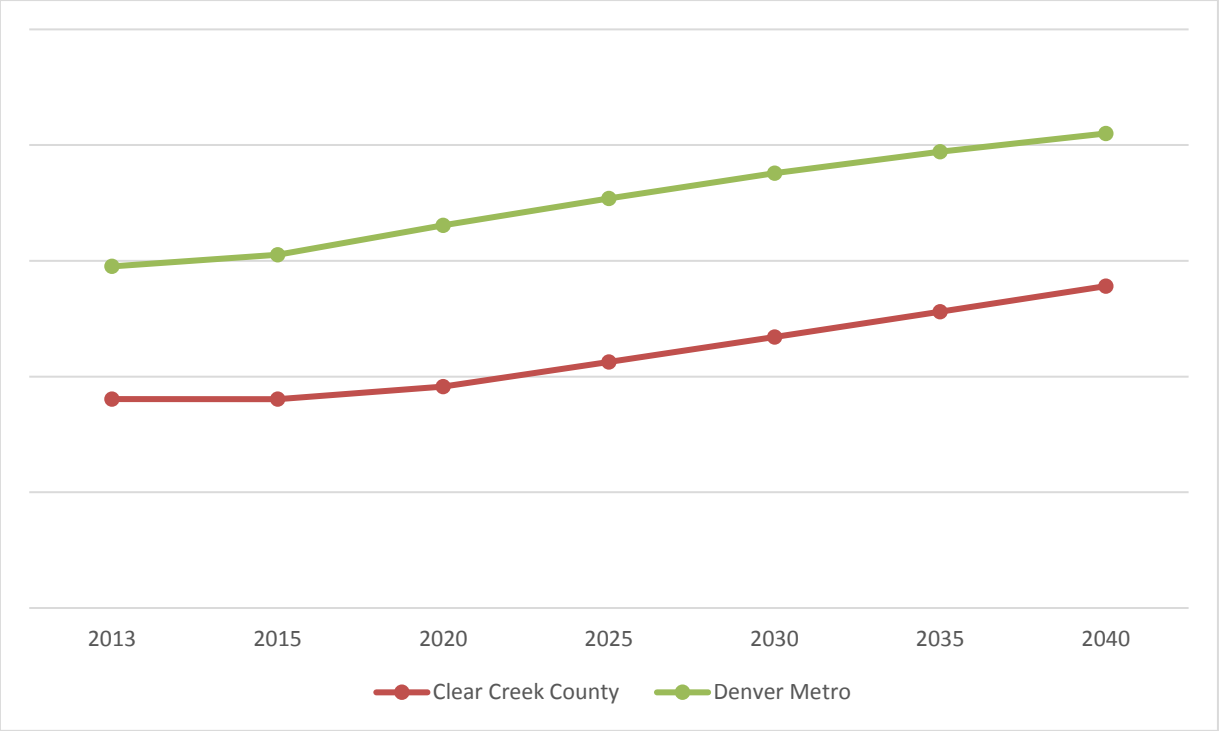
in the previous decade (1993-2003). This mildly fluctuating trend is expected to continue for at least 10 years, with the County experiencing more dramatic growth in 15, 20, and 25 years. Based on existing patterns of growth, new growth in the county can be expected to be concentrated in unincorporated areas of the County. Between 1993 and 2003, the percent of the Clear Creek County population residing in unincorporated areas increased from 57 percent to 62 percent. The percent of the Clear Creek County population residing in unincorporated areas increased from 62 percent to 65 percent between 2003 and 2013.

FIGURE 1: HISTORIC POPULATION GROWTH 1980-2013



Source: Colorado Division of Local Government, Demography Section.

FIGURE 2: POPULATION PROJECTION 2013-2040



Source: Colorado Division of Local Government, Demography Section.

TABLE 1: POPULATION BY CENSUS DESIGNATED PLACE (CDP), 2010

CDP	Population
Downieville-Lawson-Dumont CDP	594
Floyd Hill CDP	998
St. Mary's CDP	283
Upper Bear Creek CDP	1,059

Source: U.S. Census Bureau, 2010 Census.

TABLE 2: POPULATION PROJECTION, CLEAR CREEK COUNTY, 2013-2040

Year	Clear Creek County	Denver Metro
2013	9,029	2,951,798
2015	9,022	3,053,801
2020	9,568	3,306,177
2025	10,636	3,540,403
2030	11,709	3,758,347
2035	12,808	3,941,683
2040	13,907	4,100,555

Source: Colorado Division of Local Government, Demography Section.

TABLE 3: HISTORIC POPULATION CHANGE BY COMMUNITY, CLEAR CREEK COUNTY, 1980-2013

Year	Clear Creek	Empire	Georgetown	Idaho Springs	Silver Plume	Unincorporated Area	Percent in Unincorporated Area	Denver Metro	State of Colorado
2013	9,029	283	1,006	1,702	169	5,869	65%	2,951,798	5,264,890
2012	9,037	283	1,006	1,702	169	5,877	65%	2,897,837	5,188,504
2011	9,015	281	993	1,705	169	5,867	65%	2,847,228	5,117,368
2010	9,108	283	1,036	1,720	170	5,899	65%	2,797,896	5,049,717
2009	9,060	342	1,008	1,716	170	5,824	64%	2,762,164	4,976,853
2008	9,294	354	1,040	1,770	179	5,951	64%	2,716,819	4,901,938
2007	9,333	357	1,054	1,793	182	5,947	64%	2,670,038	4,821,784
2006	9,279	358	1,059	1,799	184	5,879	63%	2,626,197	4,745,660
2005	9,392	365	1,080	1,834	189	5,924	63%	2,582,177	4,662,534

2004	9,461	370	1,094	1,864	193	5,940	63%	2,558,106	4,608,811
2003	9,517	378	1,104	1,895	199	5,941	62%	2,528,665	4,555,084
2002	9,466	382	1,097	1,901	200	5,886	62%	2,504,883	4,504,709
2001	9,464	390	1,097	1,925	201	5,851	62%	2,476,410	4,444,513
2000	9,361	393	1,095	1,930	202	5,741	61%	2,382,678	4,338,801
1999	9,183	361	1,056	1,899	202	5,367	58%	2,349,188	4,215,984
1998	8,998	367	1,015	1,912	201	5,242	58%	2,280,781	4,102,491
1997	8,880	376	978	1,933	200	5,165	58%	2,218,872	3,995,923
1996	8,716	382	950	1,943	198	5,049	58%	2,166,886	3,902,448
1995	8,684	391	945	1,982	199	5,004	58%	2,115,508	3,811,074
1994	8,458	396	931	1,971	156	4,875	58%	2,070,132	3,712,062

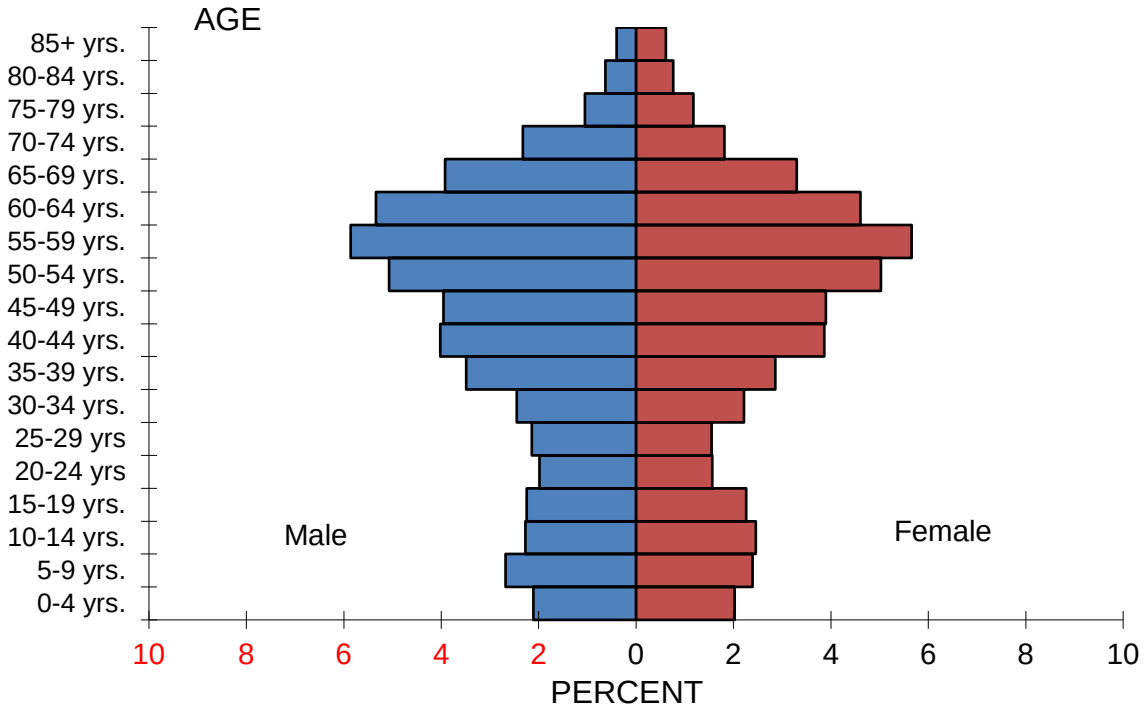
1993	8,037	387	899	1,914	146	4,597	57%	2,026,197	3,605,038
1992	7,842	395	898	1,907	138	4,450	57%	1,964,622	3,489,832
1991	7,653	393	881	1,877	134	4,333	57%	1,899,337	3,380,951
1990	7,619	401	891	1,898	134	4,292	56%	1,848,319	3,294,394
1980	7,308	423	830	2,077	140	3,838	53%	1,618,461	2,889,733
20 Year Growth (1993-2013)									
Number	992	-104	107	-212	23	1,272	--	925,601	1,659,852
Average Annual Growth	47	-5	5	-10	1	61	--	44,076	79,041
10 Year Growth (2003-2013)									
Number	-488	-95	-98	-193	-30	-72	--	423,133	709,806
Average Annual Growth	-44	-9	-9	-18	-3	-7	--	38,467	64,528
2 Year Growth (2011-2013)									
Number	14	2	13	-3	0	2	--	104,570	147,522
Average Annual Growth	5	1	4	-1	0	1	--	34,857	49,174

Source: Colorado Division of Local Government, Demography Section.

Age

The age distribution of Clear Creek County is depicted in Figure 3, below. These charts are typically referred as "population pyramids" because they generally form the shape of a pyramid when the population is growing (with the largest populations in the youngest age cohorts). Figure 4, which shows the age distribution of Metro Denver, has much more of a pyramid shape than Clear Creek County.[1] The shape of the population pyramid for Clear Creek County, with the largest population cohorts being between 50 and 64 years of age, suggests an aging population within the County and that young families with young children may be either moving away or not migrating into the County. The median age of the County is 46.6, compared to a median of 35.7 in the Denver Metro and 37.2 in the US as a whole, which also reinforces this interpretation.

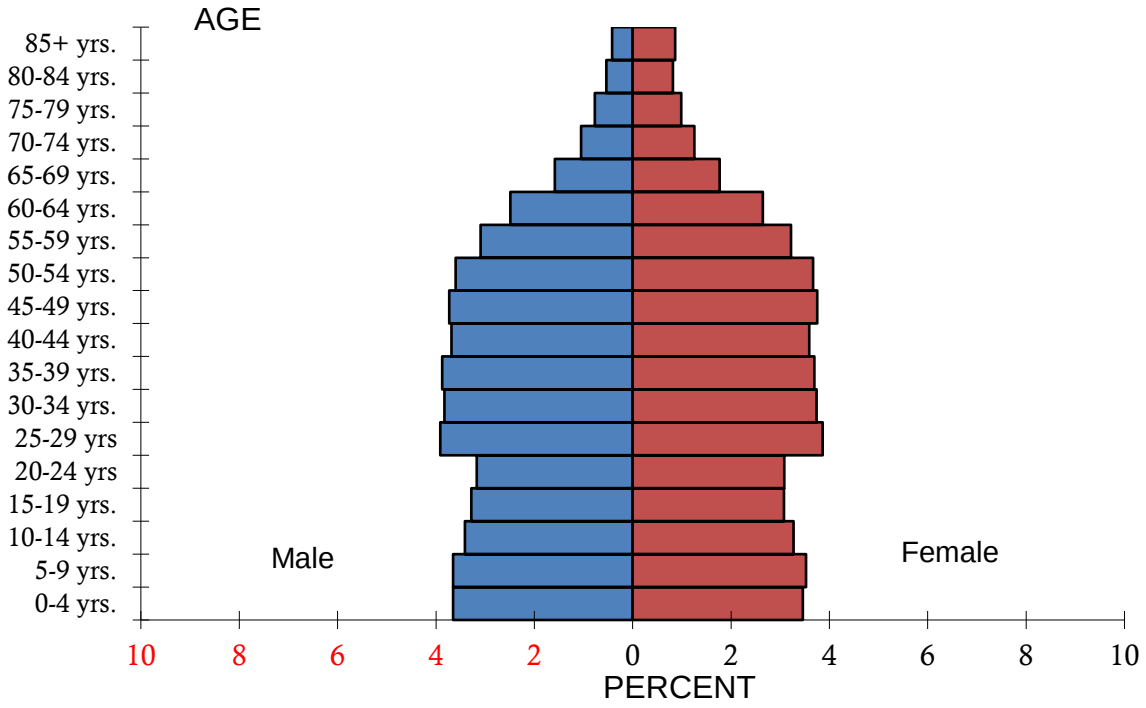
FIGURE 3: CLEAR CREEK COUNTY POPULATION PYRAMID



Source: Colorado Division of Local Government, Demography Section.

[1] Note: the Denver Metro Population Pyramid does not demonstrate the typical pyramid shape either because the region's growth is correlated with in-migration rather than through population growth through births.

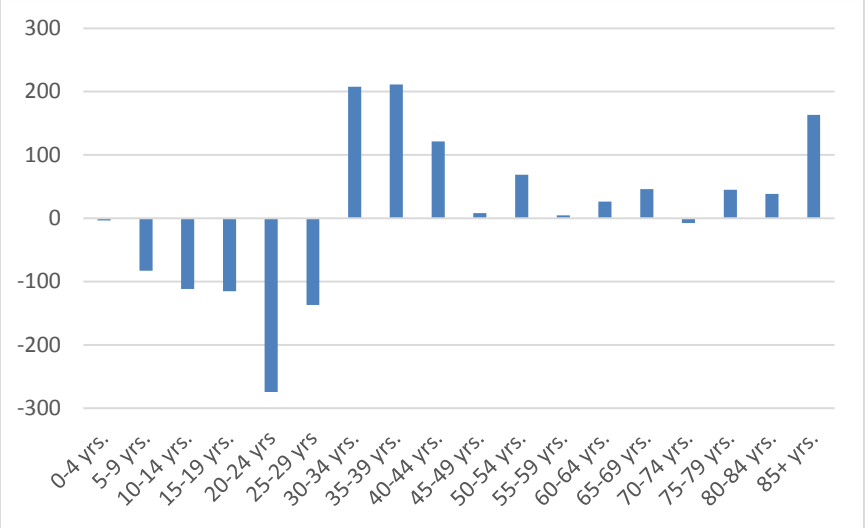
FIGURE 4: METRO DENVER POPULATION PRYAMID



Source: Colorado Division of Local Government, Demography Section.

Migration data for Clear Creek County also suggests that young families with young children may be either moving away or not migrating into the County. By analyzing migrations by age, Figure 5 shows that all age cohorts from 0 to age 30 have negative migration rates, meaning people are leaving the county in these cohorts, and that the largest in-migrations occur within the 30 to 44 age cohorts.

FIGURE 5: NET MIGRATION 2000-2010, CLEAR CREEK COUNTY

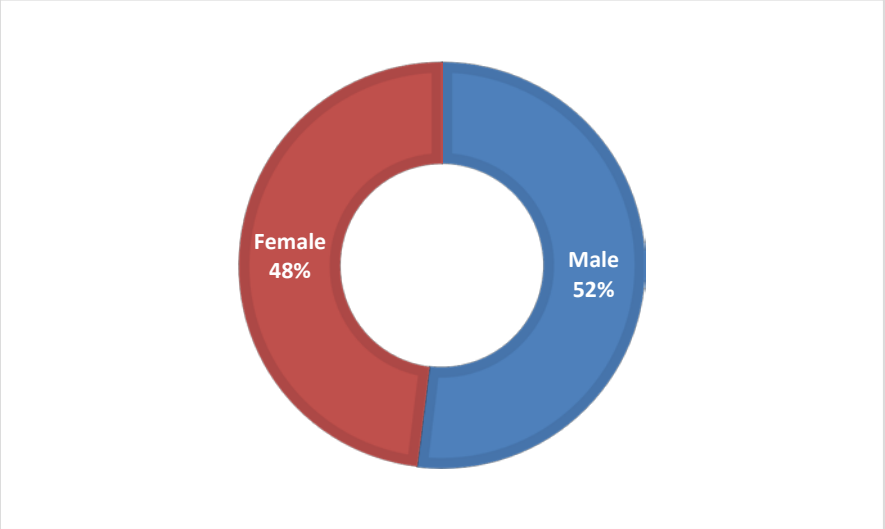


Source: Colorado Division of Local Government, Demography Section.

Gender

The gender distribution of Clear Creek County residents has remained relatively constant for the past two decades, with roughly 48 percent females and 52 percent males.

FIGURE 6: CLEAR CREEK COUNTY GENDER DISTRIBUTION

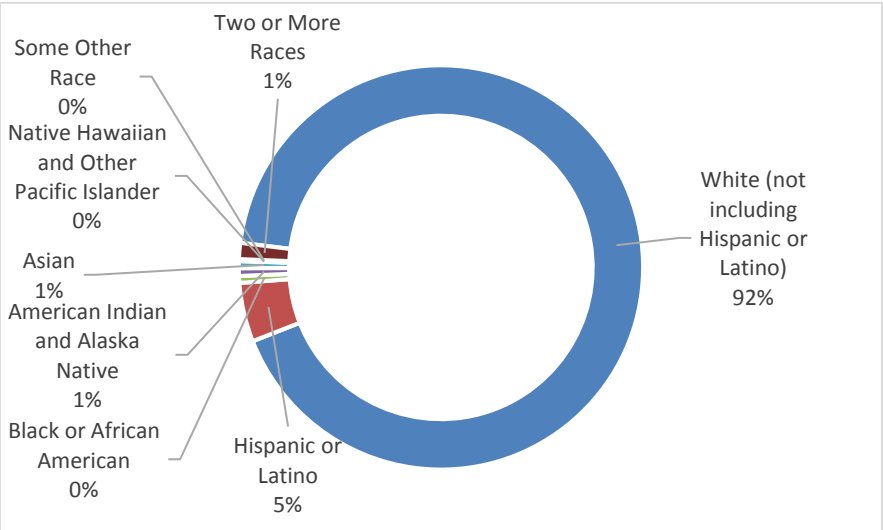


Source: Colorado Division of Local Government, Demography Section.

Race

The racial composition of Clear Creek County has experienced some changes between 2000 and 2010. In the year 2000, just over 96 percent of the population of the County was white, while in 2010 92 percent of the population was white. The largest minority group – Hispanic or Latino – grew substantially during this decade, rising from 2.8 percent of the total population in 2000 to 4.7 percent of the total population in 2010.

FIGURE 7: CLEAR CREEK COUNTY RACIAL DISTRIBUTION



Source: U.S. Census Bureau, 2010 Census.

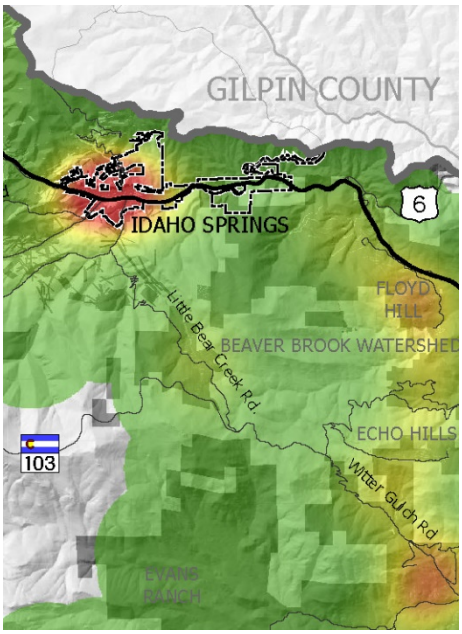
Households

The total number of households has increased in Clear Creek County since 2000, with 4,019 households recorded in 2000 and 4,208 recorded households in 2010. These households represent over 99 percent of the Clear Creek County population with less than one percent of the population living in group quarters. The average household size in Clear Creek County dropped between 1990 and 2000 and has continued to decline in recent years, decreasing from 2.31 persons per household in 2000 to 2.14 persons per household in 2010. Likewise, the average family size has decreased over this time period, from 2.81 persons per family in 2000 to 2.67 persons per family in 2010.

The percent of family households (families with children, husband-wife families, single-parent households) decreased since 2000, dropping from approximately 65 percent in 2000 to approximately 60 percent in 2010. Likewise, the percent of persons in non-family households or are living alone increased since 2000, from 35 percent in 2000 to 40 percent in 2010. Approximately 22 percent of the Clear Creek County households include individuals under 18 years old, while approximately 20 percent of the households include individuals 65 years and over.

Distribution of Population

As of 2013, approximately 65 percent of the County population resided in unincorporated areas of the county, while the remaining 35 percent of the population resided in municipalities. Population is generally concentrated within the municipalities and distinct areas. Idaho Springs, Georgetown, Floyd Hill, Upper Bear Creek and St. Mary's contain the densest areas of population in the county.



As mentioned previously, the highest percent of population loss over the past decade has been in municipalities, while unincorporated areas of the county experienced the least amount of loss during this period. As a result the percent of the population living in unincorporated areas in the county increased relative to the municipalities has increased over time and this trend is expected to continue into the future. See MAP 4.

ECONOMICS

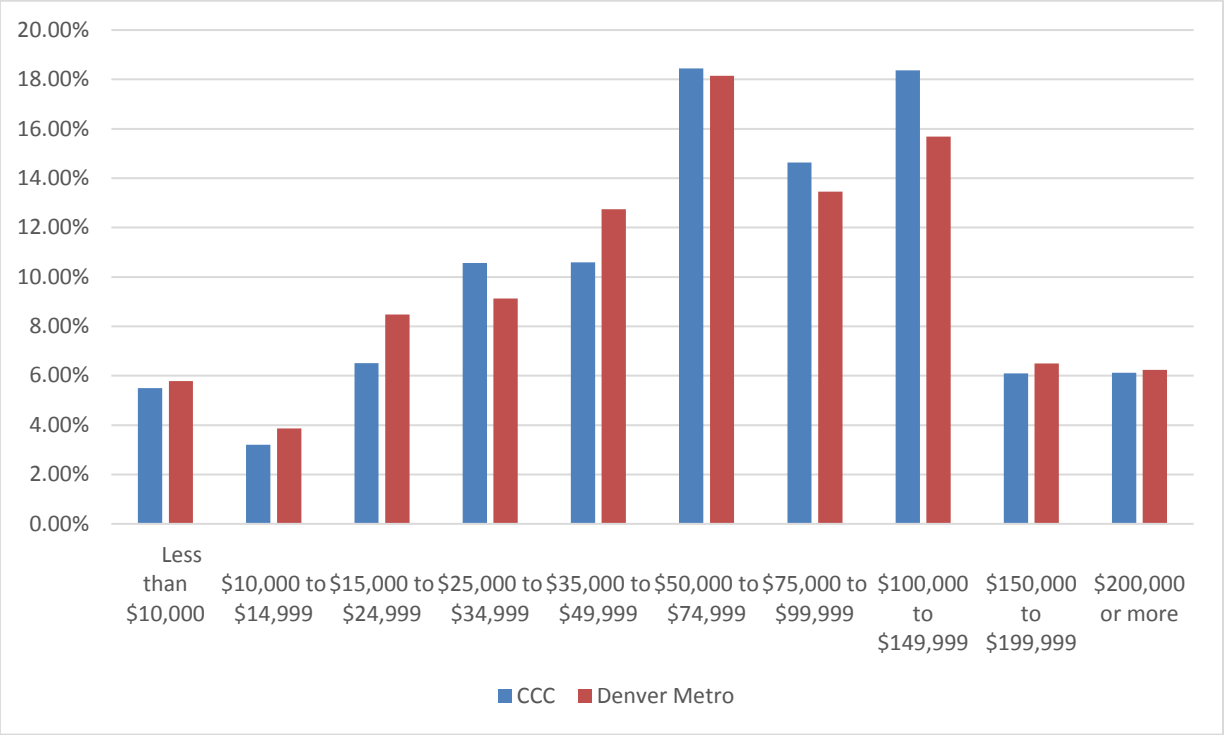
Income and Poverty

The median household income for Clear Creek County was $67,259 in 2013. In 2003 the median household income was $52,520 (2003 dollars). While this may seem like a large increase over 10 years, the inflation adjusted 2003 median income is $66,659 in 2013 dollars. This indicates that real income has increased only slightly (approximately 1%) since 2003.

Figure 8 shows a simple distribution of Clear Creek County households by income bracket, with a comparison to the Denver Metro. The data is for 2013.

45 percent of Clear Creek County's households have incomes in excess of $75,000. This compares to 42 percent for the Denver Metro, indicating that Clear Creek County Households are slightly more affluent than those in the Denver Metro.

FIGURE 8: DISTRIBUTION OF HOUSEHOLDS BY INCOME BRACKET



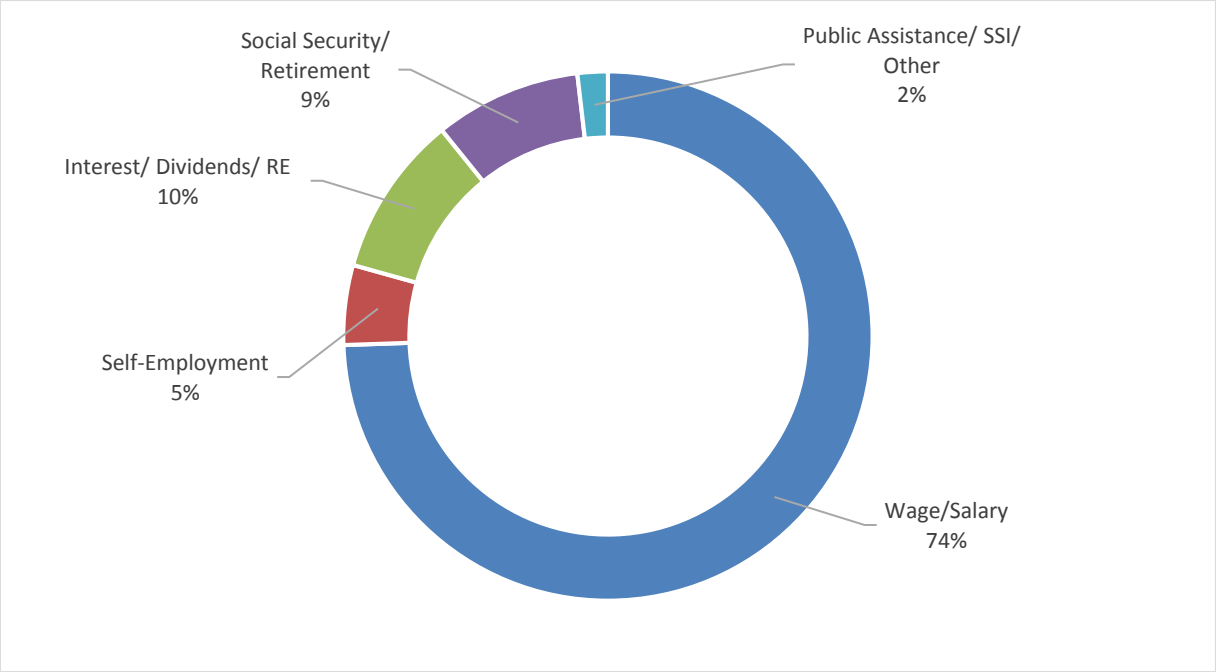
Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

The following figures compare Clear Creek County and the Denver Metro in terms of income by source – the percent of breakdown of all household income from the following sources (2013 data):

- Wage & Salary;
- Self-Employment;
- Interest/Dividends/Net Real Estate
- Social Security/Retirement Income
- Public Assistance/Supplemental Security Income (SSI)/Other

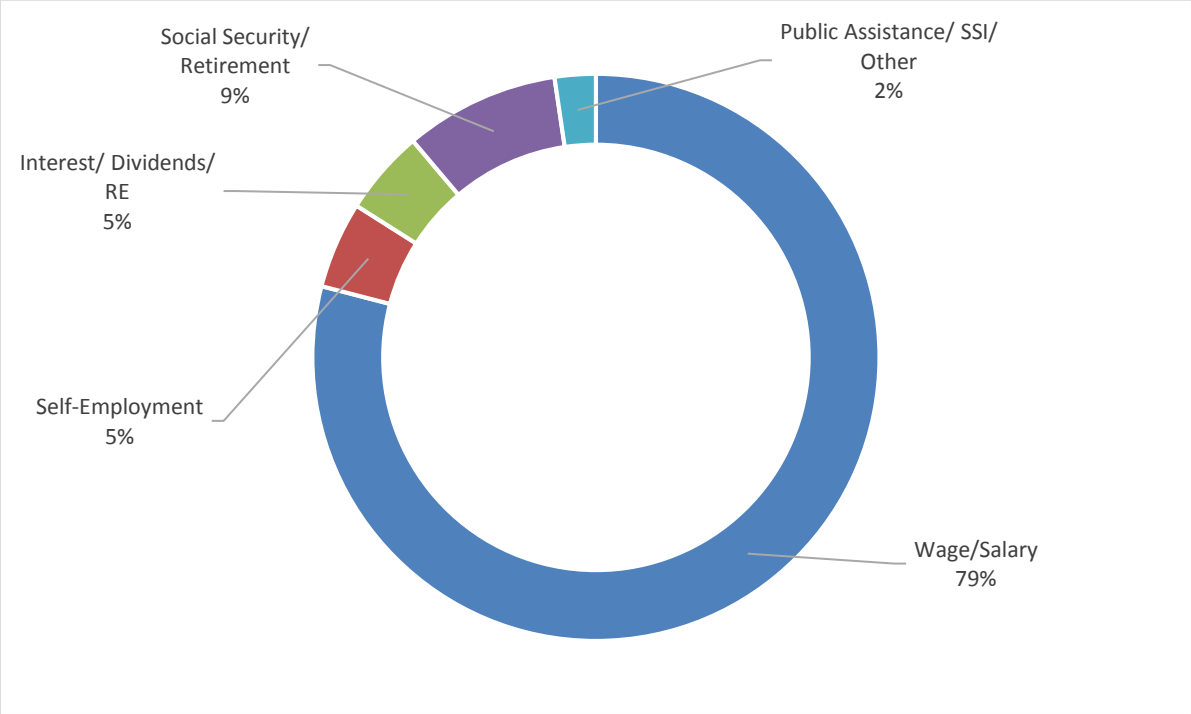
Income sources between Clear Creek County and the Denver metro are very similar, with interest, dividends and real estate income being a slightly more important source of income in the County than in the Denver Metro. The data also indicates that Clear Creek County is slightly less dependent upon salary and wage employees than the Denver Metro.

FIGURE 9: HOUSEHOLD INCOME BY SOURCE CLEAR CREEK COUNTY



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

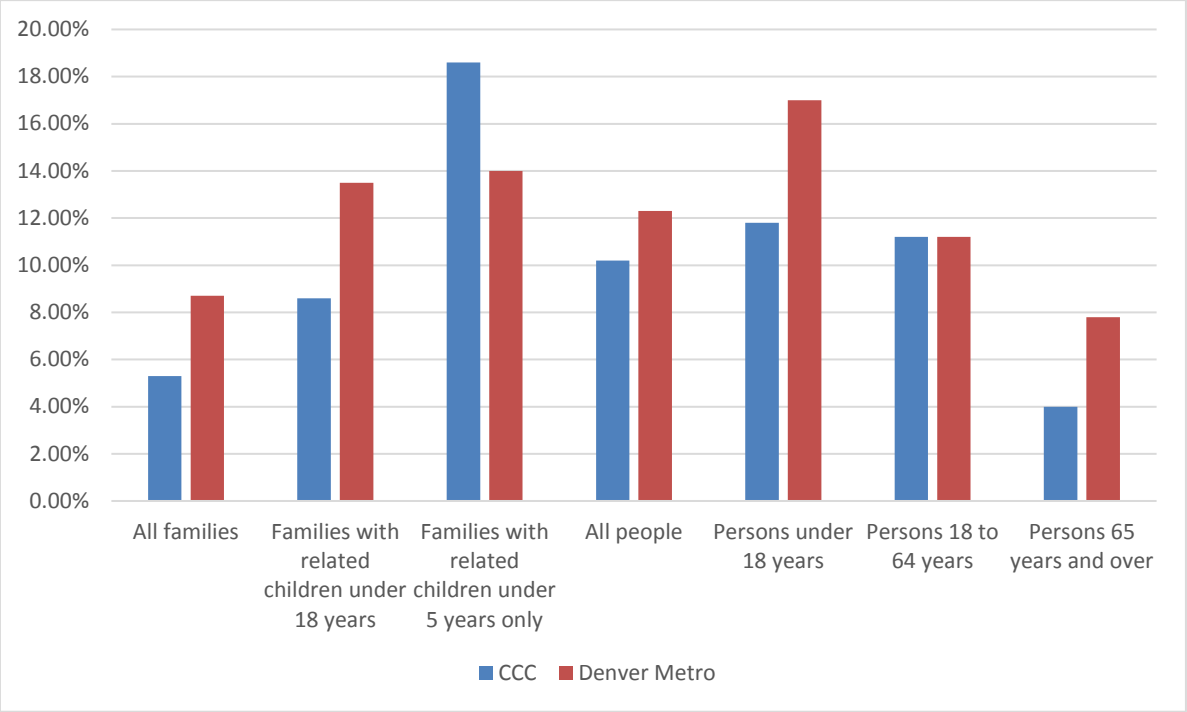
FIGURE 10: HOUSEHOLD INCOME BY SOURCE DENVER METRO



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

Approximately 10 percent of the Clear Creek County population had income below the federal poverty level in 2012. In comparison, approximately 12 percent of the Denver Metro population had income below the federal poverty level in 2012. Figure 11, below, demonstrates the percentage of various population groups whose income in 2012 was below the federal poverty level. This figure indicates that Clear Creek County has a lower share of its population with income below the poverty level than the Denver Metro for each population group except young families with children under 5 years of age.

FIGURE 11: PERCENT OF POPULATION GROUPS WHOSE INCOME IN 2012 WAS BELOW THE FEDERAL POVERTY LEVEL



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

Employment

Total employment averaged approximately 3,200 in Clear Creek County in 2015, up from an average of approximately 3,000 in 2002 and 2,500 in 1994. The average annual change in total employment for the 2002-2015 period was the addition of approximately 15 jobs per year. This figure is substantially lower than that of the 2002-1994 period, which had an average annual change of 56 additional jobs each year. This reduction in job creation is likely at least partially related to the economic recession experienced nationwide during this period.

In 2013, the overall unemployment rate in Clear Creek County (7.5 percent) was lower than that of the US (9.7 percent), the State of Colorado (8.5 percent), and the Denver Metro (8.3 percent). When the labor force is considered by age, persons 24 to 44 years of age are the group with the greatest participation in the labor force (those working or actively seeking employment) at 89.2 percent and by

far have the lowest unemployment rate of any age group at 2.9 percent unemployed. Persons aged 20 to 25 years had a significantly higher unemployment rate at 17.1 percent, suggesting it may be difficult for persons in this age group to find adequate employment.

TABLE 4: CLEAR CREEK COUNTY UNEMPLOYMENT AND PARTICIPATION IN LABOR FORCE BY AGE

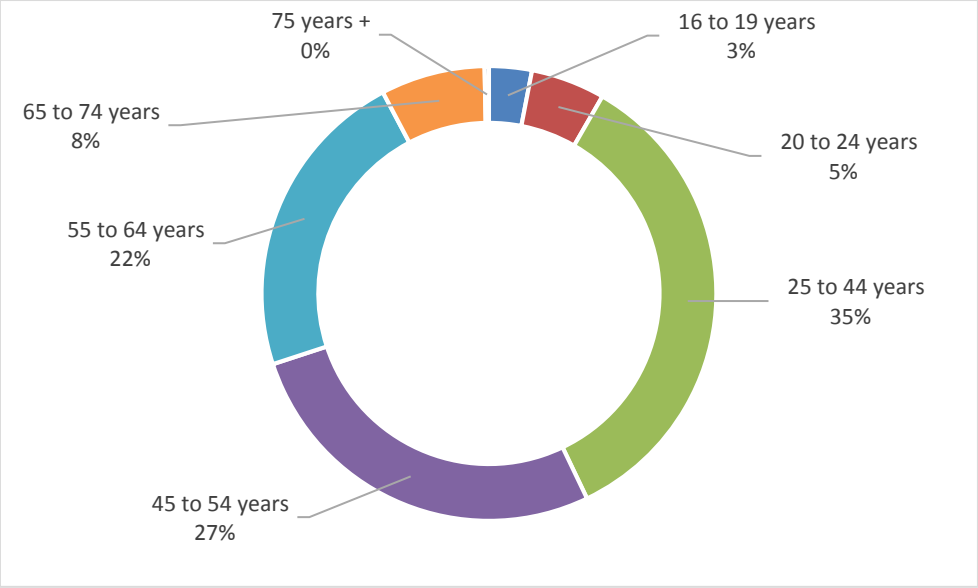
AGE	Percent of Age Cohort Participating in Labor Force	Unemployment Rate
All Ages 16 years and over	72.6%	7.5%
16 to 19 years	56.7%	13.0%
20 to 24 years	76.3%	17.1%
25 to 44 years	89.2%	2.9%
45 to 54 years	87.6%	5.2%
55 to 64 years	68.2%	13.6%
65 to 74 years	46.5%	10.0%
75 years and over	4.3%	0.0%

Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

Work Force

As demonstrated in Figure 12, over a third of the Clear Creek County workforce is between the ages of 25 and 44 years. This is largest age group within the workforce, followed by 45 to 54 years (27 percent) and 55 to 64 years (22 percent).

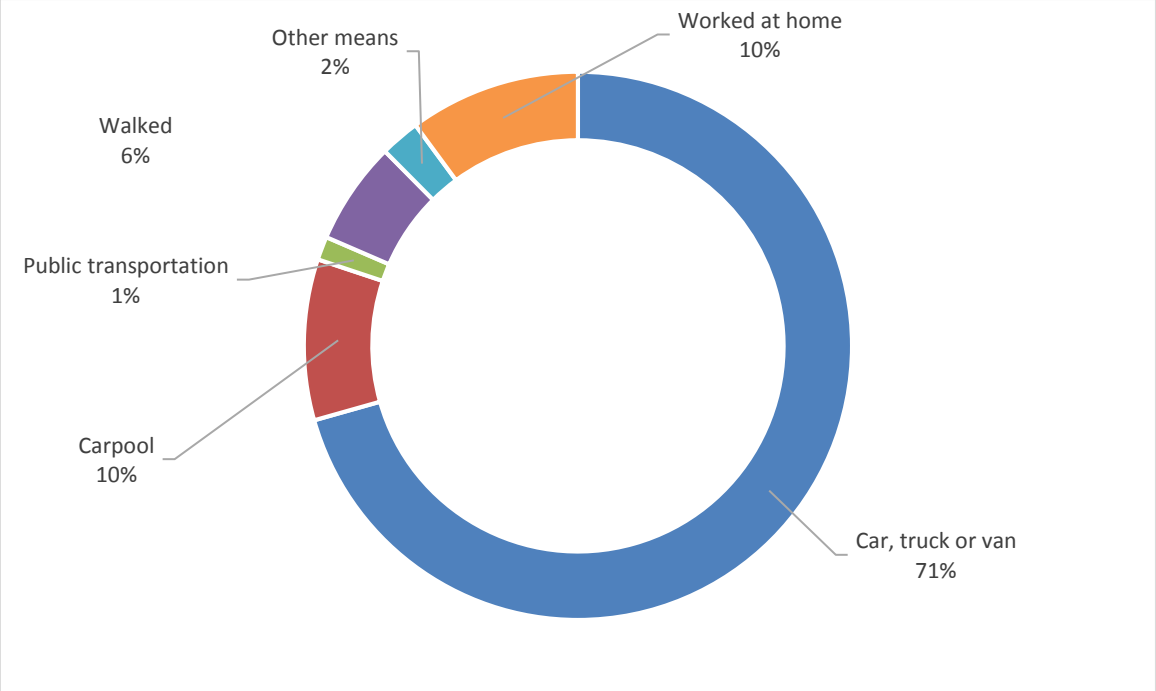
FIGURE 12: AGE OF CLEAR CREEK COUNTY WORKFORCE



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

In 2013, approximately 71 percent of the employed workforce drove a personal vehicle alone to work. Carpooling and working from home each accounted for 10 percent of the workforce. Six percent of the workforce walked to work, while less than one percent used public transportation. The relatively low percentage of the workforce utilizing public transportation is indicative of the lack of public transportation options within the county, however, the percentage of the workforce that walked to work (6 percent) is significantly higher than the percentage for the Denver Metro (2 percent) and the US as a whole (3 percent). The mean travel time to work in Clear Creek County is 32.6 minutes compared to 26.8 minutes in the Denver Metro.

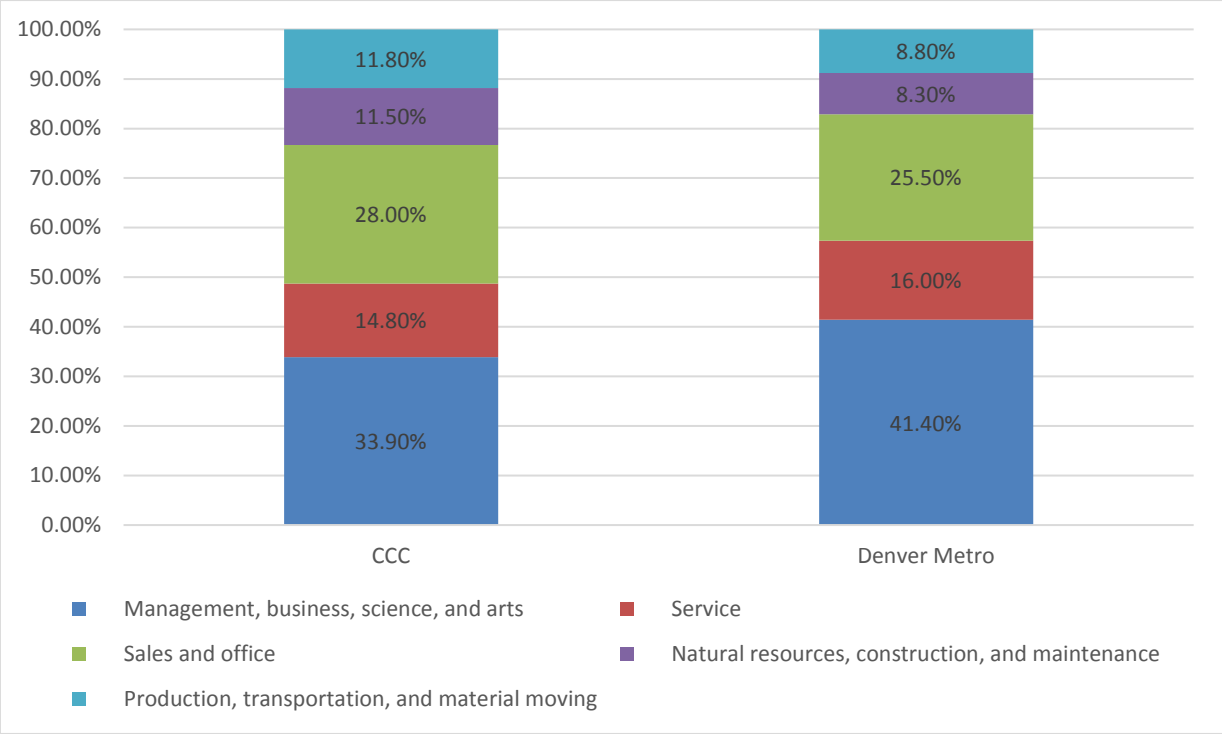
FIGURE 13: COMMUTING TO WORK



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

Figure 14 compares the distribution of the workforce by occupation for Clear Creek County and the Denver Metro. The data demonstrates that Clear Creek County has a relatively lower percent of worker's occupations in management, business, science, and arts occupations, and a relatively higher percent of worker's occupations in production, transportation, and material moving and natural resources, construction, and maintenance.

FIGURE 14: WORKER DISTRIBUTION BY OCCUPATION

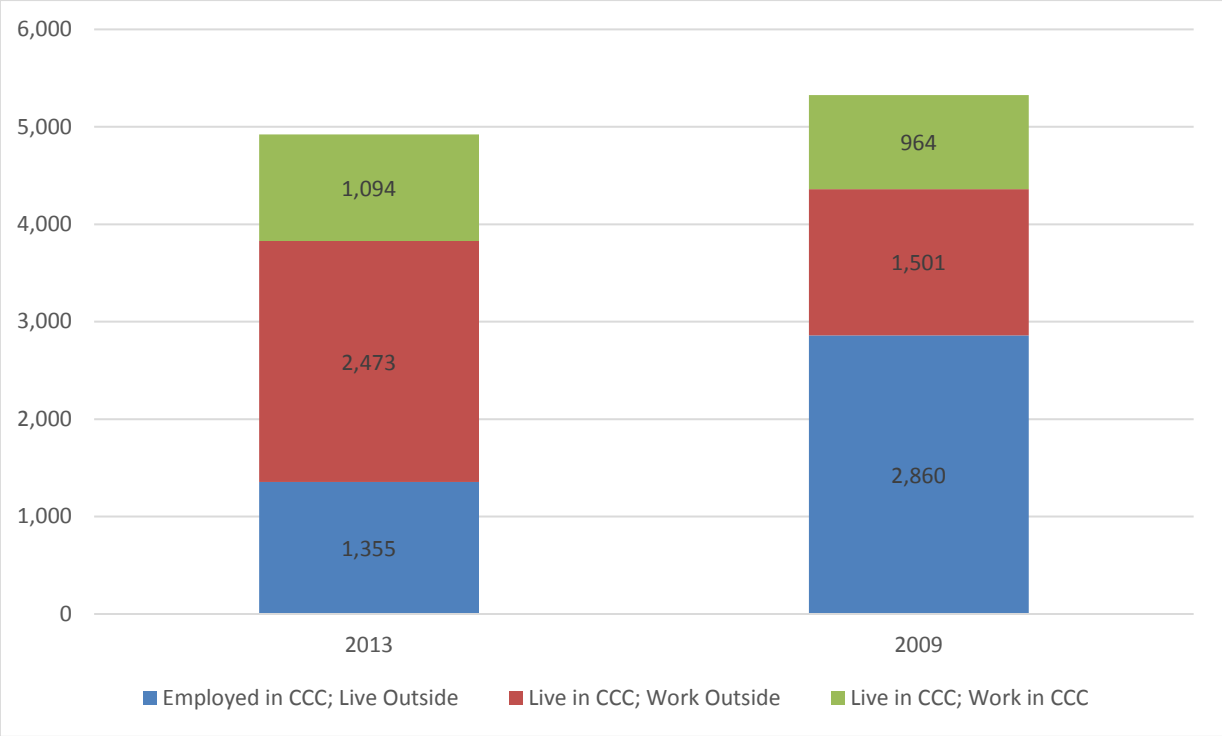


Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

Figure 15, below, compares years 2009 and 2013 in terms of major commuting flows to/from Clear Creek County: 1) Workers who live outside the County, but work inside the County; 2) Workers who live in the County, but work outside the County; and 3) Workers who live and work in the County.

Figure 15 demonstrates a large decrease in the number of workers who were employed in Clear Creek County, but live outside the County between 2009 and 2013 – a change of over 1,500 employment positions. This decrease in employment is likely related to the phasing out of Henderson mine and the reduction of employees from Jefferson and Gilpin traveling to the mine for their work. Figure 15 also indicates a large increase in the number of workers who live in Clear Creek County and work outside the County between 2009 and 2013, growing from 1,501 workers in 2009 to 2,473 workers in 2013. This data is likely reflecting a low point of employment during the height of the national economic recession in 2009, and the recovery of many jobs by 2013, albeit at locations outside of Clear Creek County.

FIGURE 15: WORKER FLOWS IN CLEAR CREEK COUNTY (2009 & 2013)



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

According to the Denver Regional Council of Governments, the top five commuting destinations by workers living in Clear Creek County are as follows:

1. Jefferson County
2. Clear Creek County
3. Denver County
4. Arapahoe County
5. Gilpin County

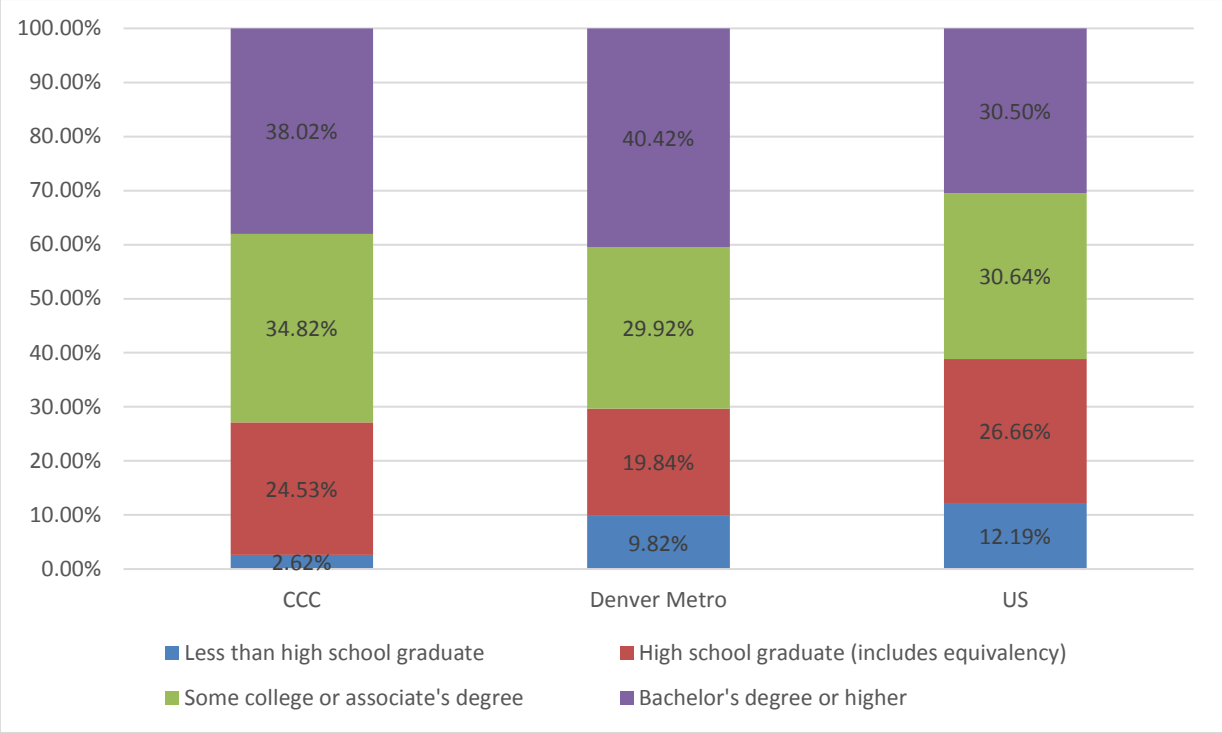
Also according to the Denver Regional Council of Governments, the top five residential locations of workers commuting to Clear Creek County are as follows:

1. Clear Creek County
2. Jefferson County
3. Gilpin County
4. Denver County
6. Adams County

Figure 16, compares the educational attainment of the workforces in Clear Creek County, the Denver Metro, and the US as a whole. As demonstrated in Figure 16, Clear Creek County has much lower proportion (2.6 percent) of the workforce with less than a high school diploma than does the Denver

Metro (9.8 percent) or the US population as a whole (12.2 percent). However, Clear Creek County has a higher share of the population which has a high school diploma only (25 percent) than does the Denver Metro (20 percent). Additionally, Clear Creek County has a slightly lower share of the population (38 percent) which holds a bachelor's degree or higher than the Denver Metro (40 percent). This data suggests that Clear Creek County has a relatively competitive, if slightly less educated, workforce than the Denver Metro as a whole.

FIGURE 16: EDUCATIONAL ATTAINMENT OF WORKFORCE



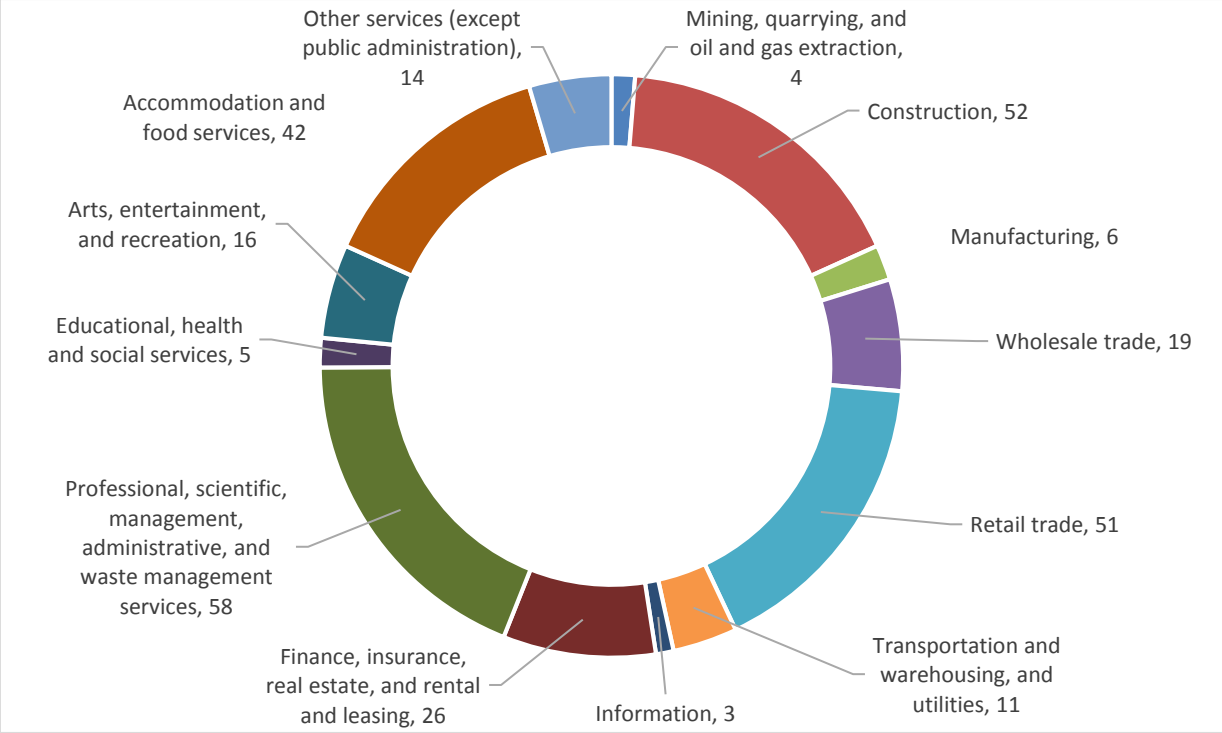
Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Business Composition and Activity

There are two primary ways to consider industry composition: through the number of businesses by industry and the distribution of employment by industry. By comparing the two, one can get a sense of economic stability and resiliency by analyzing the share of employment attributed to industries with only a few large employers, such as Mining, quarrying, and oil and gas extraction. Figure 17, demonstrates the number of Clear Creek County business by industry. The professional, scientific, management, administrative, and waste management services industry has the largest number of businesses in Clear Creek County (58), followed by the construction industry (52), retail trade (51), and accommodations and food services (42). The information industry has the fewest number of businesses in Clear Creek County (3), followed by the mining, quarrying, and oil and gas extraction industry (4).

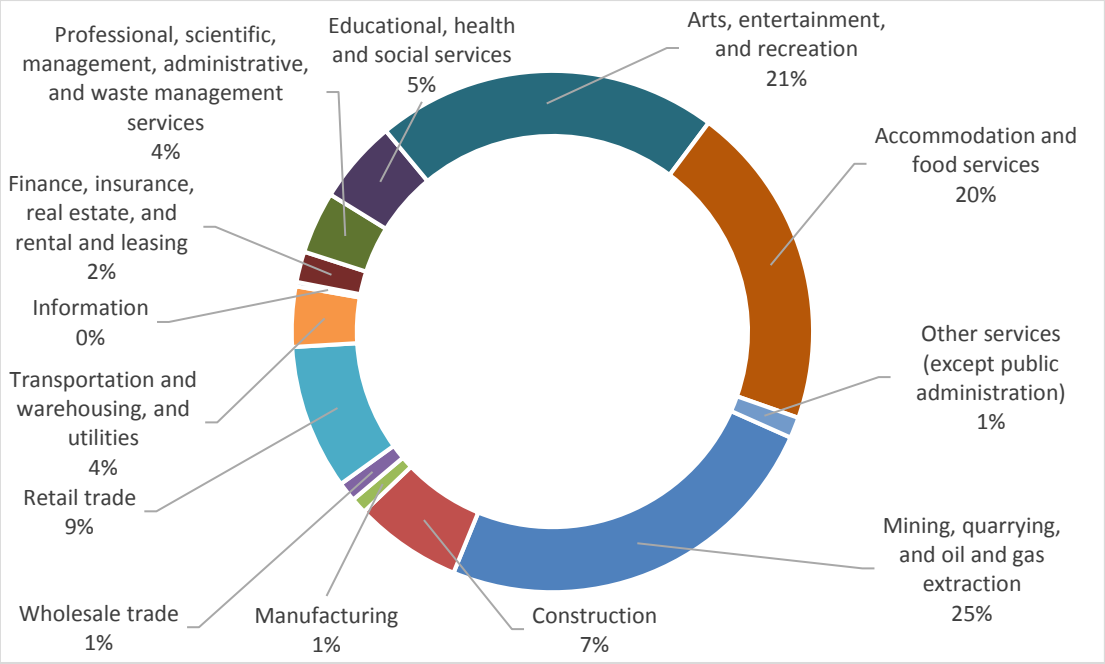
When these numbers are referenced with Figure 18, which demonstrates the distribution of employment by industry, we see vastly different results. For example, the professional, scientific, management, administrative, and waste management services industry has the largest number business establishments, but generates only 4 percent of employment in the County. Likewise, The mining, quarrying, and oil and gas extraction industry only has four business establishments in Clear Creek County, but accounts for the largest share of employment of any single industry group at 25 percent, although tourism which typically includes both arts, entertainment, and recreation industry and the accommodation and food services industry would be higher at 41 percent of total employment when grouped together as a single unit.

FIGURE 17: NUMBER OF CLEAR CREEK COUNTY BUSINESS BY INDUSTRY



Source: U.S. Census Bureau, 2013 County Business Patterns.

FIGURE 18: PERCENT OF CLEAR CREEK COUNTY EMPLOYMENT BY INDUSTRY



Source: U.S. Census Bureau, 2013 County Business Patterns.

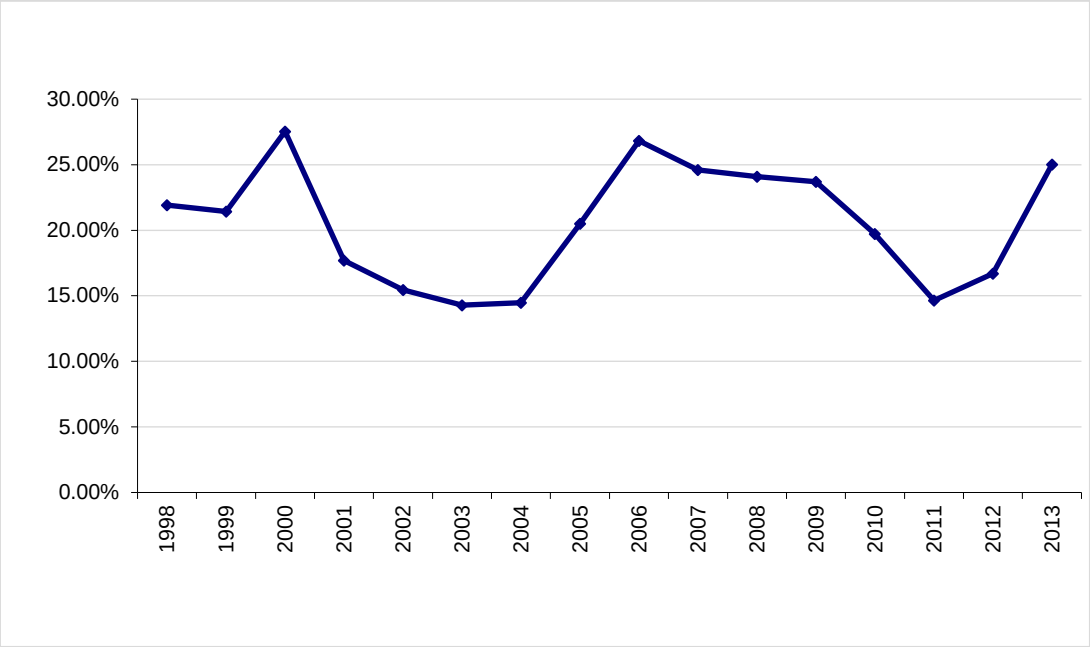
The Mining Economy

As stated previously, mining is an extremely important industry within Clear Creek County, particularly when considering the future of the County and the potential phasing out of Henderson Mine. When considering mining employment over time, we see that mining employment in Clear Creek County has fluctuated significantly over time. Peaks in mining employment occurred in 2000, 2006, and 2013. While total employment in the County decreased by 6.6 percent between 1998 and 2013, mining employment grew from 580 jobs to 644 jobs, an 11 percent increase.

Figures 19 and 20 demonstrates that the mining industry is a significant driver in the Clear Creek County economy, however, the data indicates that employment in other sectors does fluctuate exactly in step with the mining industry, suggesting impacts to the mining industry may be relatively limited to that industry alone.

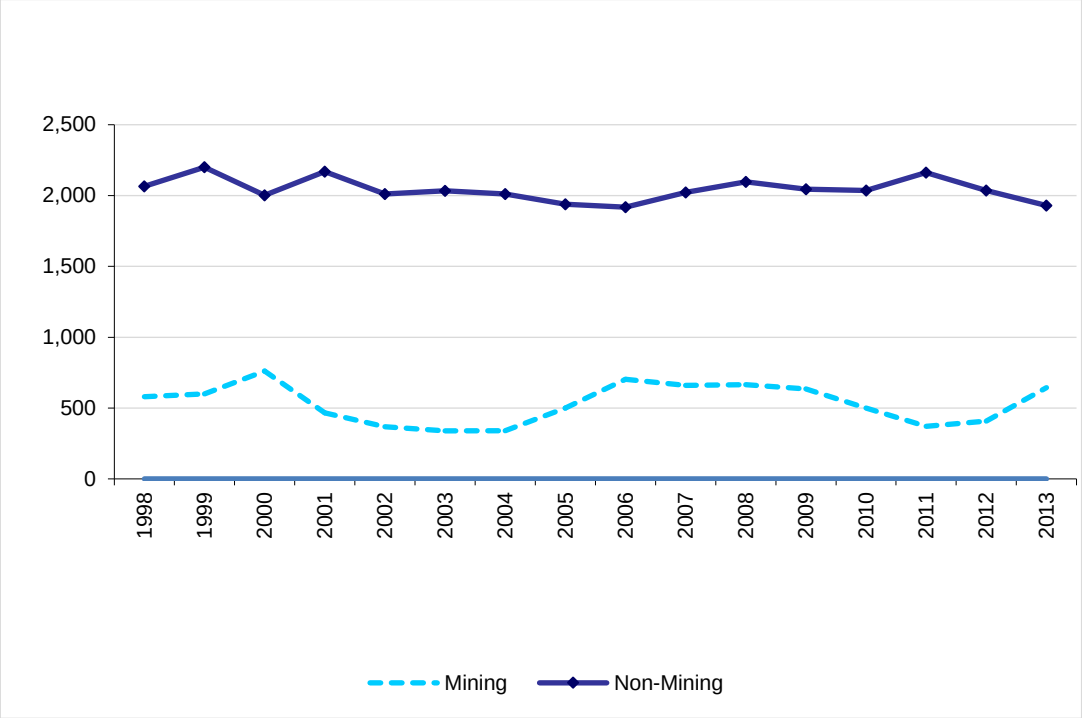
While the precise average annual wage for mining jobs is not available from the US Census for Clear Creek County, this value is available for the US as a whole at an average annual wage of $102,106. Data suggests that the average annual mining wage in Clear Creek County is significantly higher than the non-mining average annual wage ($30,070) and the overall average annual wage ($48,629).

FIGURE 19: MINING AS A PERCENT OF TOTAL PRIVATE EMPLOYMENT IN CLEAR CREEK COUNTY



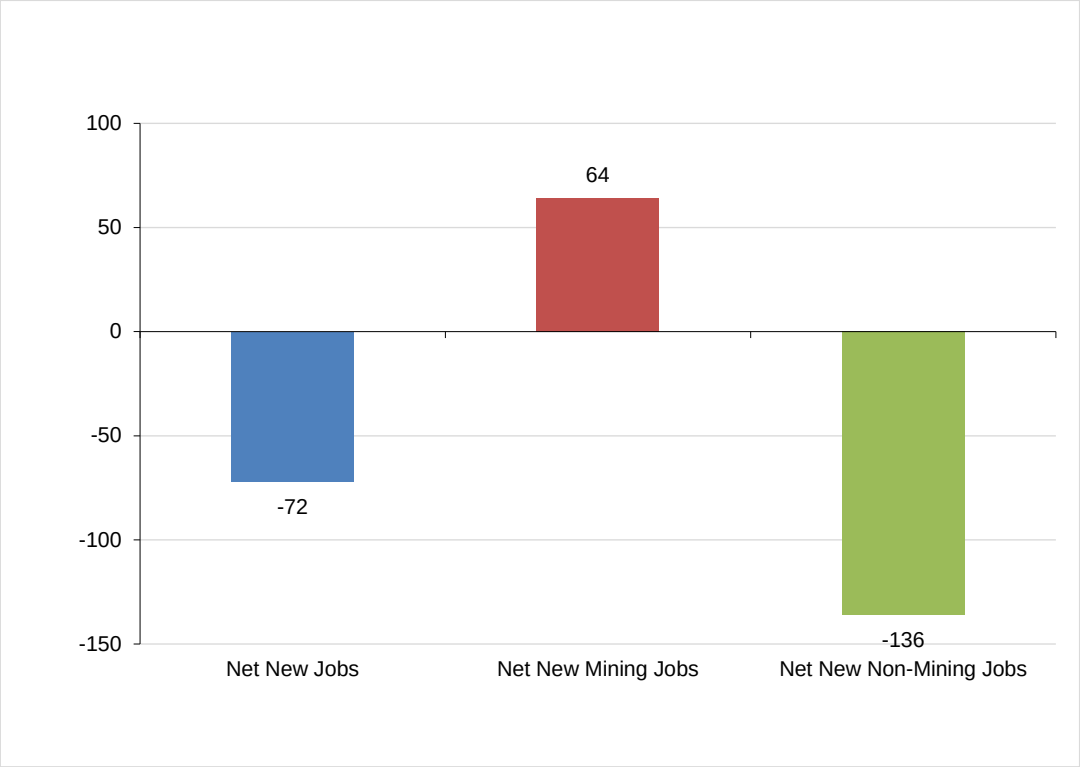
Source: U.S. Census Bureau, 2013 County Business Patterns.

FIGURE 20: TOTAL MINING AND NON-MINING JOBS IN CLEAR CREEK COUNTY



Source: U.S. Census Bureau, 2013 County Business Patterns.

FIGURE 21: NEW JOBS IN MINING AND NON-MINING, 1998-2013

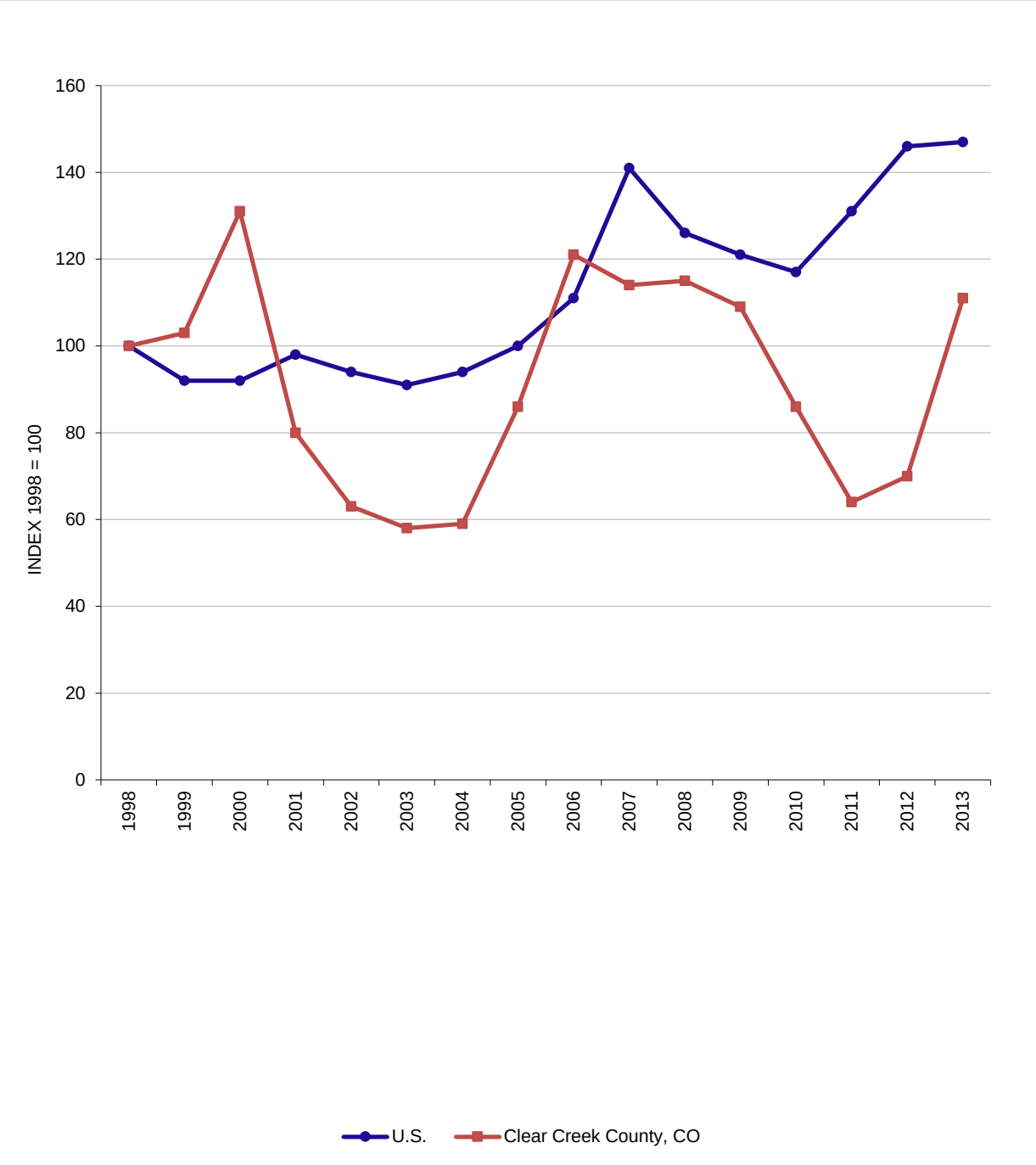


Source: U.S. Census Bureau, 2013 County Business Patterns.

Another aspect to consider with mining is non-employer businesses (in most cases self-employed individuals/sole proprietorships). In 2013, Clear Creek County seven mining proprietors and three proprietors carrying out support activities for mining.

A final aspect of mining employment in Clear Creek County that is important to understand is how mining employment in Clear Creek County compares to the overall US mining industry. As demonstrated in Figure 22, the County's mining employment has generally followed a similar trend to that of overall US mining employment, but has experienced "deeper valleys," or larger recessions when the overall industry was experiencing a loss of jobs.

FIGURE 22: MINING EMPLOYMENT, CLEAR CREEK COUNTY AND THE US



Source: U.S. Census Bureau, 2013 County Business Patterns.

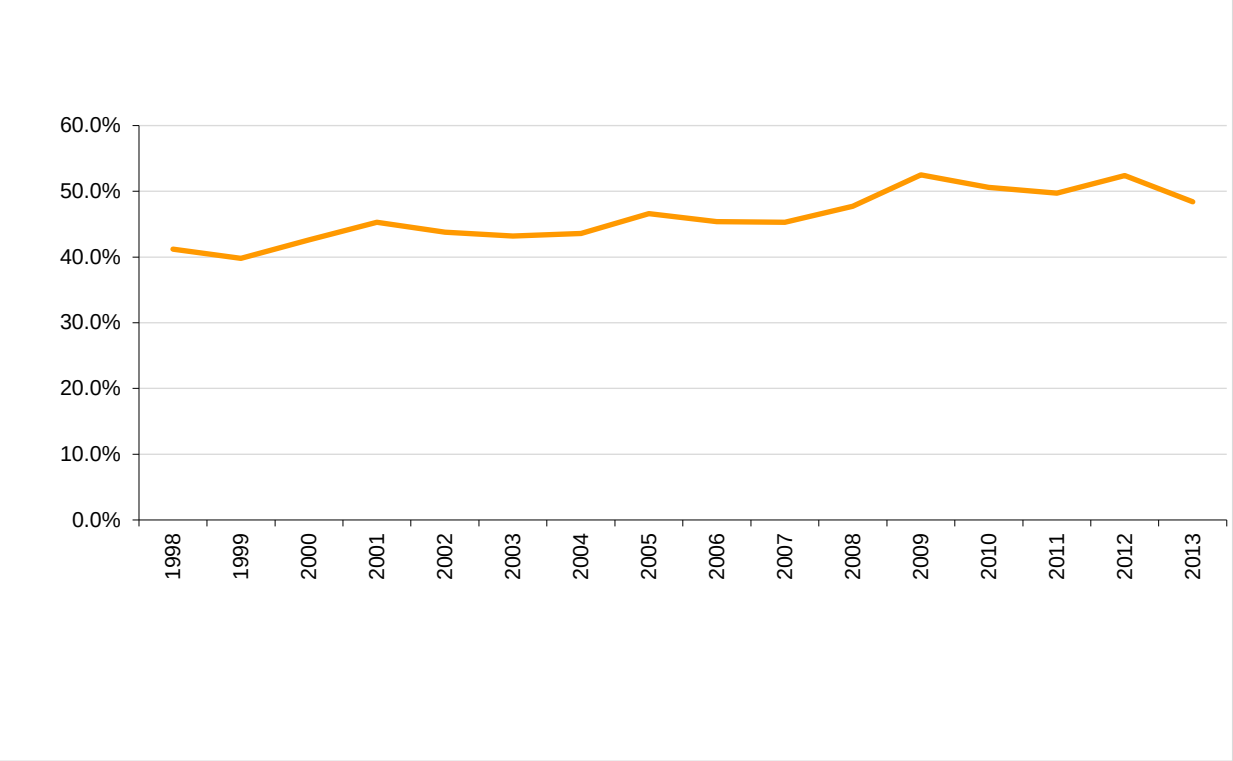
The Tourism Economy

The Tourism Economy consists of sectors that provide goods and services to visitors to the local economy, as well as to the local population. These industries typically include: retail trade; passenger transportation; arts, entertainment, and recreation; and accommodation and food services, and that is how we have defined the Tourism Economy in this report. The exact proportion of the jobs in these sectors that are attributable to expenditures by visitors rather than by local residents is unknown, but it is known that these sectors are highly correlated with visitation and visitor expenditures.

The Tourism Economy sectors (retail trade; passenger transportation; arts, entertainment, and recreation; and accommodation and food services) account for approximately 48 percent of all employment in Clear Creek County.

Figure 23 demonstrates that the Tourism Economy in Clear Creek County grew from 41 percent of total employment in 1998 to 48 percent of total employment in 2013. Figure 24, corroborates this data and demonstrates that the Tourism Economy in Clear Creek County has grown independent of other economic activity in the County. For example, between 1998 and 2013, Tourism Economy employment grew from 1,091 jobs to 1,245 jobs, a 14.1% increase, while non-tourism employment shrank over this same period from 1,555 to 1,329 jobs, a 14.5% decrease.

FIGURE 23: PERCENT OF TOTAL PRIVATE EMPLOYMENT IN THE TOURISM ECONOMY



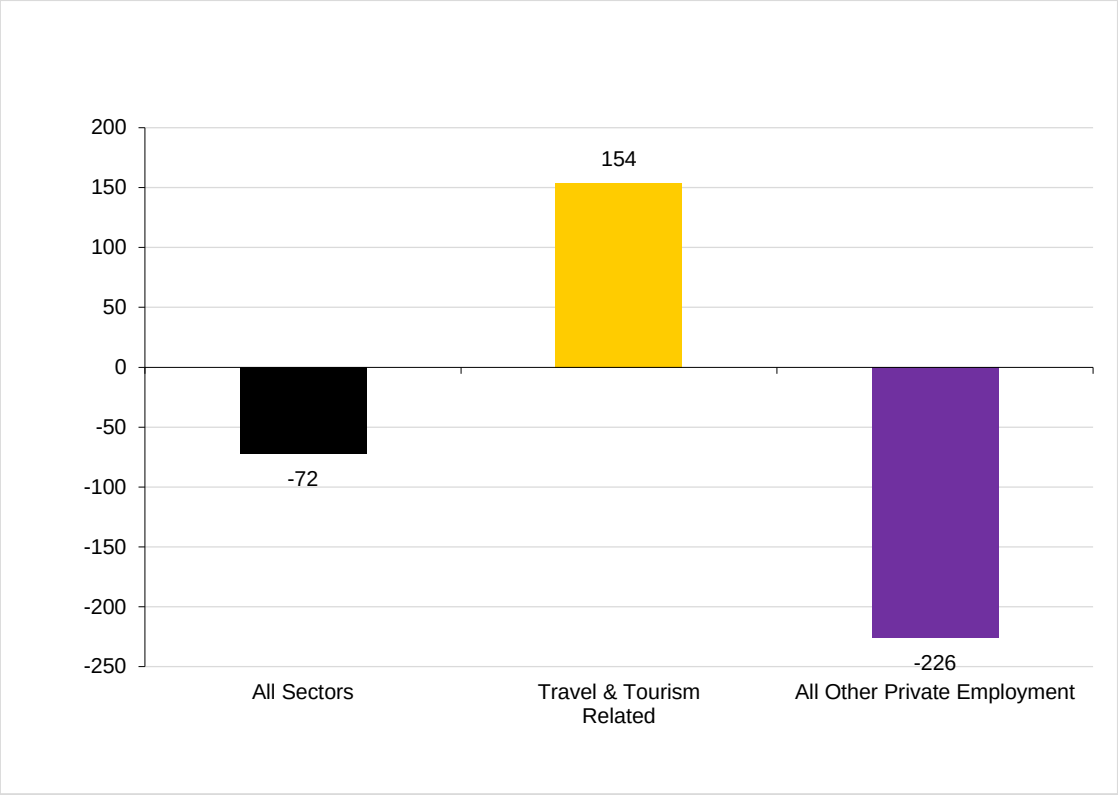
Source: U.S. Census Bureau, 2013 County Business Patterns.

FIGURE 24: TOTAL PRIVATE EMPLOYMENT AND TOURISM ECONOMY EMPLOYMENT IN CLEAR CREEK COUNTY

Source: U.S. Census Bureau, 2013 County Business Patterns.

Figure 25 demonstrates that while non Tourism Economy employment shrank by 226 job between 1998 and 2013, Tourism Economy jobs grew by 154 jobs.

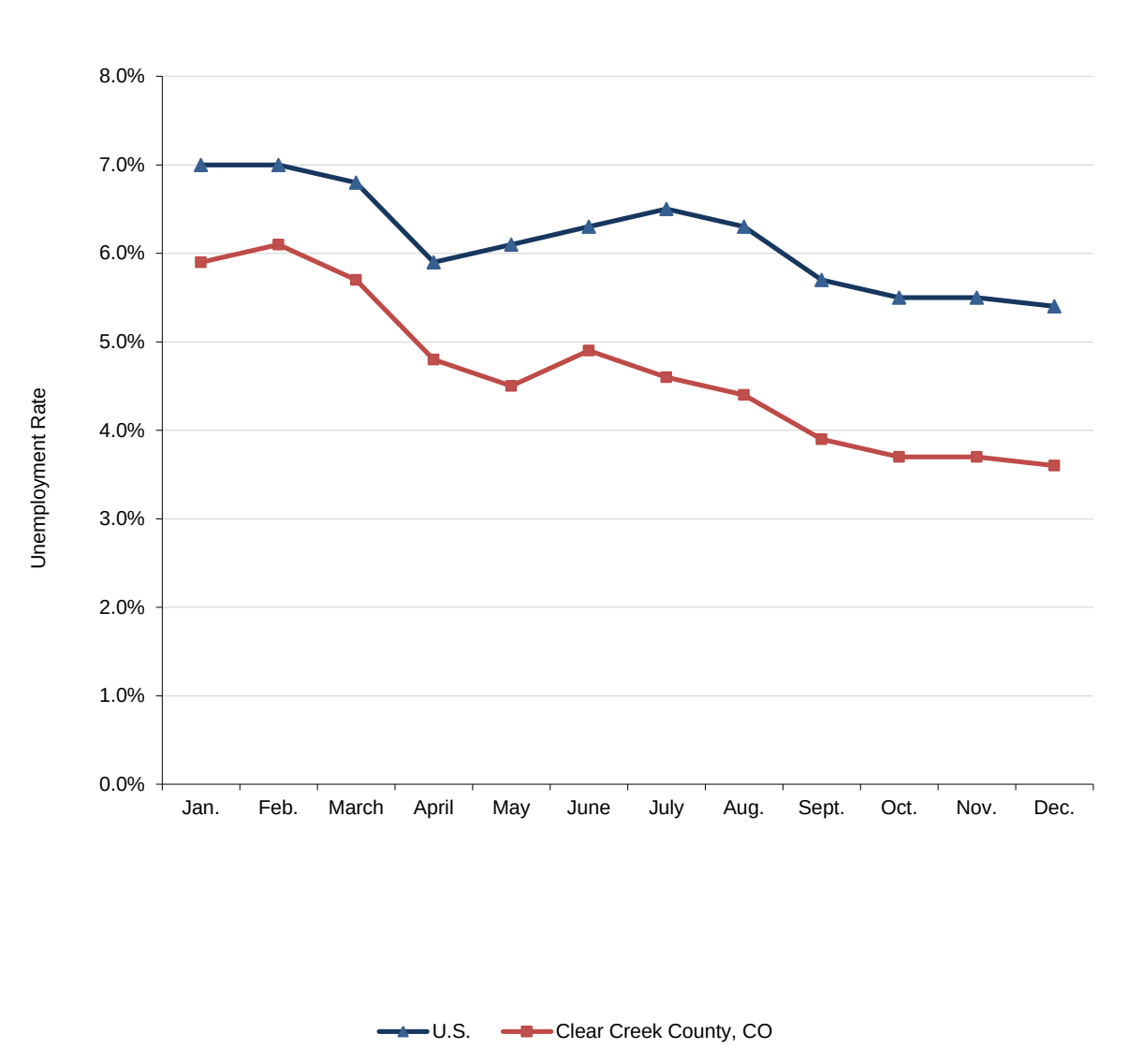
FIGURE 25: NEW JOBS IN THE TOURISM ECONOMY AND CLEAR CREEK COUNTY



Source: U.S. Census Bureau, 2013 County Business Patterns.

A common symptom of having the Tourism Economy as a large economic driver in a community is often strong seasonality and seasonal unemployment, however, the annual unemployment trend in Clear Creek County seems highly correlated with that of the US as a whole, suggesting the economy of Clear Creek County is not more seasonal than the average local economy in the US. This correlation is demonstrated in Figure 26, below.

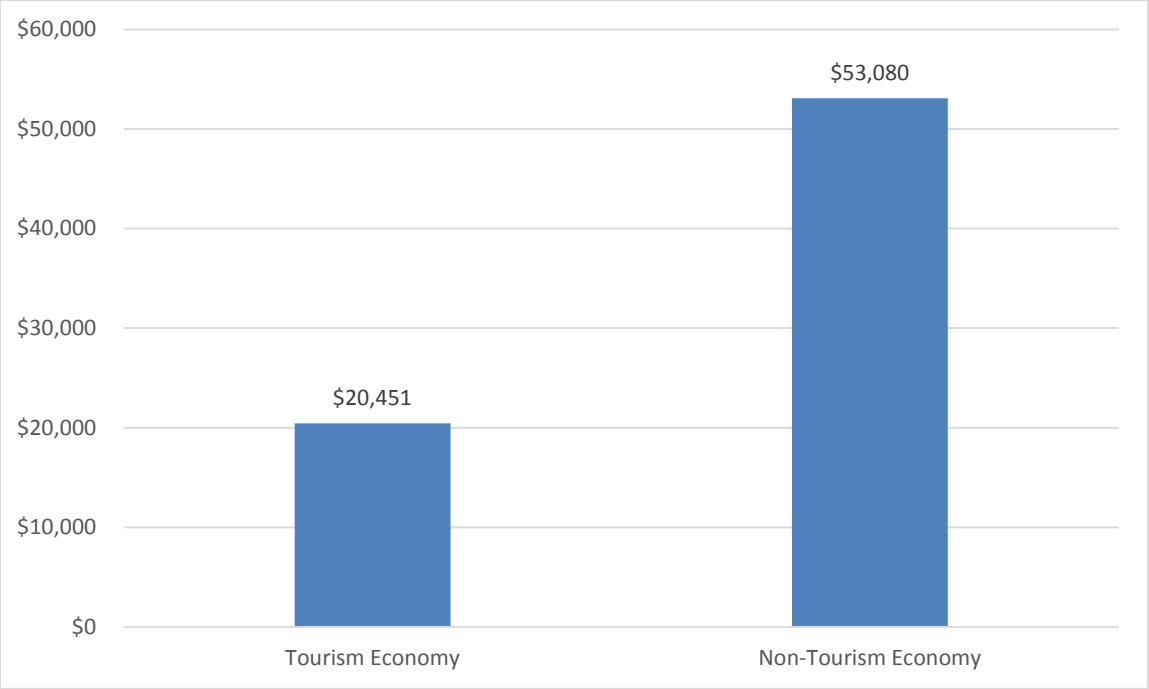
FIGURE 26: SEASONAL UNEMPLOYMENT IN CLEAR CREEK COUNTY



Source: U.S. Census Bureau, 2013 County Business Patterns.

Industries within the Tourism Economy often pay relatively low wages, although this can vary by industry sub-sector and by geography to some extent, and Clear Creek County is no exception. As demonstrated in Figure 27, the average annual wage within the Tourism Economy in Clear Creek County is approximately $20,451, while annual average non-tourism wages are approximately $53,080. While this disparity is important to consider, it also useful to remember that many Tourism Economy jobs are seasonal and/or part-time, and many employees often work 2 or more seasonal or part-time jobs instead of a single full time, year round job.

FIGURE 27: CLEAR CREEK COUNTY TOURISM ECONOMY WAGES



Source: U.S. Census Bureau, 2013 County Business Patterns.

Appendix II - Baseline Assessment Information

HOUSING ASSESSMENT

TRANSPORATION ASSESSMENT

SUB-AREA PLAN SUMMARY

INTERGOVERNMENTAL AGREEMENT SUMMARY

Introduction

This paper provides an overview of the existing conditions and opportunities related to transportation in Clear Creek County. It was developed as part of the 2016 update to the *2030 Clear Creek County Master Plan*. This report is organized by the following topics, which are likely to be the most important transportation issues and opportunities the County will address as part of the updated Master Plan:

- Transportation Data and Trends
- I-70 Corridor
- Transit
- The Clear Creek Greenway
- County Roads

Existing plans and reports developed by the County, CDOT and other agencies that directly relate to transportation planning within Clear Creek County were reviewed. Important elements of each as they relate to transportation issues and opportunities in the County are discussed in the relevant sections within this document. These Plans include:

- *Silver Heritage Internal Transit Plan* (2002)
- *Clear Creek County Open Space Plan* (2003)
- *2030 Clear Creek County Master Pla*n (2004)
- *Clear Creek Greenway Plan* (2005)
- *The Floyd Hill Gateway Sub Regional Master Plan* (2009)
- *Clear Creek County Citizen Survey* (2010)
- *I-70 Mountain Corridor Final Programmatic Environmental Impact Statement* (2011)
- *Clear Creek County Vision for the I-70 Mountain Corridor* (2014)
- *Advanced Guideway System (AGS) Feasibility Study* (2014)
- *Statewide Transit Plan* (2015)

Data and Trends

This section provides a summary of transportation data and recent travel pattern trends within Clear Creek County. Major data points gathered include vehicle miles traveled (VMT), mode share, commute flows and crash data. Additional data related to transportation, such as population and employment trends, can be found in the Attachment

Vehicle Miles Traveled (VMT)

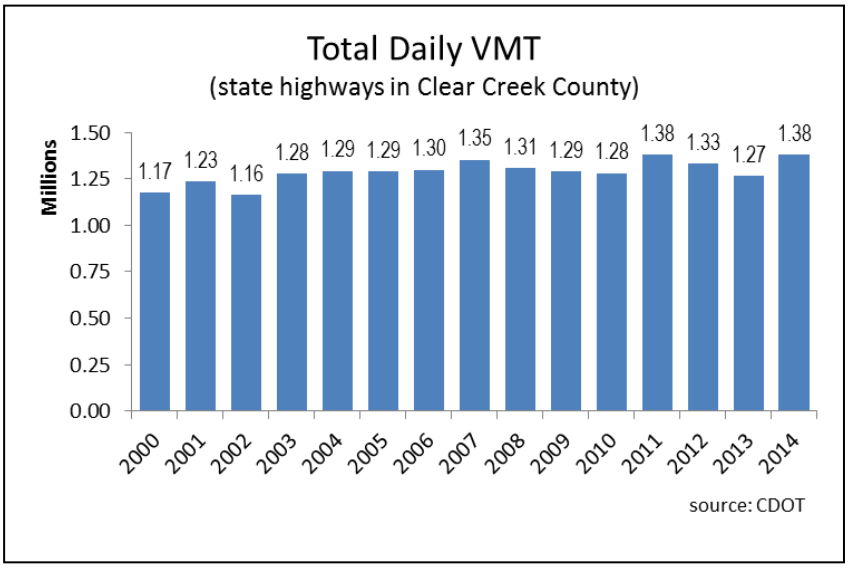
Vehicle miles traveled is the average traffic volume multiplied by the roadway length. CDOT estimates annual traffic volumes at various locations on all the State Highways within the County including: I-70, US-6, US-40, SH-5 and SH-103. Traffic volumes are not currently tracked on other roads in the County meaning VMT estimates are not available on those roads.

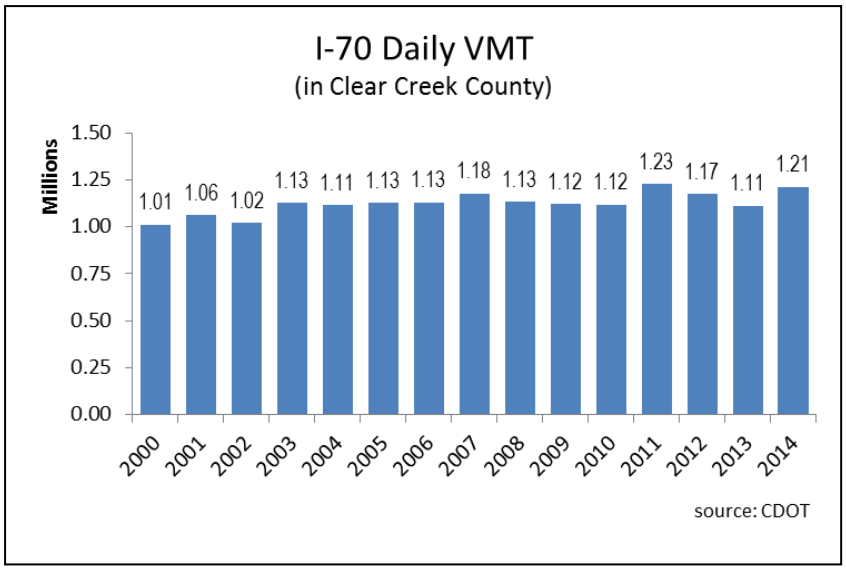
- The majority (88%) of the County's 2014 State Highway VMT occurred on I-70
- Average daily VMT through most of the County (including I-70) grew rapidly between year 2000 and 2007 (2.2% per year countywide), but has slowed significantly since 2007 (growing about 0.4% per year countywide)
- SH-103 has seen the most VMT growth of any of the State Highways in the county (92% since year 2000)

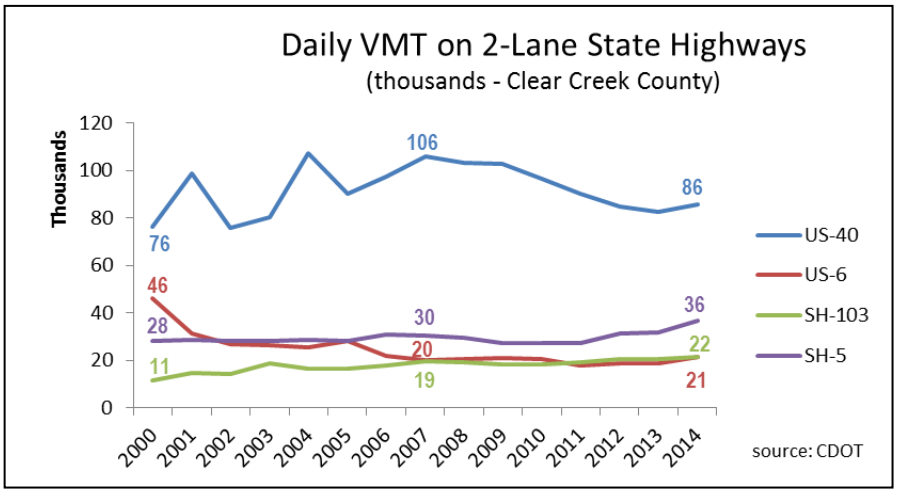
- Countywide VMT has increased by 20% since year 2000, but only by 3% since 2007

Average annual VMT growth/decline by corridor in Clear Creak County

Timeframe	*Total*	*I-70*	*US-40*	*US-6*	*SH-103*	*SH-5*
2000-2014	1.2%	1.4%	0.9%	-3.9%	6.5%	2.1%
2000-2007	2.2%	2.3%	5.5%	-8.1%	10.2%	1.0%
2007-2014	0.3%	0.4%	-2.7%	0.8%	1.6%	3.0%



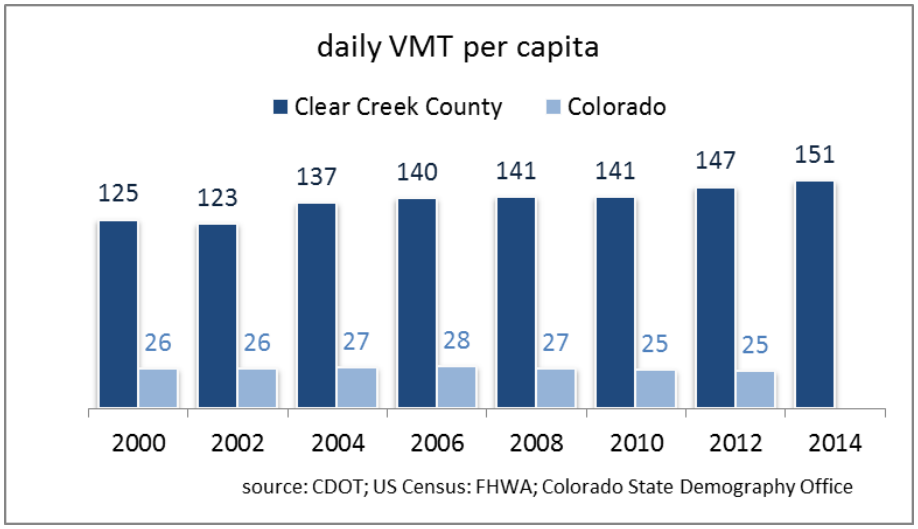




VMT per Capita

VMT per capita measures the amount of driving per person. Because so much of the VMT within Clear Creek County is generated by visitors (primarily passing through), this ends up not being a great measure of the amount County residents are driving. However, it is useful for understanding how much non-resident traffic is impacting VMT within the County.

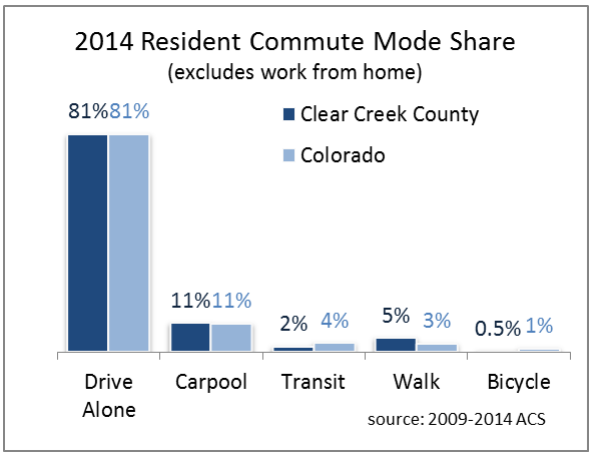
- Since year 2000 VMT per capita in Clear Creek County has grown by 21%, from 125 daily VMT per person to 151 daily VMT per person, including 4% growth since 2007 (this is a reversal of the trend in most places in the United States, including Colorado).
- The data significantly over-represents VMT per capita in Clear Creek County because of the large number of non-residents traveling through the County (in most rural places in the United States the average daily VMT per capita falls somewhere between 25 and 35 - about a fifth of the average in Clear Creek County)
- It is estimated that about 80% of the VMT in the County in 2014 was generated by non-residents and this number has grown from about 75% in year 2000
- It is estimated that most, if not all, of the growth in VMT since year 2000 in Clear Creek County has been generated by non-residents visiting or passing through the County

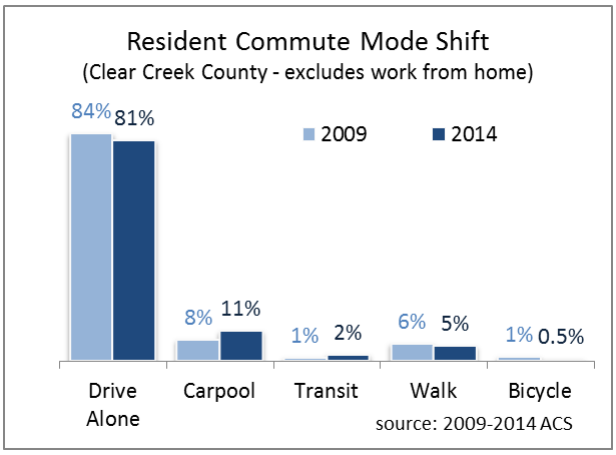


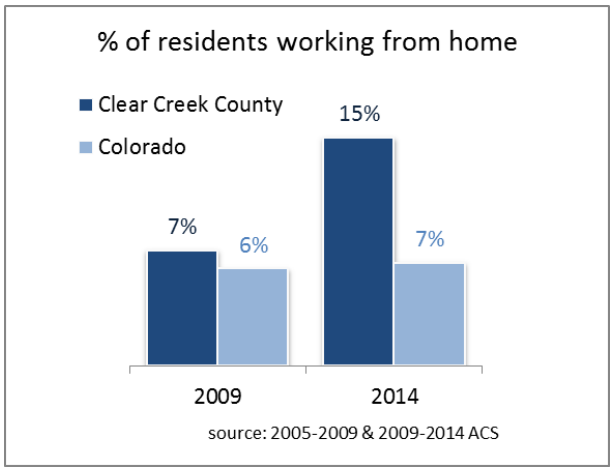
Resident Commute Mode Share

Resident commute mode share describes the percent of commute trips by transportation mode from residents living in Clear Creek County. Data comes from 5-year averages of the American Community Survey, which is conducted annually by the U.S. Census Bureau.

- About 15% of Clear Creek County residents work from home, which is double the percentage 5 years ago and double the State average
- Of the residents of Clear Creek County that work outside their home about 92% drove to work in 2014 (about the same as the Colorado average)
- Compared to Colorado commuters, Clear Creek County residents (who commute) are about twice as likely to walk to work and half as likely to use transit or bicycle to work
- Since 2009 a slightly higher percentage of residents who work outside their home are carpooling and using transit and a slightly lower percentage are driving alone and bicycling to work



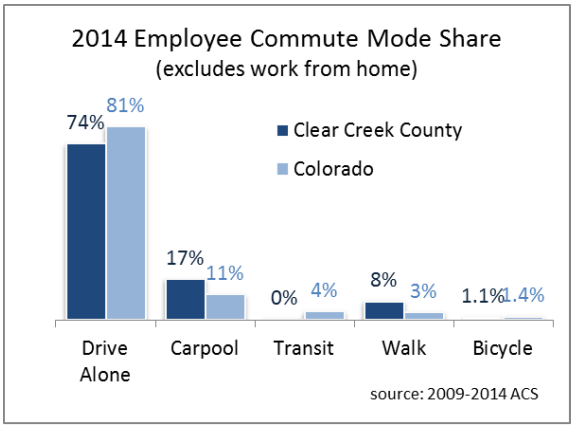


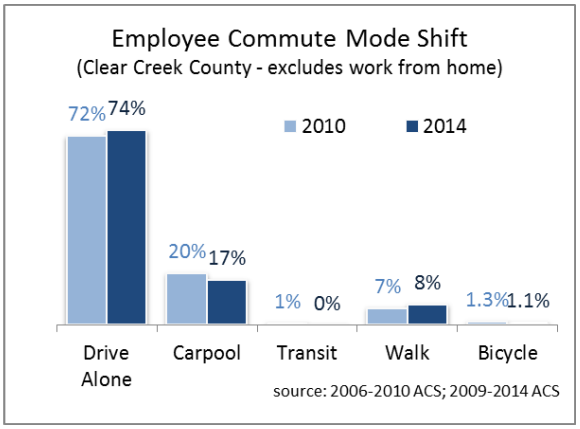


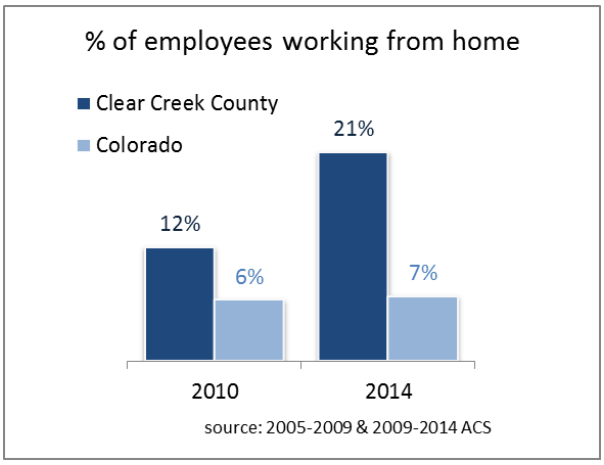
Employee Commute Mode Share

Employee commute mode share describes the percent of commute trips by transportation mode from employees working in Clear Creek County. Data comes from 5-year averages of the American Community Survey, which is conducted annually by the U.S. Census Bureau.

- About 21% of employees working in Clear Creek County in 2014 were working from home, nearly double the percentage four years ago (12%) and three times the State average (7%)
- Compared to Colorado, a significant number of employees working in Clear Creek County (outside their home) carpool (17%) and walk to work (8%)
- Zero percent of commuters working in Clear Creek County commute by transit





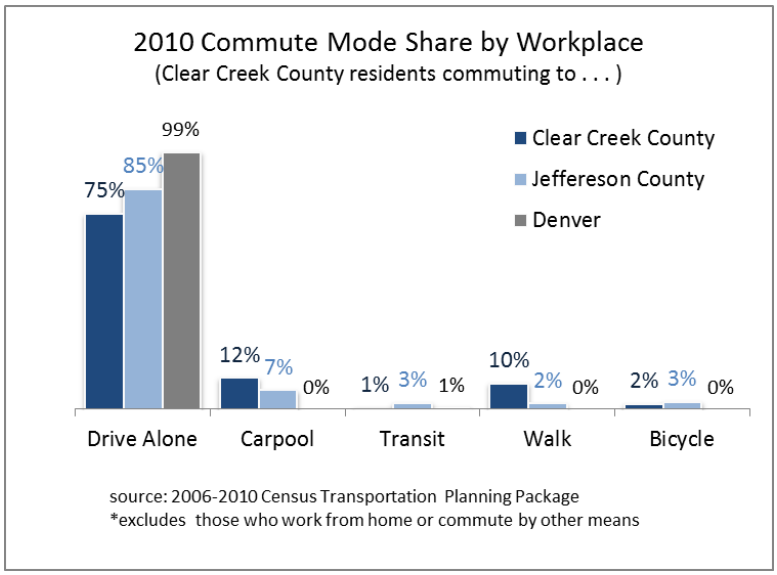


Resident Commute Mode Share by Workplace

Resident commute mode share by workplace describes the percent of commute trips by transportation mode from residents living in Clear Creek County to the three most common places of work for residents: Clear Creek County, Jefferson County and Denver. Together these places account for the majority of commute trips from Clear Creek County (see Commute Flows section below). Mode share data comes from the Census Transportation Planning Package (CTPP), which is based on 2006-2010 American Community Survey data.

- The single-occupant vehicle commute mode share is highest for residents working in Denver (99%) and lowest among residents working in Clear Creek County (75%)
- The transit mode share among Clear Creek County residents is higher for those working in Jefferson County (3%) than Denver (1%)

- The walk commute mode share among residents working in Clear Creek County is relatively high (10%)
- About 3% of residents working in Jefferson County are bicycling to work, compared to only 2% of those working Clear Creek County

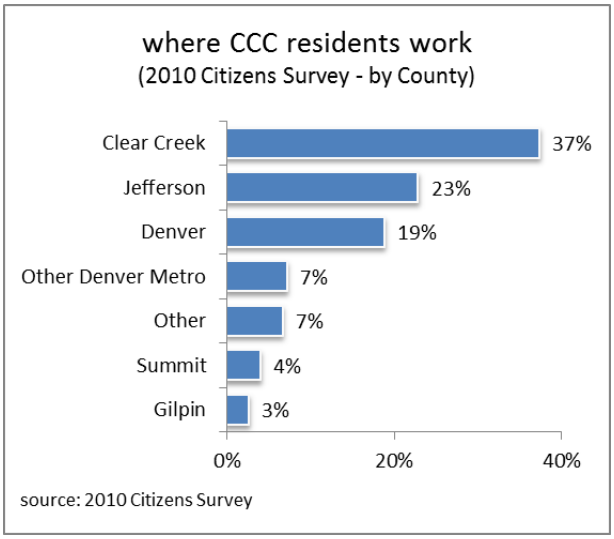


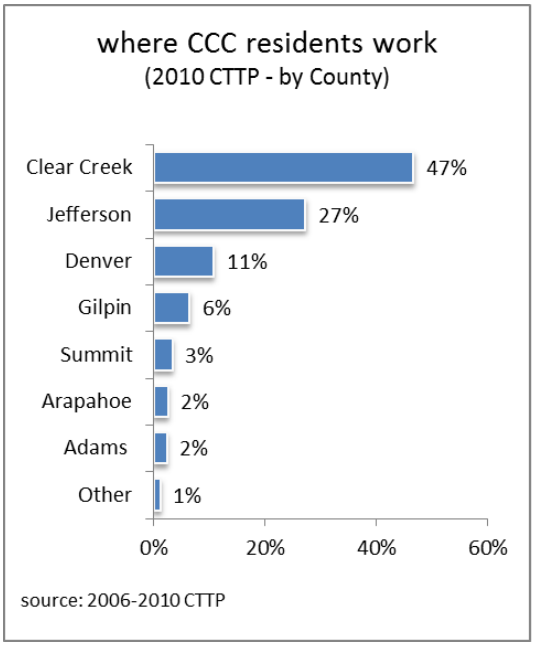
Commute Flows

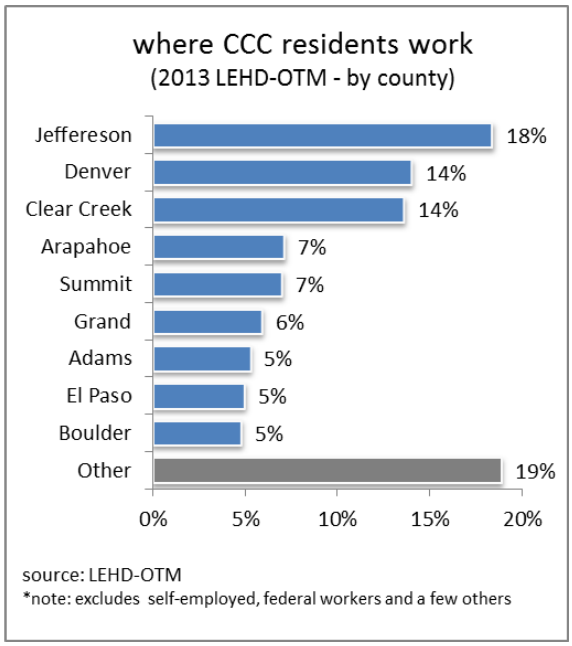
Commute flows describes both where Clear Creek County residents work and where the Clear Creek County workforce lives. There are two primary sources of data for commute flows: the Census Transportation Planning Package (CTPP) and the Longitudinal Employer Household Dynamics – On The Map (LEHD-OTM). In 2010, Clear Creek County also conducted a *Citizens Survey* that received about 1,310 responses from the estimated 5,200 employed residents in the County indicating their work location. Since the LEHD-OTM reflects more recent data (2013 compared to 2006-2010) and includes a larger sample size, it was chosen as the preferred source. However, each data source has its own strengths and weaknesses and the exact commute flow patterns probably fall somewhere between the two (see note)[1]. In 2010, Clear Creek County also conducted a *Citizens Survey* that received about 1,310 responses from the estimated 5,200 employed residents in the County indicating their work location.

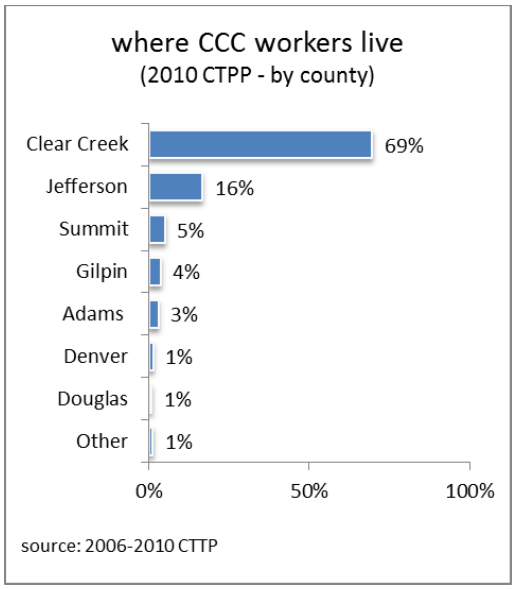
- In 2013, over 50% of Clear Creek County residents worked in the Denver Metro area outside Clear Creek County, including 18% in Jefferson County and 14% in Denver
- A significant portion of Clear Creek County residents commute over the Continental Divide to Summit (7%) and Grand (6%) Counties
- Only 23% of employees working in Clear Creek County also live in Clear Creek County and a significant percentage the Clear Creek County workforce commutes from Jefferson County (22%)

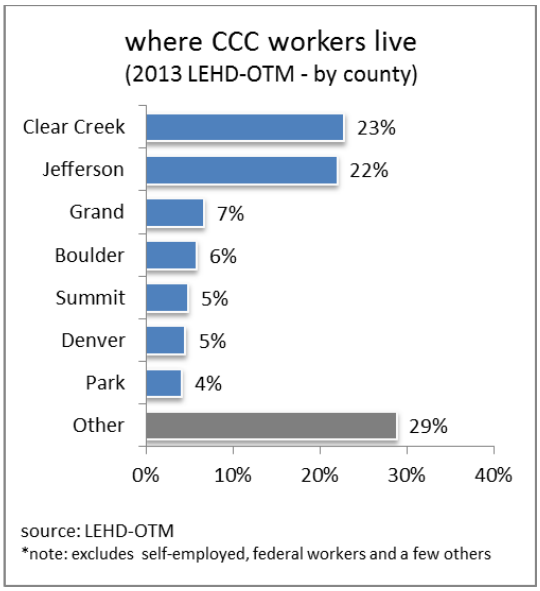
[1] *Note about commute flow data source:* The CTPP is based on American Community Survey data, which was collected 2006-2010. CTTP data includes a sample of about 8% of residents, and thus typically underrepresents some of the low percentage commute pairs. The LEHD-OTM is updated annually (and as recent as 2013) and nationwide includes about 90% of workers. However, it does exclude some key groups, including: self-employed persons, federal workers, military, railroad workers and some small employment groups. Thus, in Clear Creek County it likely underrepresents people working from home as well as federal employees working in Denver and Lakewood.


where CCC residents work
(2010 Citizens Survey - by County)
Clear Creek
37%
Jefferson
23%
Denver
19%
Other Denver Metro
7%
Other
7%
Summit
4%
Gilpin
3%
0%
20%
40%
source: 2010 Citizens Survey

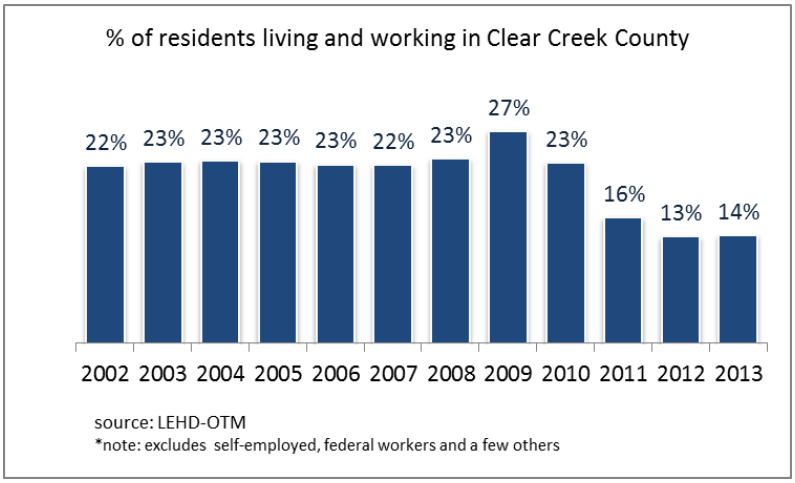

where CCC residents work
(2010 CTTP - by County)
Clear Creek
47%
Jefferson
27%
Denver
11%
Gilpin
6%
Summit
3%
Arapahoe
2%
Adams
2%
Other
1%
0%
20%
40%
60%
source: 2006-2010 CTTP

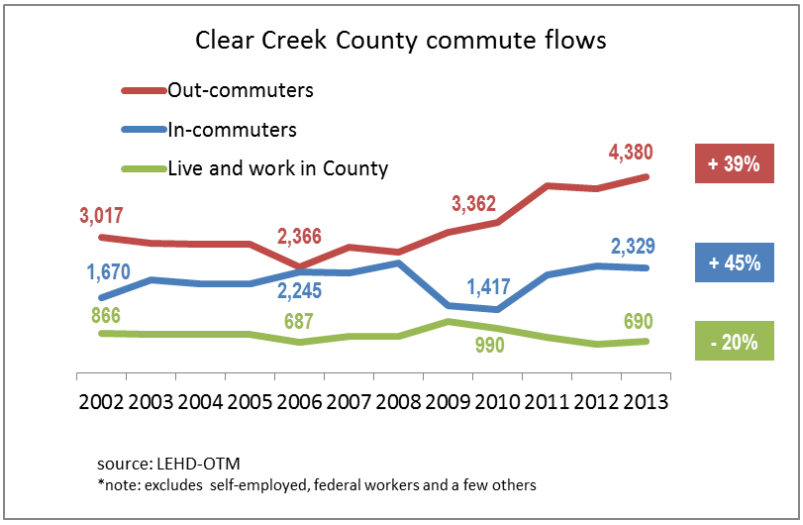

where CCC residents work
(2013 LEHD-OTM - by county)
Jeffereson
18%
Denver
14%
Clear Creek
14%
Arapahoe
7%
Summit
7%
Grand
6%
Adams
5%
El Paso
5%
Boulder
5%
Other
19%
0%
5%
10%
15%
20%
source: LEHD-OTM
*note: excludes self-employed, federal workers and a few others



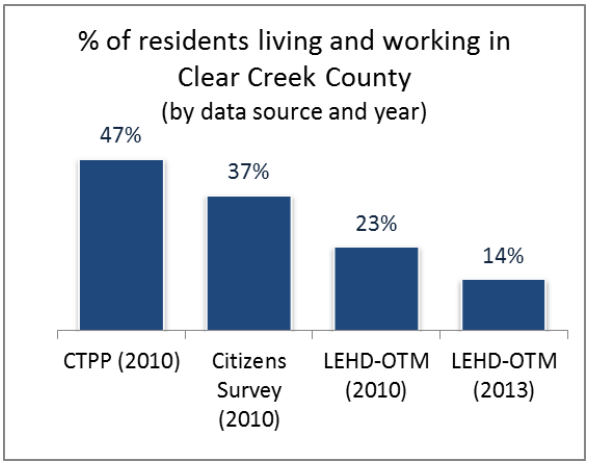


- The percent of residents living and working in Clear Creek County decreased by half 2009-2013 from 27% to 14% (note: the actual percentage of residents living and working in the County is probably higher than 14% when self-employed persons are included, but the decline over the last 4 years is what's notable here)
- The number of Clear Creek County residents commuting outside the County increased by 39% 2002-2013, while the number of people living and working in Clear Creek County decreased by 20%
- The number of employees commuting into Clear Creek County also increased 2002-2013 by 45%





Based on the CTPP data and the 2010 *Clear Creek County Citizens Survey*, the LEHD-OTM data likely underrepresents the percentage of residents working in Clear Creek County (see below).



I-70 Corridor

The impact of Interstate 70 on Clear Creek County cannot be overstated. I-70 is the major east-west travel corridor and plays a significant role in regional and local mobility and thus economic development within the County. It connects the County to the rest of the State, while also providing critical local circulation (in some places it's the only road connecting communities within Clear Creek County). It provides the only continuous connection for local traffic between the major population centers within Clear Creek County, including Floyd Hill, Idaho Springs, DDL (Dumont/Downieville/Lawson), Empire, Georgetown and Sliver Plume.

I-70 also has a significant physical presence and environmental impact on the communities it passes through. Because of the geographically narrow confines of the valley, I-70 was constructed through or immediately adjacent to most of the historic communities along Clear Creek (including Idaho Springs, Dumont, Downieville, Lawson, Georgetown and Silver Plume). As

a result, I-70 has become an integral part of the character of these places (for better and for worse). The highway generates noise, traffic congestion, environmental impacts and sometimes acts as a physical barrier to local circulation and land development within these communities. Given the close physical proximity of I-70 to these communities in Clear Creek County and the role the highway serves in providing local circulation and regional access, future changes to the corridor will be important to day-to-day life among County residents, visitors and employees.

Existing and Planned Corridor Improvements

The Colorado Department of Transportation (CDOT) maintains and manages I-70 and in recent years the segment through Clear Creek County has been the focus of a number of short and long term projects spearheaded by CDOT. Much of the focus on I-70 through Clear Creek County has been generated by increased peak hour weekend traffic (primarily in the summer and winter) caused by increased recreational travel between the Front Range and the mountain communities on the western side of the continental divide.

To address this issue, CDOT worked collaboratively with the local communities and Counties to develop a *Programmatic Environmental Impact Statement* (PEIS) for the I-70 Mountain Corridor (between E-470 and Glenwood Springs). The Final Record of Decision was published in 2011 and lays the foundations for numerous improvements to the corridor through 2050, some of which have already been implemented. This section provides a summary of the elements in Clear Creek County that CDOT has implemented to date, as well as near-term and long-term plans for the future:

Completed I-70 Projects:

- Veterans Memorial (Twin) Tunnels Expansion – Expanded both tunnels (located just east of Idaho Springs) from two to three lanes to relieve a critical bottleneck.
- Advanced Guideway System (AGS) Study – Examined the feasibility as well as potential technology, alignments and stations for a future high-speed transit system between Golden and Eagle. Major outcomes:
    - AGS is technically feasible, but not financially feasible at this time (estimated $11-$32 billion capital costs, depending on technology used)
    - Three potential technologies were deemed feasible: 120mph Maglev, High Speed Maglev (200+ mph), and High Speed Rail (200+ mph)
    - One station stop is planned in Clear Creek County, at either Idaho Springs, Empire Jct. or Georgetown (specific sites were identified for all three locations)
    - While AGS will not be pursued at this time it will still be included in the long-range *Colorado State Freight and Passenger Rail Plan*, to be implemented when funding is identified or when advancements in technologies reduce the cost
- Peak Period Shoulder Lane (PPSL) – Beginning in December, 2015 CDOT opened a 13-mile long tolled travel lane in an improved shoulder from Empire Junction to the Veterans Memorial Tunnel in the eastbound direction. The tolled travel lane will be open only during the peak travel times (weekends and Holidays) and uses dynamic pricing to ensure traffic is free-flowing at all times. Tolls are collected electronically so vehicles never need to slow down.

- Non-Infrastructure Improvements – To date, the non-infrastructure improvements that have been implemented include increased enforcement (such as requiring winter tires/chains) and a transportation demand management (TDM) program, providing traveler information and incentives to avoid travel during peak times.

Future I-70 Projects (Near Term):
The PEIS identified a number of what are referred to as the "Minimum Program of Improvements." While funding has yet to be identified for all projects, these projects and programs are likely be implemented in Clear Creek County in the near-term.

- Westbound Peak Period Shoulder Lane – Similar to the eastbound PPSL, it would be added from the Veterans Memorial Tunnel to Empire Junction.
- Floyd Hill to Veterans Memorial Tunnels – Addition of a third westbound travel lane, curve straightening, and continuous bike trail and frontage road from US-6 to Idaho Springs.
- Empire Junction/US-40 Interchange – Improvements.
- Bakerville to Eisenhower Tunnel – New westbound auxiliary lane for slow-moving vehicles.
- Truck Operation Improvements – Pullouts, parking and chain stations at multiple locations.
- Additional Interchange Improvements – At Hyland Hills, Base of Floyd Hill/US-6, Fall River Road, Downieville, Georgetown and Loveland Pass.
- Non-Infrastructure Improvements – Continued expansion of the TDM program to influence traveler behavior as well as the addition of bus, van or shuttle service in mixed traffic

Future I-70 Projects (Long Term):
In addition to the "Minimum Program of Improvements," the PEIS identifies a "Maximum Program of Improvements." The Maximum Program of Improvements require the Collaborative Effort Team (comprised of local stakeholders along the corridor, including Clear Creek County) to review and consider a set of triggers. The triggers include implementation of the Specific Highway Improvements (this includes auxiliary lanes approaching the Eisenhower Tunnel, six-lanes from Floyd Hill to Veterans Memorial Tunnel, and a new interchange at Empire Jct., all part of the Minimum Program of Improvements), plus either implementation of the AGS or evidence that AGS cannot be funded or implemented. Thus, while no timeline is set for these projects, they will likely be implemented on a longer time-frame if the need is still determined to exist in the future:

- Six-lane capacity from The Veterans Memorial Tunnel to the Eisenhower/Johnson Tunnels
- Four additional interchange modifications in the Idaho Springs area
- Curve safety modification project at Fall River Road

Implications and Opportunities
The planned projects along I-70 have number of implications for the County. These include potential improvements to mobility and further opportunity for economic development as well as potential physical, visual or negative environmental impacts associated with an expanded

roadway. The County's role will be to proactively work with CDOT to ensure that the future changes support the County's economic, land use and transportation goals as well as to establish policies and infrastructure improvements that take advantage of the improvements along I-70. In 2014 the County produced *The Clear Creek County Vision for the I-70 Mountain Corridor*, which provides a comprehensive evaluation system of proposed CDOT projects that incorporates the values and strategies of the County. In addition to applying the outcomes of that document, potential actions for the County to take related to I-70 improvements include:

- County road improvements – This may include multimodal improvements to streets approaching I-70 interchanges and the frontage road network to improve safety, connectivity, multimodal travel and access
- Land Use Policy – Land use policy will be an important tool to support desired development along the I-70 corridor and around the interchanges
- Transit – While a timeline and specific operational details of future transit service in the I-70 corridor have yet to be identified, new bus service is specifically included as non-infrastructure improvement in the PEIS and given that AGS is likely a long way from implementation, bus service will play an important role in the corridor in the near future. It will be important for the County to identify and plan for future transit service to take advantage of the opportunity it presents to increasing mobility within and to the County. This will include identifying preferred stop locations and making infrastructure improvements and land use decisions around those locations.
- Multi-Use Trails – The Greenway Trail is an important project for the County and it closely follows the I-70 corridor. Future improvements to I-70 present an opportunity for the County to both leverage build-out of this trail and ensure that I-70 projects support (and do not preclude) development of a County trail network.

Transit

Currently there is no fixed-route local public transit service within Clear Creek County. Greyhound provides limited regional intercity bus service and there is limited demand response service.

Fixed-Route Transit Service

Clear Creek County is not a part of the Regional Transportation District (RTD), which is the Denver Area transit provider. The closest RTD bus service is at the El Rancho Park-n-Ride at I-70 and Evergreen Parkway, which is served by the EV/ES/EX route. This route provides peak hour commuter bus service between Evergreen and Civic Center Station in Denver. Greyhound provides the only regularly scheduled bus service to the County via a bus stop in Idaho Springs. Currently, three Greyhound buses a day in each direction stop in Idaho Springs. Two operate between Denver and Grand Junction (with stops in Frisco, Vail and Glenwood Springs and continuing service to Las Vegas, NV and Los Angeles). The other bus operates between Denver and Salt Lake City via US-40 (with stops in Winter Park, Kremling, Steamboat Springs and Craig). Starting in 2015 CDOT began operating a once daily bus along I-70 between Denver Union Station and Glenwood Springs as part of its new Bustang service. The route includes multiple stops along I-70, but none are currently in Clear Creek County.

Demand-Response Transit Service

A limited amount of demand response transit service is offered in Clear Creek County:

- The Loveland Ski Area provides an employee shuttle for employees living in Clear Creek County
- The Senior Resource Center provides on-demand transportations services to people over the age of 60 in Clear Creek County (based out of Evergreen)
- High Country Shuttle provides on-demand service between Clear Creek County and DIA

Potential for Clear Creek County-Denver Transit Service

Momentum behind initiating transit service in Clear Creek County, particularly between Clear Creek County and Denver has been building for years. Expansion of public transit is mentioned in several recent plans:

- *Silver Heritage Area Internal Transit Plan* (2002) – Provided a comprehensive analysis and plan for providing transit to the Upper Clear Creek Corridor (Georgetown-Eisenhower Tunnel). The outcomes of the plan included a strategy for initiating fixed-route service from the RTD El Rancho Park-n-Ride to the Loveland Ski Area.
- *Clear Creek County Master Plan 2030* (2004) – One of the objectives identified in this Plan is to expand public transit in Clear Creek County. Several future transit nodes are identified, including Floyd Hill, Idaho Springs, Dumont/Lawson, the US-40/I-70 interchange and Georgetown.
- *The Floyd Hill Gateway Sub Regional Master Plan* (2009) – One of the recommended actions of this development plan is to apply for a service annexation into RTD for the Floyd Hill Area.
- *I-70 Mountain Corridor Final Programmatic Environmental Impact Statement* (2011) – One of the non-infrastructure improvements as part of the Minimum Program of Services is to provide bus service in mixed traffic to connect local transit systems along the I-70 corridor
- *Advanced Guideway System (AGS) Feasibility Study* (2014) – This study found AGS (using high-speed rail or Maglev technology) to be technically feasible in the I-70 mountain corridor, but not financially feasible at this time. While this type of transit system is likely a long way from implementation, a stop would be included in Clear Creek County at one of three locations: Idaho Springs, Empire Junction or Georgetown. Site locations for each potential station are also identified.
- *Statewide Transit Plan* (2015) – This CDOT commissioned statewide transit plan recommends two new Regional Bus Routes that would pass through Clear Creek County: a Frisco-Denver route that would operate 16 runs/day, 7 days a week long-term and a Winter Park-Idaho Springs-Denver run that would operate 8 runs/day, 5 days a week long-term. The Plan also calls for a new facility for intercity bus services in Idaho Springs that will allow transfers to human service providers implemented over the short-term.

Recent travel patterns also suggest there may be an opportunity for transit service between Clear Creek County and Denver. Since 2002 the number of residents commuting to work outside the county increased 39% (the number of in-commuters commuting into the County for work also increased by 45%). As of 2013 about 49% of employed residents in Clear Creek County were commuting to the Denver Metro Area, including 18% to Jefferson County and 14% to Denver. Additionally, the transit commute mode share among County residents increased from 1% to 2% from 2009-2014 despite the fact that the County has no regularly scheduled transit service. This

suggests there has been an increase in the number of County residents driving to Jefferson County to use RTD to commute into the Denver Metro Area.

Several potential options exist for initiating transit service in Clear Creek County:

- Annexation into RTD – Part or all of the County could annex into the RTD service area. This would require some combination of voter approval, RTD board approval and collection of landowner signatures by petition. A 1% sales tax would be applied and in exchange RTD would provide transit service to the annexed portions of the County. Service levels and routing would be implemented based on demand and would most likely be oriented toward peak hour commuter service to Denver.
- Add a Clear Creek County stop to the I-7O Bustang Route – The County would work with CDOT to add a stop in Clear Creek County to the existing I-70 Bustang route and to future runs between Glenwood Springs and Denver. Currently one bus a day operates on this corridor, but does not stop in Clear Creek County (the nearest stops are in Frisco and the Federal Center in Lakewood). This may be the most easily implementable option. However, while it would bring regional transit to the County, the current bus schedule is not oriented around serving commuters. With a late morning arrival into Denver and an early evening departure the bus is more oriented toward meeting the demand of mountain residents periodically accessing services in Denver than daily commuters.
- Initiate bus routes programed in the Statewide Transit Plan – The County would work with CDOT, the I-70 coalition, DRCOG and neighboring Grand and Summit Counties to initiate one or both of the two routes recommended in the *Statewide Transit Plan* that would serve Clear Creek County (the Frisco-Denver and Winter Park-Denver routes). Clear Creek County would need to provide at least some of the funding for this service. The advantage of this option is that daily transit services would be provided not just between Clear Creek County and Denver, but also to the resort towns in Summit and Grand County meeting commuter and recreation travel needs to those places. Because these routes would serve a larger population than Clear Creek County, the County would take advantage of higher frequency service than a bus just serving Clear Creek County.
- County initiated commuter route to Denver – Under this option the County would fund and operate a new commuter route from Clear Creek County to Denver. A dedicated funding source would need to be provided (most likely from a property or sales tax increase). The County could contract to a private company or purchase and operate its own fleet which would also require a maintenance and storage facility. The advantage of this option is that the County would have authority to determine routes, stops and schedules. However, a much higher percentage of the costs of operations would fall to the County than some of the other options.
- Clear Creek County local circulator service – Under this option the County would fund and operate a local circulator between the towns and communities within Clear Creek County. The *Silver Heritage Area Internal Transit Plan* addressed some strategies to accomplish this. Similar to the previous option, funding and operations would come from the County. However, in low density areas such as Clear Creek County, local transit service typically works best as a feeder route to regional service. Therefore, demand for a local fixed-route transit service would be stronger by first initiating regional service. The *Silver Heritage Area Internal Transit Plan* would have connected service to RTD at the El Rancho Park-n-Ride.

The Clear Creek Greenway

The Clear Creek Greenway is a proposed 36-mile long open space recreational corridor between Jefferson County and the continental divide running parallel to Clear Creek. At the heart of the proposed Greenway will be a non-motorized regional multiuse trail for bicycling, walking and horseback riding linking the major communities of Clear Creek County. The Greenway corridor would be the backbone of the County's pedestrian and bike network and would be a significant tourist draw.

Greenway Plan

The Greenway is the centerpiece and highest priority of the County's 2003 Open Space Plan. As a key recommendation of the last *2030 Clear Creek County Master Plan*, in 2005 the County published a *Clear Creek Greenway Plan* which identifies the future trail alignment, access points, land use components, design guidelines, implementation details and an implementation strategy. The trail will be designed as a 10' wide concrete path with 4' soft surface shoulders to provide a clear zone and accommodate joggers and horseback riders. The trail will be a regionally significant non-motorized corridor and is envisioned to connect the Continental Divide National Scenic Trail with the Platte River Greenway providing users with an opportunity to access and experience the rich scenic, recreational and historical assets in Clear Creek County. The trail will be an important element of increasing opportunities for recreational bicycling and active transportation within the County, which will serve to increase tourism to the County, support economic development, and expand the options for multimodal transportation.

Implementation Status

When the Greenway Plan was published in 2005 approximately 9 of the 36 miles of planned multiuse trail existed in four different segments. However, most of the built sections were either soft-surface or asphalt and of varying width, not up to the standards identified in the Greenway Plan (10' wide concrete with 4' shoulders). The existing trail segments at the time (in 2005) included:

- 1-mile segment from the US-6/I-70 interchange to the Hidden Valley interchange
- 1-mile segment from the Veterans Memorial (Twin) Tunnels to Idaho Springs
- 2-mile segment from just outside Georgetown to Silver Plume along I-70
- 5-mile segment from Bakerville to the Loveland Pass exit at I-70

As a direct recommendation of the Greenway Plan, in 2013 a nonprofit called the Clear Creek County Greenway Authority (CCCGA) was established to lead the development of the Clear Creek County Greenway (www.ccgreenway.com). Since 2005, two additional segments of the Greenway Trail have been built by CDOT in conjunction with projects along I-70. These include the segment between the Hidden Valley interchange and the Veterans Memorial Tunnel and a short segment near Water Wheel Park in Idaho Springs.

In 2014, the CCCGA received $2 million in RAMP funds from CDOT, plus an additional $500,000 in matching funds from the County to put toward completing final design of a 14-mile segment of the Greenway corridor from Hidden Valley to Empire Junction (total estimated design cost is $4 million). The CCCGA has developed a project schedule, including tasks to complete design of this segment by June of 2017 (assuming the remaining funds can be secured). Once final design

is complete this section will be shovel ready, which will make it a good candidate for a number of grant opportunities to complete construction (including GOCO and TIGER).

Jefferson County Segment

Jefferson County (JeffCo) is also working toward development of a trail along Clear Creek from the Clear Creek County line to the South Platte River which will be critical to providing connectivity to Clear Creek County. JeffCo has branded it as the Peaks-to-Plains Trail (https://peaks2plains.wordpress.com), which is being managed by JeffCo Open Space. Except for a short segment around Kipling Road, there is a continuous trail from the South Platte River to Golden. However, no trail currently exists between the US-6/I-70 interchange and Golden. To address this, JeffCo Open Space recently received grant funding and is currently constructing a 4-mile segment of the trail through Clear Creek Canyon, including a 1-mile segment in Clear Creek County. The first phase of this project is scheduled to open in June, 2016.

On January 20, 2016 the Peaks-to-Plains trail was identified by Governor John Hickenlooper in his State of the State address as one of the State's 16 most important trail gaps. This is part of the State's Colorado the Beautiful "16 in '16" initiative, and while no State funds have been identified yet, Great Outdoors Colorado (GOCO) has dedicated $30 million in grant funding over the next four years to help complete some of these projects.

County Roads

There are over 880 miles of road in Clear Creek County. Of these, about 29% (or 254 miles) are maintained (to various degrees) by the County Road and Bridge Department. This includes 39 miles of paved and 215 miles of unpaved road. The other roads in the County are managed by CDOT, the U.S. Forest Service, Cities and Towns and private entities.

Roadway Miles in Clear Creek County

Maintenance	*Centerline Miles*	*Percent*
Private/Other	264	30%
County	254	29%
Forest Service	170	19%
CDOT	160	18%
Cities & Towns	39	4%
Total	887	100%

While the majority of the traffic volume in Clear Creek County is handled by I-70 and the other State Highways managed by CDOT, County Roads play a critical role in providing access and local circulation to the more rural parts of the County. With the exception of CR-381, which connects I-70 with US-285 over Guanella Pass (during the non-winter months), the majority of County Roads either dead-end or are primarily intended to provide local access to homes, businesses and recreational opportunities mostly in the rural parts of the County.

The County classifies their roadways into the following categories, with the higher priority roads receiving the highest levels of maintenance and snow removal:

- Primary – Highest traffic volumes; carry most of the County's school bus and mail traffic; receive first day snow removal; includes all paved roads maintained by the County

- Secondary #1 – Gravel and graded roads that carry some school bus and mail traffic and typically receive first day snow removal
- Secondary #2 – Gravel and graded roads not approved for school bus/mail traffic and which receive 2nd or 3rd day snow removal
- Secondary #3 – Narrower dirt roads, with limited maintenance and grading, and 3rd or 4th day snow removal
- Secondary #4 – Mostly 4-wheel drive roads that are not part of the State of Colorado Road Mileage Tax System, receive maintenance only sparingly and do not receive any snow removal from the County

Miles of County Maintained Road by Classification

Classification	*Miles*	*Percent*
Primary	69	27%
Secondary #1	24	9%
Secondary #2	64	25%
Secondary #3	11	4%
Secondary #4	86	34%
Total	254	100%

Issues and Opportunities

Significant expansion of the County road network is not likely to occur in the future due to the limited availability of financial resources and lack of a concerted desire. However the County does face several major issues and opportunities related to its road network that are likely to be the focus of future planning and management:

- Maintenance – Because of the rugged mountainous terrain and weather in Clear Creek County, the road system requires a significant amount of maintenance. Additionally, due to its rural nature, Clear Creek County has a relatively extensive County Road network and yet limited resources. The combination of all of these factors poses a significant challenge to the County in keeping its road network passable and in a state of good repair. One strategy the County might consider to address this issue would be to reduce the classification of some of its more remote roads, or devolve ownership back to private landowners or developments, in order to focus its maintenance efforts on the more critical links.
- Complete Streets – The County does not currently have a complete streets policy and it's unclear whether such a policy is desired or necessary. However, the County Roads are an important link in many places not just for vehicle circulation, but for people walking and biking (and would be important to future transit circulation). The need and demand for multimodal travel is only expected to grow in the future. In particular, the County Road network provides a critical missing gap in the multiuse trail network and the County is actively trying to increase recreational bicycling. Thus future planning and street design of County Roads should be done strategically, accounting for each road's context and potential users, in order to improve the safety for all users and better address the needs of all modes of transportation.
- Frontage Roads – The frontage roads along I-70 play a significant role in mobility and local access in the County. They provide an alternative connection between the major communities in Clear Creek County (although missing gaps exist), are an important link for bicyclists and pedestrians who can't use I-70, would be important to future transit

circulation, and provide resiliency in the street network when I-70 becomes blocked. Past issues related to the frontage roads include congestion and safety issues related to motorists using the frontage roads to skirt traffic on I-70 , as well as missing gaps in the network that force local trips to use I-70. Both the previous County Master Plan and the more recent *Clear Creek Vision for the I-70 Mountain Corridor* mention the desire to separate local and regional trips as much as possible and see further development of the frontage road network and improvements to I-70 interchanges as key to reaching this goal.

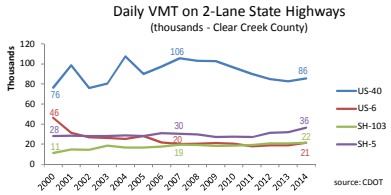
ATTACHMENT

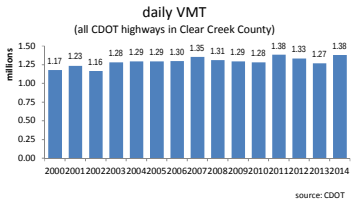
Clear Creek County Daily Vehicle Miles Traveled - State Highway System

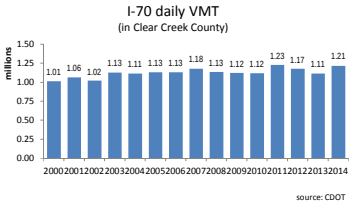
County	Total DVMT	Interstate	Principal Arterial Fwys and Expwys	Principal Arterial Other	Minor Arterial	Major Collector	Minor Collector	Local	% I-70
2000	1,173,787	1,011,809	0	76,136	46,339	11,313	28,191	0	86%
2001	1,233,619	1,060,519	0	98,731	31,202	14,680	28,486	0	86%
2002	1,164,169	1,018,790	0	75,981	26,852	14,432	28,115	0	88%
2003	1,278,501	1,125,019	0	80,315	26,269	18,611	28,286	0	88%
2004	1,291,897	1,113,869	0	107,436	25,273	16,648	28,671	0	86%
2005	1,290,217	1,127,240	0	89,982	28,064	16,648	28,282	0	87%
2006	1,297,478	1,129,720	0	97,396	21,850	17,655	30,857	0	87%
2007	1,352,983	1,177,454	0	105,691	20,214	19,407	30,218	0	87%
2008	1,307,043	1,134,708	0	103,065	20,468	19,230	29,572	0	87%
2009	1,289,765	1,120,238	0	102,851	21,050	18,331	27,296	0	87%
2010	1,280,571	1,117,985	0	96,374	20,452	18,401	27,360	0	87%
2011	1,379,856	1,225,592	0	90,150	18,028	19,052	27,034	0	89%
2012	1,329,993	1,174,341	0	84,959	18,723	20,678	31,292	0	88%
2013	1,266,406	1,112,409	0	82,670	18,784	20,693	31,851	0	88%
2014	1,377,858	1,212,843	0	85,666	21,285	21,573	36,491	0	88%

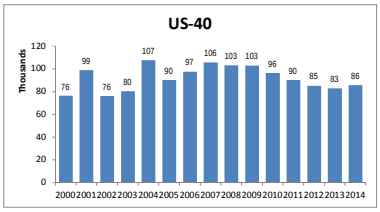
		I-70		US-40	US-6	SH-103	SH-5
	Since 2000	17%	20%	13%	-54%	91%	29%
	Since 2004	7%	9%	-20%	-16%	30%	27%
	Since 2007	2%	3%	-19%	5%	11%	21%
		15%	16%	39%	-56%	72%	7%
annual	Since 2000	1.2%	1.4%	0.9%	-3.9%	6.5%	2.1%
	Since 2004	0.7%	0.9%	-2.0%	-1.6%	3.0%	2.7%
	Since 2007	0.3%	0.4%	-2.7%	0.8%	1.6%	3.0%
	2000-07	2.2%	2.3%	5.5%	-8.1%	10.2%	1.0%

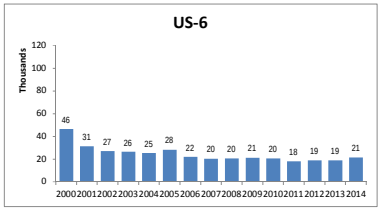
source: CDOT

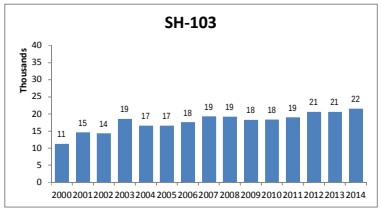


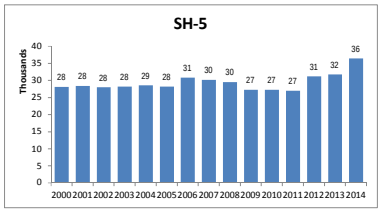


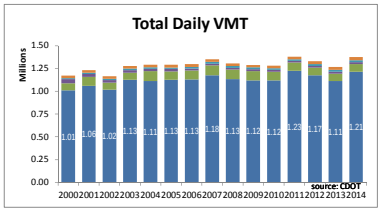












Clear Creek County

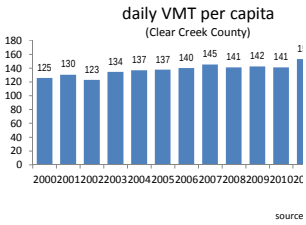
County	Total DVMT	Population	DVMT per capita
2000	1,173,787	9,361	125
2001	1,233,619	9,464	130
2002	1,164,169	9,466	123
2003	1,278,501	9,517	134
2004	1,291,897	9,461	137
2005	1,290,217	9,392	137
2006	1,297,478	9,279	140
2007	1,352,983	9,333	145
2008	1,307,043	9,294	141
2009	1,289,765	9,060	142
2010	1,280,571	9,108	141
2011	1,379,856	9,015	153
2012	1,329,993	9,037	147
2013	1,266,406	9,029	140
2014	1,377,858	9,114	151

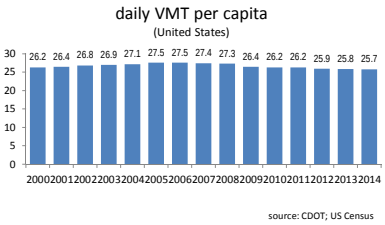
source: CDOT; US Census

United States

Annual VMT (trillions)	Daily VMT (millions)	Population (millions)	DVMT per capita
2.70	7,397	282.2	26.2
2.75	7,534	285.0	26.4
2.81	7,699	287.6	26.8
2.85	7,808	290.1	26.9
2.90	7,945	292.8	27.1
2.97	8,137	295.5	27.5
3.00	8,219	298.4	27.5
3.01	8,247	301.2	27.4
3.03	8,301	304.1	27.3
2.96	8,110	306.8	26.4
2.95	8,082	308.1	26.2
2.97	8,137	310.5	26.2
2.96	8,110	312.9	25.9
2.97	8,137	315.2	25.8
2.98	8,164	317.7	25.7

source: FHWA; US Census





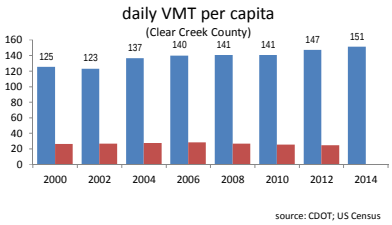
2000-2014	21%
2000-2007	16%
2007-2014	4%

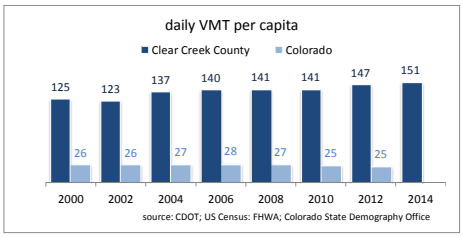
Clear Creek County

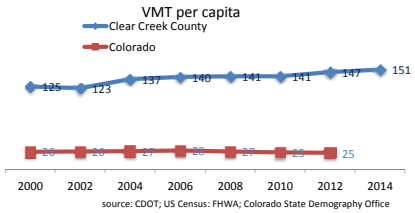
County	Total DVMT	Population	DVMT per capita
2000	1,173,787	9,361	125
2002	1,164,169	9,466	123
2004	1,291,897	9,461	137
2006	1,297,478	9,279	140
2008	1,307,043	9,294	141
2010	1,280,571	9,108	141
2012	1,329,993	9,037	147
2014	1,377,858	9,114	151

Colorado

Annual VMT (millions)	Daily VMT (millions)	Population (millions)	DVMT per capita
41,771	114	4.34	26
43,545	119	4.51	26
45,891	126	4.61	27
48,641	133	4.75	28
47,860	131	4.90	27
46,940	129	5.05	25
46,796	128	5.19	25
	0	5.35	



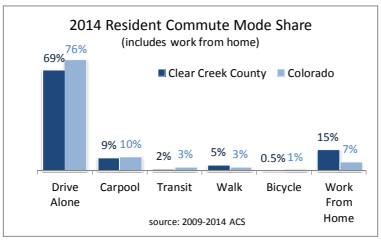


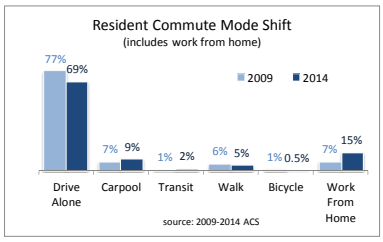


2014 Commute Mode Share

2014	Clear Creek County	Colorado	Clear Creek County	Colorado	commuters only Clear Creek County	commuters only Colorado
Drive Alone	3,374	1,907,274	69%	76%	81%	81%
Carpool	453	250,136	9%	10%	11%	11%
Transit	89	82,367	2%	3%	2%	4%
Walk	222	76,376	5%	3%	5%	3%
Bicycle	22	33,553	0.5%	1%	0.5%	1%
Work From Home	713	166,368	15%	7%		
Other	110	27,947				
Total	4,873	2,516,074	100%	100%		
Total commuters only	4,160	2,349,706				

source: 2010-2014 American Community Survey

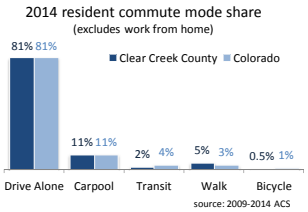


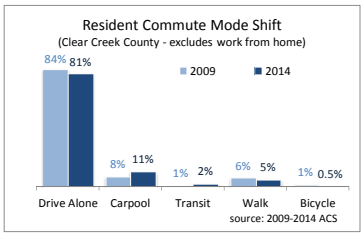


2009 Commute Mode Share

2009	Clear Creek County	Colorado	Clear Creek County	Colorado	commuters only Clear Creek County	commuters only Colorado
Drive Alone	4,023	1,805,427	77%	75%	84%	81%
Carpool	371	255,216	7%	11%	8%	11%
Transit	48	78,955	1%	3%	1%	4%
Walk	305	74,227	6%	3%	6%	3%
Bicycle	65	28,521	1%	1%	1%	1%
Work From Home	385	148,954	7%	6%		
Other	128	29,093				
Total	5,197	2,391,300	100%	100%		
Total commuters only	4,812	2,242,346				

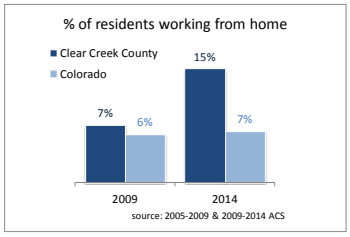
source: 2005-2009 American Community Survey

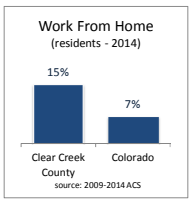


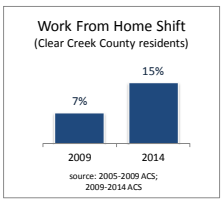


Work From Home	Clear Creek (	Colorado
2009	7%	6%
2014	15%	7%

Clear Creek County	15%
Colorado	7%



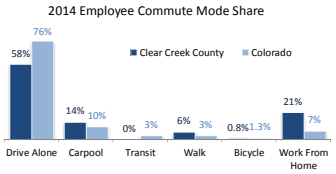


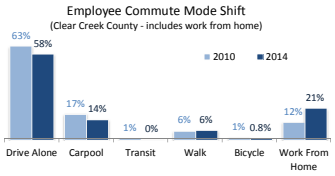


2014 Commute Mode Share

2014	Clear Creek County	Colorado	Clear Creek County	Colorado	commuters only Clear Creek County	Colorado
Drive Alone	1,957	1,907,274	58%	76%	74%	81%
Carpool	454	250,136	14%	10%	17%	11%
Transit	3	82,367	0%	3%	0%	4%
Walk	206	76,376	6%	3%	8%	3%
Bicycle	28	33,553	0.8%	1.3%	1.1%	1.4%
Work From Home	713	166,368	21%	7%		
Other	30	27,947				
Total	3,361	2,516,074	100%	100%		
Total commuters only	2,648	2,349,706				

source: 2010-2014 American Community Survey

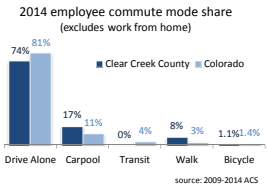


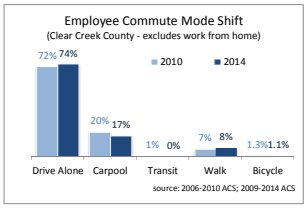


2010 Commute Mode Share

2010	Clear Creek County	Colorado	Clear Creek County	Colorado	commuters only Clear Creek County	Colorado
Drive Alone	2,111	1,805,427	63%	75%	72%	81%
Carpool	580	255,216	17%	11%	20%	11%
Transit	22	78,955	1%	3%	1%	4%
Walk	193	74,227	6%	3%	7%	3%
Bicycle	39	28,521	1%	1%	1.3%	1%
Work From Home	386	148,954	12%	6%		
Other	61	29,093				
Total	3,331	2,391,300	100%	100%		
Total commuters only	2,945	2,242,346				

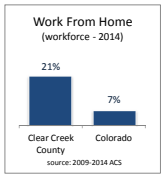
source: 2006-2010 American Community Survey

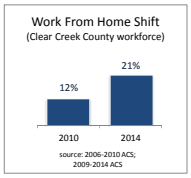


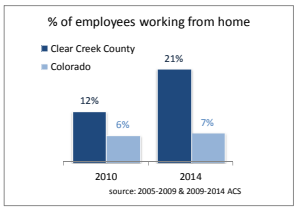


Work From Home	Clear Creek	Colorado
2010	12%	6%
2014	21%	7%

Clear Creek County	21%
Colorado	7%



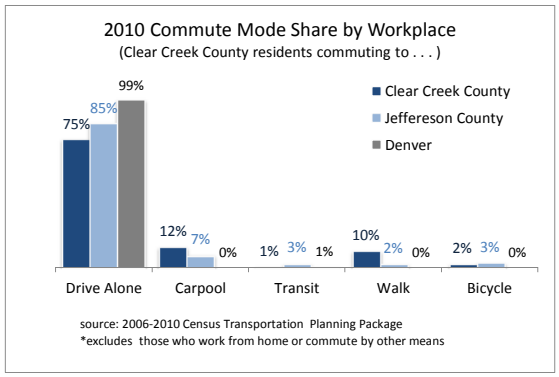




Resident Mode Share by Workplace (2010) commuters only

	Clear Creek County	Jeffereson County	Denver	Clear Creek County	Jeffereson County	Denver
Drive Alone	1,470	1,165	530	75%	85%	99%
Carpool	235	100	0	12%	7%	0%
Transit	10	35	4	1%	3%	1%
Walk	195	30	0	10%	2%	0%
Bicycle	40	40	0	2%	3%	0%
Work From Home	385	0	0			
Other	20	0	0			
Total	2,355	1,370	534			
Total commuters only	1,950	1,370	534			

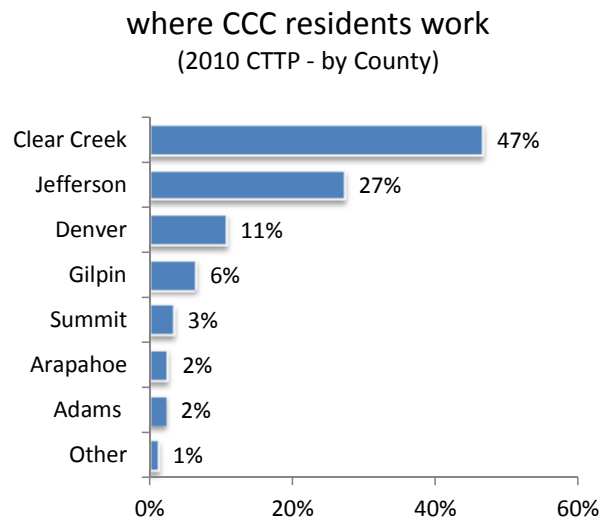
source: 2006-2010 CTPP



Where CCC Residents Work (2010)

County	#	%
Broomfield	4	0%
Larimer	4	0%
Eagle	15	0%
Weld	15	0%
Boulder	20	0%
Other	58	1%
Adams	115	2%
Arapahoe	125	2%
Summit	165	3%
Gilpin	320	6%
Denver	535	11%
Jefferson	1,370	27%
Clear Creek	2,345	47%
Total	5,033	100%

source: 2006-2010 CTPP

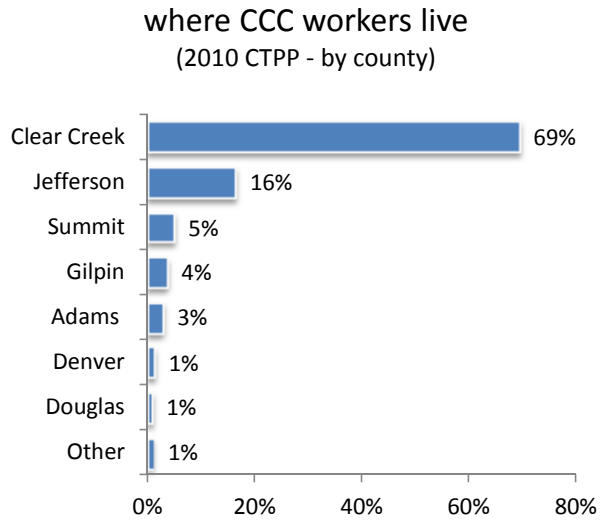


source: 2006-2010 CTTP

Where CCC Workers Live (2010)

County	#	%
Arapahoe	10	0%
Larimer	10	0%
Grand	15	0%
Other	35	1%
Douglas	25	1%
Denver	40	1%
Adams	95	3%
Gilpin	120	4%
Summit	165	5%
Jefferson	555	16%
Clear Creek	2,345	69%
Total	3,380	100%

source: 2006-2010 CTPP

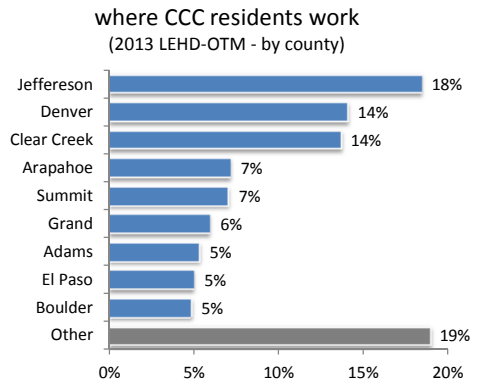


source: 2006-2010 CTTP

Where CCC Residents Work (2013)

County	#	%
Other	957	19%
Boulder	243	5%
El Paso	252	5%
Adams	268	5%
Grand	300	6%
Summit	355	7%
Arapahoe	361	7%
Clear Creek	690	14%
Denver	711	14%
Jeffereson	933	18%

source: 2013 LODES

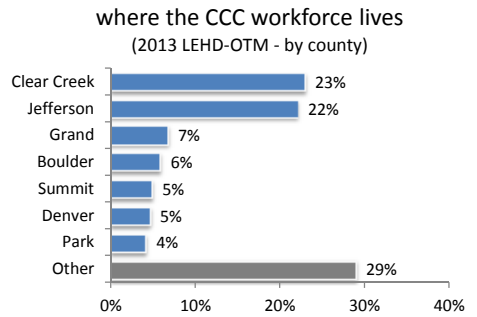


source: LEHD-OTM
*note: excludes self-employed, federal workers and a few others

Where CCC Workers Live (2013)

County	#	%
Teller County, CO	7	0%
Laramie County, W	7	0%
Fremont County, C	8	0%
Mesa County, CO	9	0%
Broomfield County,	12	0%
El Paso County, CO	20	1%
Eagle County, CO	37	1%
Gilpin County, CO	40	1%
Larimer County, CO	44	1%
Chaffee County, CO	46	2%
Douglas County, C	64	2%
Routt	76	3%
Lake	79	3%
Weld	80	3%
All Other Locations	80	3%
Adams	87	3%
Arapahoe	88	3%
Jackson	88	3%
Other	872	29%
Park	124	4%
Denver	138	5%
Summit	146	5%
Boulder	176	6%
Grand	202	7%
Jefferson	665	22%
Clear Creek	690	23%

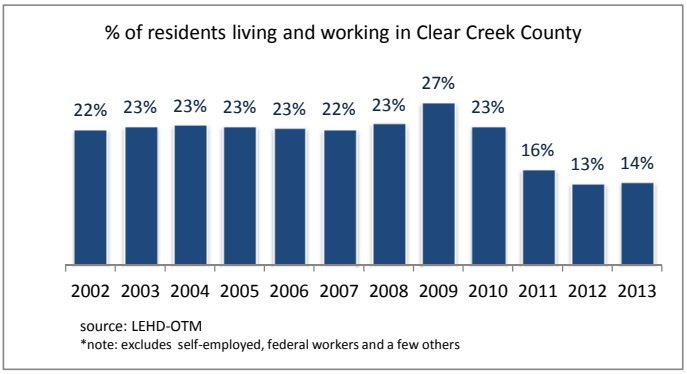
source: 2013 LODES



source: LEHD-OTM
*note: excludes self-employed, federal workers and a few others

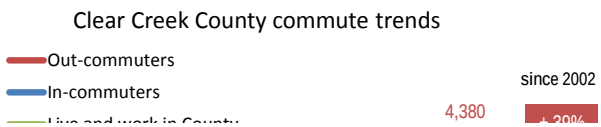
Residents live and work in CCC

Year	#	%
2002	866	22%
2003	850	23%
2004	859	23%
2005	852	23%
2006	687	23%
2007	810	22%
2008	820	23%
2009	1,141	27%
2010	990	23%
2011	782	16%
2012	634	13%
2013	690	14%

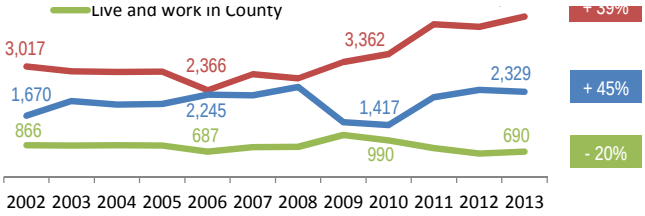


Commute flows

Year	n-commute	ut-commute	d work in C
2002	1,670	3,017	866
2003	2,075	2,882	850
2004	1,975	2,870	859
2005	1,991	2,874	852
2006	2,245	2,366	687

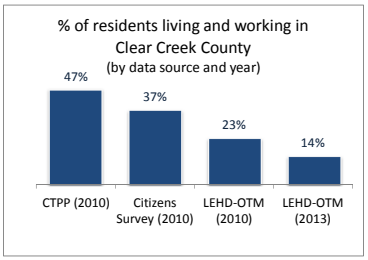


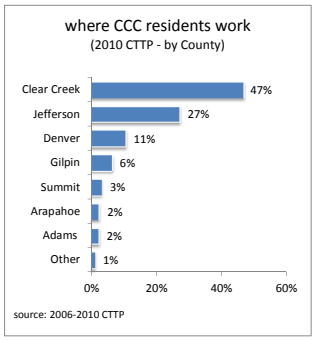
	2007	2,228	2,809	810
	2008	2,456	2,694	820
	2009	1,497	3,138	1,141
	2010	1,417	3,362	990
	2011	2,173	4,175	782
	2012	2,379	4,103	634
	2013	2,329	4,380	690
since 2002		39%	45%	-20%

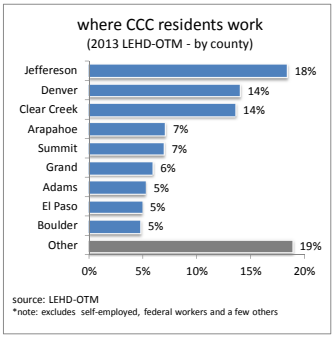


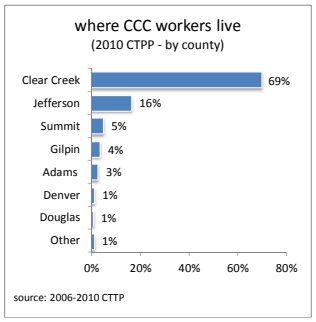
source: LEHD-OTM
*note: excludes self-employed, federal workers and a few others

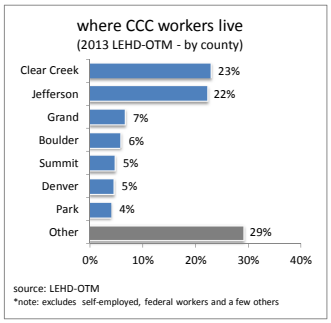
Clear Creek County Residents Working From Home	
CTPP (2010)	47%
Citizens Survey (2010)	37%
LEHD-OTM (2010)	23%
LEHD-OTM (2013)	14%







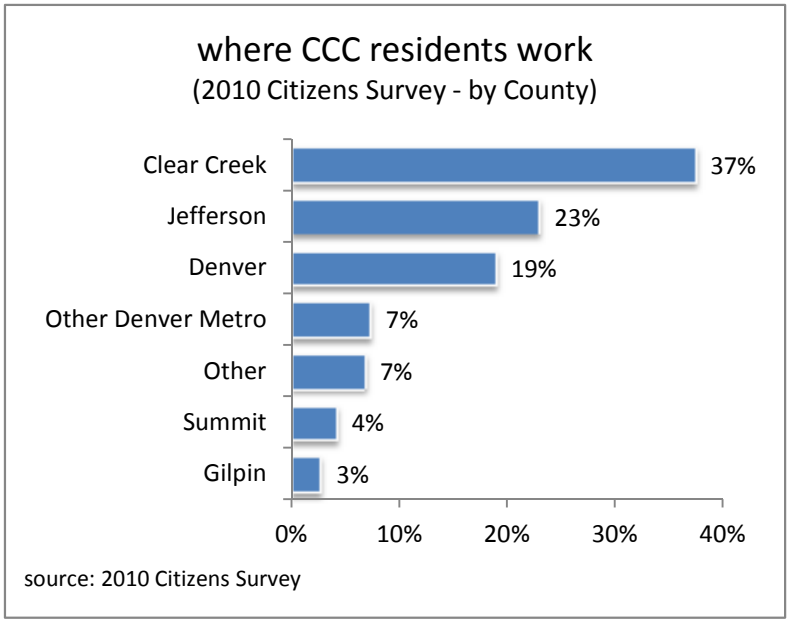




Where CCC Residents Work (2010)

County	#	%
No Response	62	5%
Gilpin	35	3%
Summit	53	4%
Other	87	7%
Other Denver Metr	94	7%
Denver	244	19%
Jefferson	296	23%
Clear Creek	483	37%
Total	1,292	100%

source: 2010 Clear Creek County Citizens Survey

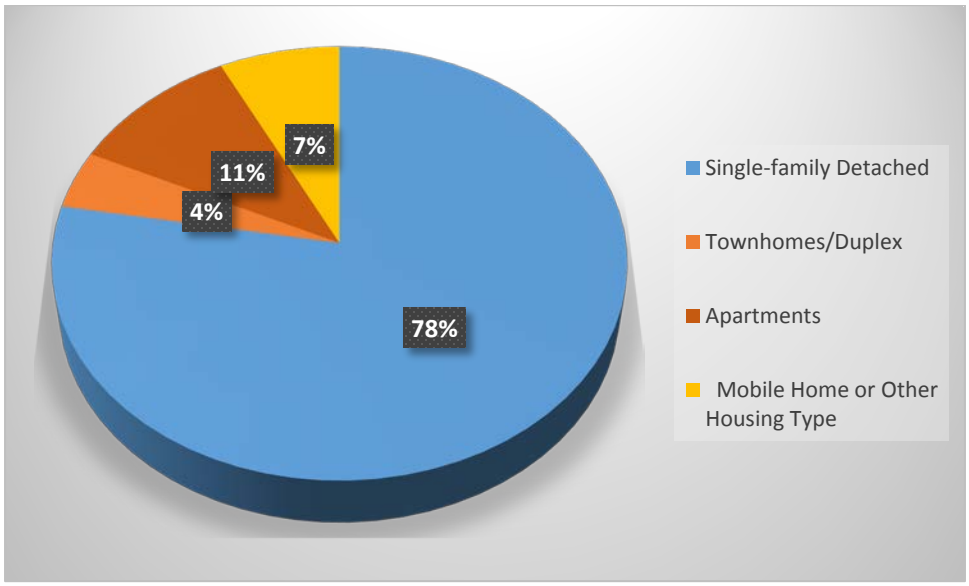


This housing baseline study reaffirms that there are three main issues with housing: (1) availability; (2) quality/age; and (3) affordability, with the following sections providing a contextual overview of housing in Clear Creek County.

HOUSING INVENTORY

The 2014 American Community Survey (2014 ACS) estimated 5,693 housing units in the county that is an increase of 565 units over the 5,128 units indicated in the 2000 Census. This represents an approximate 11 percent increase over 10 years, even though the population of the county has been declining as shown in the demographic analysis in Appendix 1. The following table breaks down the occupied housing units by type:

FIGURE 1: BREAKDOWN OF OCCUPIED HOUSING UNITS

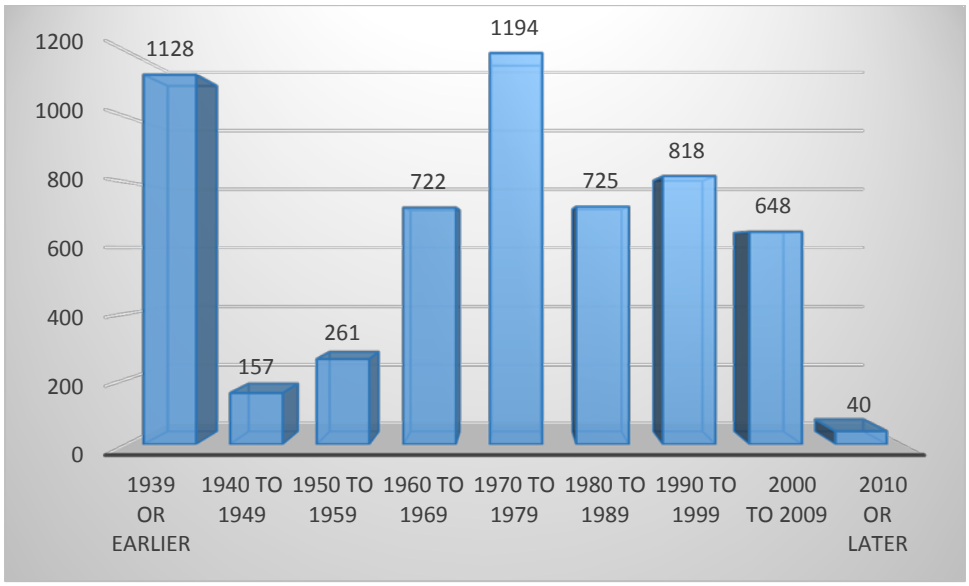


Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Single-family homes are the primary type of housing in the County followed by apartments and mobile homes or other housing as shown in Figure 1.

Figure 2 shows the year housing was built in the county. The 2014 ACS estimates that sixty percent (3,462 units) of all housing units were built prior to 1980 which represents approximately 61 percent of the total housing inventory in the county. Thus a significant portion of the housing is aged with deteriorating conditions and poor quality typically associated with housing unit age. Twenty-seven percent of the housing was developed between 1980 and 1999 with 1,543 units. Since 2000 it is estimated that 688 housing units were constructed representing 12 percent of the housing stock. The high point of building in the county occurred between 1960 and 1979 where it is estimated that 1,916 housing units were added at an average of 100 units per year. This high period of growth continued between 1980 and 1999 where it is estimated that an average of 81 housing units per year were constructed. The 2014 ACS estimates that most recent period from 2000 to 2015 has average the addition of 49 units per year.

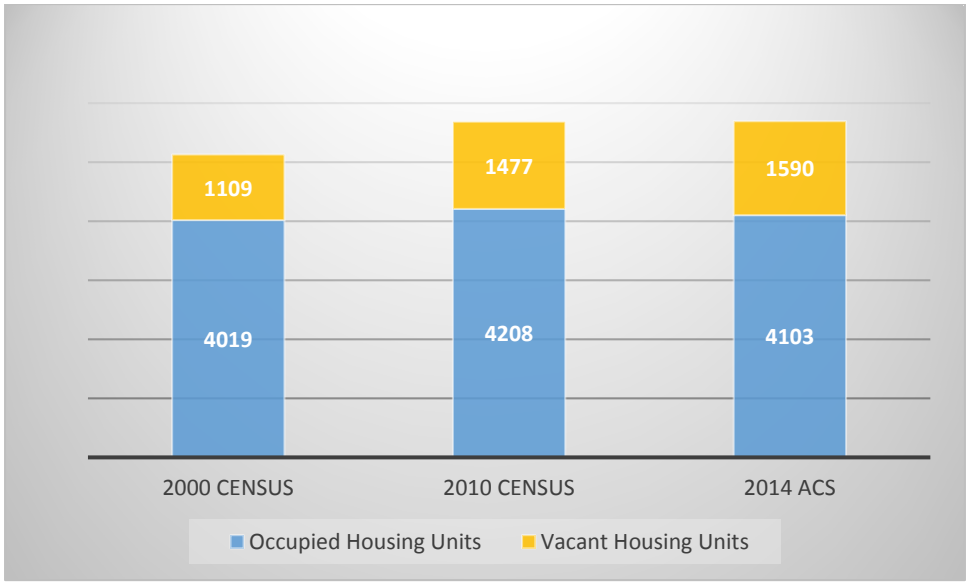
FIGURE 2: YEAR STRUCTURES WERE BUILT



Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

The amount of occupied housing has increased from 4,019 units in 2000 to 4,103 units in 2014. At this same time the amount of vacant housing has increased by 43 percent as shown in Figure 3.

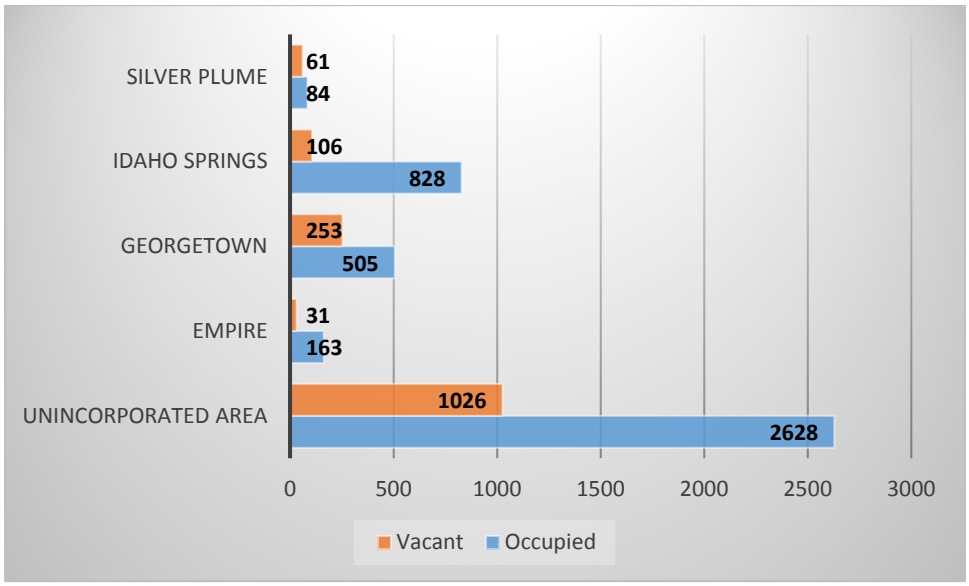
FIGURE 3: OCCUPIED AND VACANT HOUSING UNITS



Source: U.S. Census Bureau, 2000 Census, 2010 Census and 2010-2014 American Community Survey 5-Year Estimates

The amount of occupied housing increased from approximately 4,019 units in 2000 to 4,208 units in 2010, but then decreased to an estimated 4,103 units in 2014. There are approximately 481 more vacant housing units in the county in 2014 than 2000, while the amount of occupied housing increased by only 84 units (2 percent) during the same time period. Figure 4 shows occupied and vacant housing units in 2010 broken out by incorporated and unincorporated areas:

FIGURE 4: OCCUPIED AND VACANT HOUSING BY JURISDICTION

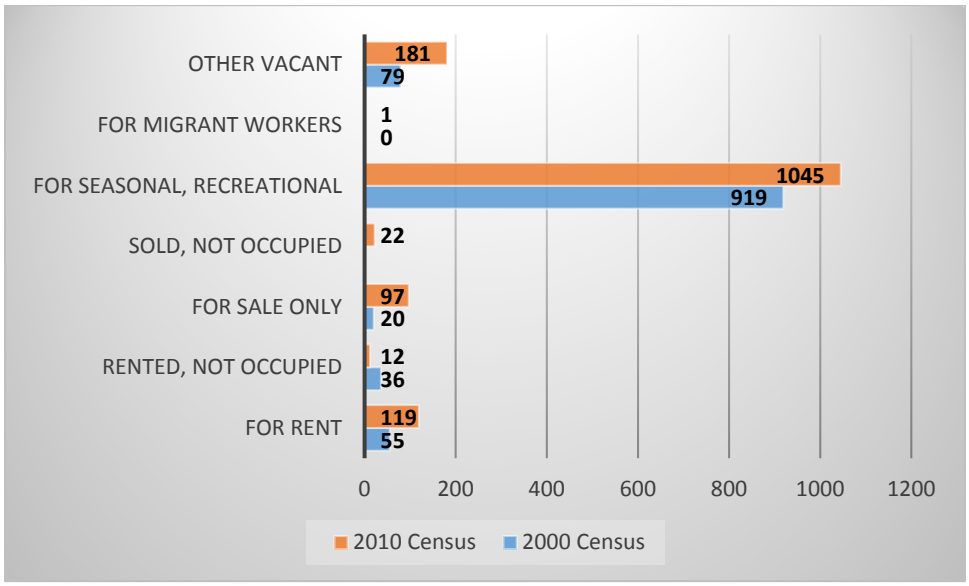


Source: U.S. Census Bureau, 2010 Census

The 2014 ACS estimated that 71 percent of the vacant housing was due to seasonal, recreational and occasional use. Other vacant properties account for 12 percent of the vacant homes in 2014. Nine percent of the vacant homes in 2014 were due to vacant rentals, homes for sale and homes sold

Figure 5 shows the vacant unit breakdown for 2000 and 2010. The number of housing units for rent and other vacant housing units increased by 116 percent and 128 percent, respectively, between 2000 and 2010. It is possible that the exponential growth of for rent by owner websites has increased the number of vacant units in these categories in the county, with this trend seen in other mountain communities likely continuing to influence vacant housing stock into the future. An increase in unoccupied homes can cause a reduction in year round community activity and vitality, decreased population, decreased workforce housing, localized neighborhood impacts such as trash and parking, and related impacts. On the other hand, more visitors can also mean increased tourism spending and increased activity and vitality during high tourism months. It is also possible that the outmigration from the county shown in the demographic analysis could be due in part to the conversion of homes to seasonal and for rent by owner dwellings.

FIGURE 5: VACANT UNIT BREAKDOWN

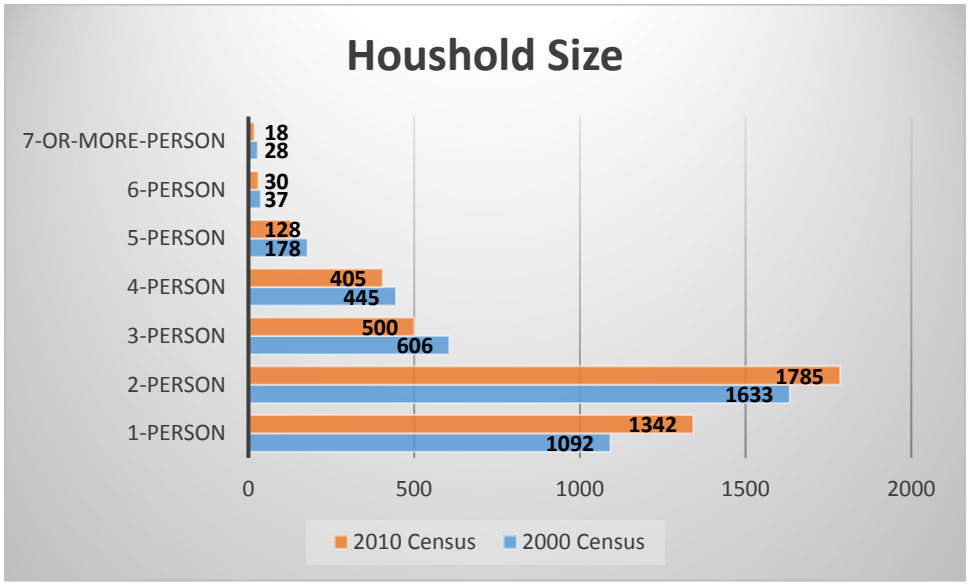


Source: U.S. Census Bureau, 2000 Census and 2010 Census

HOUSEHOLDS AND TENURE

The 2014 ACS estimates that 8,978 residents were living in 5,693 housing units with 3,299 units owner occupied (80 percent) and 804 (20 percent) housing units renter occupied. The average number of persons per unit in the county was estimated by the 2014 ACS to be 2.14 persons for an owner-occupied unit and 2.38 persons per unit for a renter-occupied unit. The average house hold size and change between 2000 and 2010 is shown in Figure 6.

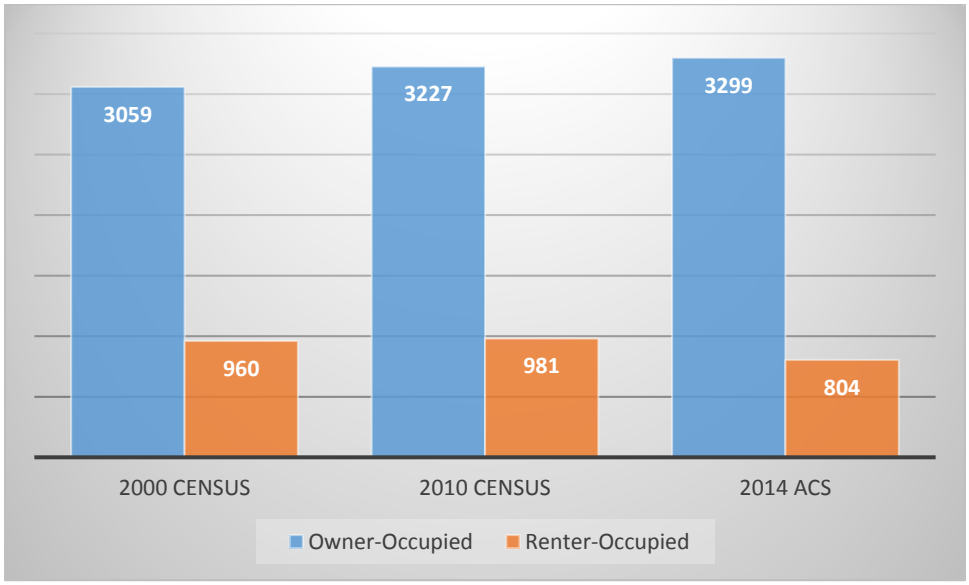
FIGURE 6: HOUSEHOLD SIZE



Source: U.S. Census Bureau, 2000 Census and 2010 Census

There were some big changes in household size from 2000 to 2010, with a 23 percent increase in 1-person households and the 9 percent increase in 2-person households. There were decreases in households larger than 3-persons, with the most significant decrease in 7-person and 5-person households that decreased 36 percent and 38 percent respectively. Six-person households decreased by 19% and 3-person households decreased by 17%. Figure 7 illustrates the households that are owner and renter-occupied, or tenure. This change in household size is one of the causes for population outmigration discussed in the demographic section.

FIGURE 7: TENURE



Source: U.S. Census Bureau, 2000 Census, 2010 Census and 2010-2014 American Community Survey 5-Year Estimates

The number of owner-occupied units has slightly increased by 240 units (7 percent increase) from 2000 to 2014. The number of renter-occupied units decreased during this same time period by 156 units (16 percent decrease). The decline in renter-occupied units may be caused by an increase in for rent by owner conversions, the increase in second homes, outmigration and the conversion to primary owner-occupied homes.

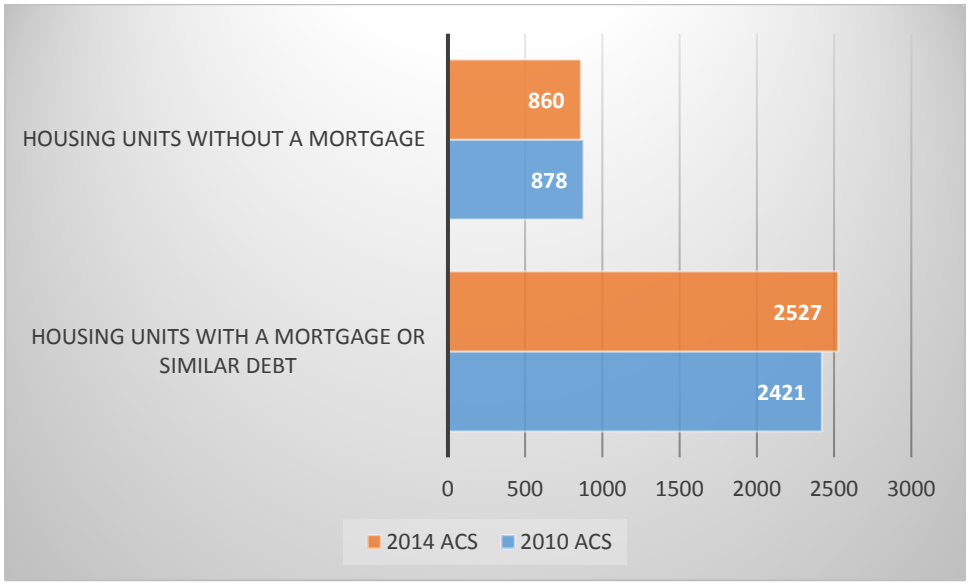
MORTGAGED HOUSEHOLDS AND AFFORDABILITY

Figure 8 illustrates the number of occupied housing units that have a mortgage versus being owned free and clear. The 2014 ACS estimated that 75 percent of the owner-occupied units have a mortgage or similar debt, with 25 percent of the owner-occupied housing units being owned free and clear of any mortgage debt.

The 2014 ACS estimates that the median income was $68,531 dollars and the median monthly housing cost was $1,095. Less than 30 percent of a household income should be spent on housing in order to assure affordability and a good income to debt ratio. The $68,351 median income in 2014 equates to approximately $5,711 per month, and housing costs not to exceed $1,713. The 2014 ACS estimated median housing cost in the county of $1,095 is well below the maximum housing costs and the desired

30 percent housing cost threshold. The 2014 ACS estimated that 1,104 housing units paid 30 percent or more on housing costs which represents only 27 percent of the occupied housing units. A comparison of the 2010 and the 2014 ACS shows that the number of occupied housing units paying 30 percent or more on housing decreased by 32% during this time period which is most likely due to changes in lending practices and home buying habits after the Great Recession.

FIGURE 8: MORTGAGE STATUS



Source: U.S. Census Bureau, 2010-2014 and 2006-2010 American Community Survey 5-Year Estimates

Truilia.com has an average listing price in the county of $588,782, a median listing price of $262,500 and a median sales price of $291,000[1]. While the median listing and sales prices are affordable to those households making the median income, there is a housing gap in the county as identified in the Clear Creek County Housing Needs Assessment (Assessment) prepared in 2012. The Assessment established the following goals, with recommended actions summarized below each goal:

Goal 1: Preserve and Improve the Existing Housing Stock

Goal 1 Broad Policy Summaries

1. Modernize older homes by upgrading aged components such as roofs, furnaces, electrical, plumbing, windows, and siding.
2. Improve energy efficiency when upgrading building components, such as high efficiency appliances, heating equipment and upgrading insulation and windows to meet adopted building codes.
3. Ensure the availability of low interest loans, government and agency programs and grants to upgrade and improve older housing stock.
4. Consider creating incentives or regulatory requirements for landlords to upgrade rental

Goal 1 Specific Action Steps

[1] Date range of October 15 through January 2016.

1. County Housing Agency/Committee will initiate owner occupied rehabilitation services to 12 homes annually in the County.
2. Rehab loan agency will develop programmatic and financial analysis tools to offer rehab program to higher income property owners in Georgetown, Idaho Springs and Silver Plume.
3. Georgetown and Idaho Springs City Council will examine options for creating a health and safety code for rental housing to ensure that units leased to the public meet basic health and safety requirements.
4. Housing Agency and local communities will work to develop an acquisition/rehab program for preserving and improving foreclosed/abandoned single family homes in incorporated neighborhoods.

Goal 2: Expand the Supply of Decent Market Rate and Affordable Rental Housing

Goal 2 Broad Policy Summaries

1. Community based organizations should lead and facilitate the private development of rental housing in the county.
2. Build rental housing for households making 60% or less of the Area Median Income (AMI), with the 2012 deficit estimated in the Assessment as 350 units.
3. Provide a variety of tools and incentives to lower development costs and ensure rental rates are affordable to lower income groups.
4. Provide rental housing units to those households making greater than 60 percent AMI to fill the estimated deficit of 300 units which will free up other housing inventory to lower income households.
5. Provide proactive community support and measures to ensure housing gets developed.
6. The county housing agency should recruit and respond to developers that have the capacity to create affordable housing.
7. The county housing authority should work with local municipalities to identify feasible housing sites and resources for housing projects.

Goal 2 Specific Action Steps

1. Government and community entities will coordinate efforts with developers to expand the supply of rental housing.
2. Municipal officials and real estate brokers will identify properly zoned infill parcels of land with utilities for construction of smaller and larger rental complexes. Inventory listing to be updated twice yearly and made available at pubic information meetings.
3. Local housing agency/committee and stakeholders will coordinate an effort to identify a development team capable of financing and constructing a large multifamily apartment complex that contains amenities typically found in Class A properties. Target; 36 unit complex with a mixed rent structure including units affordable to households up to 60% AMI.
4. A coordinated effort will be made to facilitate the production of more workforce rental properties in three municipalities. Resources will be committed by government and private entities to assist in lowering the development costs. Such resources will include land (no cost leases), fee waivers & deferrals, in kind services or other resources to support rental projects. Target: 36 units for families with a rent structure that is affordable to households with incomes ranging from 40% to 60% of the Clear Creek County Area Median Income.

Goal 3: Increase Opportunities for Home Ownership

Goal 3 Broad Policy Summaries

1. Promote homebuyer education and assistance programs.
2. Promote and support self-help programs that allow homebuyers to create sweat equity in housing such as the Habitat for Humanity Program.
3. Work locally with Rural Development Administration, the Colorado Housing and Finance Authority to connect buyers with the good financing options those agencies offer.
4. Provide and sponsor down payment assistance programs.
5. Consider a program to purchase foreclosed properties and upgrade them to sell to new homebuyers.

Goal 3 Specific Action Steps

1. Work to expand provision of Homebuyer education and counseling services in Clear Creek County. Provide a structured program to 25 households annually.
2. Coordinate financial resources and training programs with other statewide sponsors of low income homeownership programs for qualified households wishing to purchase a first home. Down payment assistance funds from CHFA and new funding sources will be targeted to special needs households and Section 8 households and special needs households with incomes below 60% of the County median income. Target 5 loans annually.
3. Identify a sponsor to initiate a single family infill housing development program for households at 60% to 100% of the County AMI. Sponsor and stakeholders can work with home builders and other non-profit groups to build up to 10 units throughout the city. The price range for the workforce housing units should be $135,000 to $200,000. An annual sales target should be 5 houses annually.

Goal 4: Form Innovative Partnerships and Collaborations Among Local and Regional Entities to Maximize Human and Financial Resources for Development.

Goal 4 Broad Policy Summaries

1. The municipal and county government should work together to create an agreement to allow a local based organization to create a work plan to increase housing in the county.
2. The county and municipal governments should develop specific affordable housing policies to promote and incentivize support affordable housing.
3. Government and agencies need to proactively initiate actions to stimulate the development of housing.

Goal 4 Specific Action Steps

1. Municipal and County officials, community stakeholders will lead a community effort to establish a County housing agency or committee that will have the mandate to oversee an increase in housing opportunities in Clear Creek County.
2. A public-private lead agency will formulate a series of agreements, MOUS, and collaborative plans to involve both local and external organizations in addressing both rental and homeownership housing needs in Clear Creek County. Target: clear description of roles and services provided by local and outside agencies.
3. County Housing Agency/committee will work with Summit County Housing Authority to increase the number of Section 8 Vouchers available to residents of Clear Creek County. Clear County

elected and appointed officials will work with Summit Housing Authority to request more voucher allocations from Division of Housing and HUD.

4. Local governments should review their regulations and develop policies which encourage the construction of needed types of housing. Municipalities should consider adoption of affordable housing policies which would outline incentives and tools available to encourage developers to build housing with modest prices for workers in Clear Creek County.

Bakerville Neighborhood Land Use Plan

March 2003

Clear Creek Heritage Committee consisting of Member of Historic District Public Lands Commission, The Metropolitan Recreation District, USFS, CCC Tourism Board, CCC Economic Development Committee, Open Space Commission, the Towns of Silver Plume and Georgetown, and representative property owners)

Key Land Use Goals and Policies

Neighborhood Concept Plan-Preferred Alternative

- Plan evaluated four alternatives and selected the preferred neighborhood concept plan.
- The Bakerville Concept Plan proposes a mix of recreation oriented lodging, retail, commercial, camping and other uses to serve the large number trail users and I-70 traffic with the following land use mix:

1. Lower Residential Development

1.1. Allow lower residential single-family homes with option of accessory dwelling units using MR-1 Zone District outside of higher density area.

2. Tourism Based Commercial, Retail, Restaurant and Overnight Accommodations at Property at Base of Steven's Gulch

2.1. Convenience store (no gas station)
2.2. Restaurant without drive thru
2.3. Public services such as fire, police, ambulance, daycare, etc.
2.4. USFS facility with limited trailhead parking
2.5. Recreational visitor/nature center with limited shopping
2.6. Bed and breakfast or other overnight lodging with maximum of 50 units

3. Lodging and Recreation North of I-70

3.1. Bed and breakfast or other overnight lodging with maximum of 50 units
3.2. No gas stations
3.3. Restaurant without drive thru

4. BLM and County Land (Approximately 35 acre parcel adjacent to Clear Creek and East of Bakerville Exit)

- 4.1. Campground with trailer/RV hook up, showers, bathrooms, caretaker residence
- 4.2. Convenience store for campers without gas station
- 4.3. Private wastewater treatment plant for all Bakerville development with new Metro District for water and sewer service
- 4.4. Open space buffer to I-70
- 4.5. Water reservoir
- 4.6. Recreation parking with minimal services such as restrooms

Dumont-Lawson-Downieville (DLD) Stakeholder Document

September 9, 1993
Adopted by DLD Membership

Key Land Use Goals and Policies

Key Goals

1. Provide a guidance framework that sets the area's development expectations, and protect property values and quality of life.
2. Protect environmentally, culturally or historically sensitive areas and designate future land uses consistent with the preservation of these areas.
3. Address neighborhood concerns when land use policies are being made.
4. Open Space shall be top priority as BLM lands are disbursed.

Key Policies

1. New commercial uses shall be restricted to currently commercially zoned areas.
2. Agencies, citizens and development interest cooperate and foster local partnership projects.
3. Commercial developments shall provide landscaped visual and sound buffers from residential areas.
4. Maintain our status as unincorporated Clear Creek County.
5. Neighborhood advisory committees should be established where communities want them.
6. DLD's neighborhood advisory committee (DLD Association) is to be advised of matters presented to County Planning Commission, Board of Adjustment and BOCC which affect DLD area.
7. High priority open space acquisitions include water frontage, wildlife habitat, ridgetops, summits, historically significant sites, recreational trails, and community parks.
8. High density housing doesn't fit with the rural character and quality of life in the DLD community.

East Mount Evans Area Master Plan

June 11, 1993

East Mount Evans Resources, Growth and Environment, Inc. ("EMERGE")

Key Land Use Goals and Policies

Key Goals

1. Residential development should respect and maintain the unique mountain environment and rural atmosphere of the East Mt. Evans area.
2. All developments should be compatible with the area's natural setting and overall rural character.
3. The existing very low average density, single family residential character should continue to predominate.
4. The amount of residential development should be kept in balance with the provision of appropriate and timely public services and quality of life.
5. Property values will be more greatly enhanced by very low-density, environmentally and aesthetically sound development, than by higher density development.
6. The East Mt. Evans area should continue to be a place where natural settings are important and take precedence over development. Open areas and important view corridors should be preserved through quality site and building design.
7. The rural and open space character of the East Mt. Evans community is a tremendous asset that should be maintained. A network of public and private open space, trail corridors, and active and passive recreation areas should be developed.
8. Housing opportunities should be provided for different lifestyles and levels of income in order to create community diversity.

Key Policies

1. Housing densities should be as recommended in the following 3 policies depending on existing zoning and platting, environmental conditions, compatibility with adjacent development and quality of site design:
    1.1. Outside sanitation district: 1 unit per 5 to 35 acres.

1.2. Within existing sanitation district: 1 unit per 1 to 15 acres
1.3. When sanitation district is expanded: 1 unit per 5 to 35 acres

2. Housing The East Mt. Evans area's rural character should be preserved.
3. No development should occur in critical wildlife habitat areas.
4. Design guidelines will be developed and followed as a tool for development review to ensure protection of the character of the area, with numerous policies in the plan outlining important design concepts for the area.
5. Development must pay its own way.
6. Slopes and natural hazards should be a constraint on development.
7. Large areas of undeveloped land are integral to maintaining the area.

Fall River Area Plan

September 1996
The Fall River Homeowners Association

Key Land Use Goals and Policies

Key Goals

1. Mitigate the Spillover Effects from Central City, specifically county support in an alternate site for construction of the Central City Water Diversion Project.
2. Protect the area from overexploitation of the existing private lands by enactment and enforcement of strict zoning regulations.
3. Ensure new zoning of BLM lands reflects a respect for local values and conditions; it should not be redundant nor degrading to surrounding areas.
4. Ensure responsible, limited development of existing private lands as low-density single-family residential areas.

Key Policies

1. Strengthen and maintain the integrity of zoning laws.
2. Carefully scrutinize and limit variance requests, especially with regard to size of parcel, setback requirements, degree of slope, sanitation and access requirements.
3. Limit and control mining activity in the short-term, and eliminate mining in the long-term either through direct county intervention or county support at the state or federal level.
4. Sell small [BLM] parcels to existing contiguous landowners as non-divisible additions to currently-owned parcels.
5. Retain large BLM parcels through County or State ownership under NR-PC zoning regulations as open space for wildlife and watershed management.
6. Sell unpatented mining claims to the holders of such claims with the following restrictions:
    - 6.1. Use is limited to residential or recreational {M-1, MR-1 or NR-PC).
    - 6.2. Mining uses should be strictly and forever prohibited because this use is incompatible with the residential and recreational nature of the area.

Floyd Hill Gateway Sub-Regional Master Plan

July 30, 2009

Floyd Hill Master Plan Steering Committee

Key Master Plan Statements

1. The master plan attempts to remain neutral and flexible on which development level, if any, is appropriate for Floyd Hill.
2. This master plan is a living document that does not include a traditional land use plan with a recommended amount of development or density; rather, it is a guide to the County that provides steps to implement different levels of development, the infrastructure costs and transportation needs associated with that process, a hierarchy plan to guide development intensity in the Floyd Hill study area, as well as design guidelines that promote smart growth principles and maintenance of a traditional community form.
3. Plan presents three conceptual alternatives with different levels of development:
   - 3.1. **Baseline Condition:** Analyzes the approved unbuilt development plus potential development under the then existing zoning.
     - 3.1.1. The Baseline Development Plan does not promote growth in specific areas as the Level and Level 2 Plans that follow the Hierarchy Plan of Activity Center, Transition, and Edge zones would.
     - 3.1.2. Baseline Condition Density:

Single-family:	39-194 units
Multi-family:	188 (Beaver Brook)
Residential Total:	227 units
Commercial:	10,000 sq. ft. (FH Crossing)
	42,000 sq. ft. (Beaver Brook)
Office/Flex:	50,000 (Tech Park)

   - 3.2. **Level I Development.** Analyzes the amount of development that can be supported by the existing high school wastewater treatment plant, and includes a mix of office, retail and residential uses.
     - 3.2.1. Level 1 Development Density:

Residential Units:	225 units
Commercial:	10,000 sq. ft.

Office/Flex: 40,000 sq. ft.
**Density is less than zoned/permitted under baseline condition due to sewer plant capacity.

3.2.2. Development should be concentrated with higher density and intensity accommodations, commercial/retail, offices, and public institutions land uses in the Activity Center, lessening mixed use density in the transition, and lower density residential edge areas of the Hierarchy Plan

3.2.3. The land uses in the Activity Center of Level 1 Development should include higher density residential such as medium scale townhomes and live-work units. Retail, restaurants and offices are also recommended for the Activity Center area. In the transition area, townhomes or clustered lot and patio style single family detached are recommended.

3.2.4. Smaller public institutions, office and light industrial, small stores and parks and recreation are also recommended in the transition area. In the edge area, single family detached homes, public institutions, and open spaces are recommended. All land uses should be integrated and connected in a well-planned, compact development style.

3.2.5. The Level 1 Development Plan begins to create the sense of place and "gateway" at the Activity Center of the Floyd Hill area.

3.3. **Alternative Development Plan.**

3.3.1. Analyzes the maximum demand for development that is included in the market study, which exceeds that of the approved development square footage and is needed to support the provision of infrastructure improvements.

3.3.2. Alternative Development Plan Density

Residential:	350 units
Commercial:	75,000 sq. ft.
Office / Flex / Industrial:	150,000 sq. ft.
Hotel:	120 Rooms

3.3.3. The land uses in the Activity Center areas should include medium density residential such as town homes, condos, and live work units. Retail, hotels, museums or other civic

buildings, restaurants and small office space are also recommended in the Alternative Development Plan Activity Center area.

3.3.4. In the transition area, town homes and single family attached homes, public institutions, convenience stores, financial institutions, office and light industrial, and parks and recreation are recommended.

3.3.5. In the edge area, clustered or patio home style single family detached homes, public institutions and open space are recommended.

The Alternative Development Plan establishes the critical mass and sense of place at the County's "gateway" at the Activity Center of the Floyd Hill area. Critical mass is important, both in terms of generating activity, and extending and providing utilities. The combination of transportation (park-n-ride) and additional development begin to generate activity in the area, with potential to extend additional transit opportunities.

Master Plan for Upper Bear Creek

April 30, 1993
School of Mines Student Project

Key Land Use Goals and Policies

Key Goals

1. The general consensus of the residents in the area is that development of the area should be minimized.
2. The natural condition of the area should be preserved to the maximum extent.
3. The primary goal of Upper Bear Creek is to maintain the standard of living of the residents of the area.
4. The primary goal of the area, the preservation of the natural setting in public lands, is being accomplished currently.

Key Policies

1. One of the dominant concerns of the Upper Bear Creek area is to not look like Evergreen in the future.
2. Another of the concerns of Upper Bear Creek, is overpopulation through these massive subdivisions being built.

York Gulch Area Master Plan

November 20, 1996
Gilpin-Clear Creek Home and Land Owners Association

Key Land Use Goals and Policies

Vision Statement/Goal

9. Preserve, protect, and enhance the peaceful, safe, and beautiful environment of our neighborhood.

Key Policies

9. The residents of York Gulch strongly desire to remain a low density, single. Family residential area. The County Commissioners are encouraged to continue the current M-1 zoning and the policy of only one residence per mining claim.
10. Any commercial or industrial development other than what is currently allowed under M-1 zoning should be prohibited.
11. Horne businesses are acceptable in the area provided they do not interfere with or alter the residential quality of the neighborhood.
12. Part time residents are welcome in York Gulch.
13. Should public lands in the area become privately owned in the future, they should be zoned for conservation easement (Natural Resource-Preservation/Conservation [NR-PC]) or MR-LT, allowing only one single family residence per ten acres.
14. No multi-family housing units or commercial development should be allowed.
15. A high priority is placed on visual resources, therefore, residents are encouraged to consider the aesthetic effect of their residence and property.
16. Housing and construction should be sensitive to the natural environment in order to achieve balance between residential use and open space.
17. Structures should blend with the environment and not infringe on the views or solar access of adjacent properties.

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
Economic Vitality	1. Promote the development of a healthy, diversified and environmentally sustainable economy in the D-L-D area. 2. Develop business centers in harmony with adjacent residential uses. 3. Upgrade our communications systems to current technology, thus facilitating business growth. 4. All economic encouragement funded totally or in part by county monies shall meet these criteria: 4.1. To hire qualified local or county people; 4.2. Be environmentally sustainable; 4.3. Contribute to fostering the community feeling and values. 5. Encourage development of a regional commercial center in the area of 1-70 & Highway 40. 5.1. should mitigate wildfire hazard 5.2. shall maintain groundwater standards re: pollution 5.3. shall leave wildlife habitats undisturbed 5.4. should be landscaped to screen maximally 5.5. should provide to erosion control 6. Endorse all efforts to gain equal financing options for business and homeowners, e.g., VA loan cap presently ±$78,000 in Clear Creek, elsewhere much higher.	1. East Mt. Evans Resources, Growth and Environment, Inc. ("EMERGE") must maintain and enhance those assets and qualities which make the area a strong contributor to the overall economic vitality of the County. 2. EMERGE must examine its resources, both physical and human, and pursue the enrichment of the community with a view to maintaining and improving quality of life in both the short and long term. 3. The establishment of current policy and long range strategy will evolve from broad citizen participation based upon personal, cultural, and environmental values perceived to be necessary to maintain and enhance the· uniqueness of this community. 4. Enforce all present county regulations and laws such as drainage, outdoor storage, lot size, building additions and many more. 5. Encourage low density, high value development of residential property. 6. Discourage variations allowing new commercial development or expansion of existing properties. 7. Monitor and discourage home office development which crosses the line from residential to commercial use. 8. Encourage community amenities which attract high value, low density development, while maintaining water quality, resource preservation and wildlife habitat plus hiking and biking improvements.		1. Pursue a detailed economic impact analysis, including an analysis to all taxing districts for each scenario (Baseline, Level 1, and Level 2) to be added as a supplement to the master plan.	1.		
Infrastructure	1. Plan development of infrastructure to ensure logical, orderly and cost effective result. 2. *A* community water system is needed to enhance quality of life. 3. New commercial development should not deplete existing groundwater supply beyond the ability of the area to recharge locally. 4. Serve the D-L-D area with up-to-date communication facilities and provide access to the latest in telecommunications technology. 4.1. Provide single-line telephone service to any customers desiring it, for	1. New growth or development 'should bear the primary burden for capital improvements, including new school facilities that are required as a result of that growth. 1.1. If new development results in overcrowded schools, or school district standards cannot be maintained, land use solutions should be stressed. These solutions could- include, but not be limited to the following actions: 1.1.1. Denial of the development project;	1. Emergency Services should be maintained and supported. Costs can be mitigated by assessments on non-local residents require such services.	2. Conduct a further study to determine if adjacent districts can provide water to future development at Floyd Hill. Additionally, well water quality should be analyzed to determine if any treatment of groundwater would be needed. 3. Investigate further the legal and zoning implications of utilizing City of Idaho Springs (or other municipalities) as a water source. 4. Work with the School District and developers to determine the appropriate strategy for providing future wastewater treatment at Floyd Hill; either through the expansion of the existing facility	1.	1. There should be a balance between the availability of water and its use, to ensure that water resources are not depleted. 2. Development in the Area should be at a scale consistent with locally available water resources. 3. Water quality should be maintained or improved as new development occurs. 4. New public water and sanitation districts or public water districts can be formed only under the following conditions. [Please refer to Page 5 of the plan]. 5. New individual and private wells should not be allowed where a public water and sanitation district or public	1. Increase the presence of law enforcement to maintain a low crime rate and foster a sense of personal safety, especially during the summer and fall weekends to help create a crime deterrent. 2. Implement a neighborhood crime watch to help deter crime in the area. 3. Increase law enforcement presence and establish formal shooting ranges to help reduce or eliminate reckless shooting. 4. Maintaining the quality and quantity of water is of the highest priority. 4.1. Action should be taken·.to prevent activities or enterprises in the region-which

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
	both current residents and new development. 4.2. Make cable available to the entire community. 5. Central Clear Creek Sanitation District boundaries shall be extended to the boundaries noted in the introduction and designated Tier 2 on DRCOG Clean Water plan. 6. Encourage hookup to existing sewer lines and discourage installation of septic systems.	1.1.2. Modification of the project; 1.1.3. Changing the project. phasing; 1.1.4. Levying a universal one-time assessment, per dwelling unit 2. The East Mt. Evans area should promote education as a top priority for the future well-being of its residents. 3. The East Mt. Evans area residents should strengthen dialogue, sharing of information, and cooperation between the community and public school officials. Discussions of educational goals, standards, student achievement and shared concerns would include interested citizens as well as parents, county governmental representatives, school administrators, board members, faculty and students. 4. The East Mt. Evans area residents should work with the schools to develop innovative use of community adult volunteers as mentors, intern supervisors, providers of classroom resources, and in any other applicable ways that the adult backgrounds and educational needs suggests. There should also be better use of existing and new school facilities in the area for community activities, enrichment classes and adult education. 5. It is important for EMERGE to be served by up-to-date communication facilities and have access to the latest telecommunications technology. 5.1. Work to maintain and extend single line telephone service as development occurs. 5.2. Urge and facilitate improvement in cellular telephone capability. Consideration should be given to the visual impact if new towers are required. 5.3. To advance the economic health of the entire county, encourage the availability of single party telephone line throughout the county. 5.4. To become better informed about county activities, the		(which has limited capacity for growth), or a new facility that can support all future development in the area. 5. Implement stormwater infiltration and water quality regulations for all new development in the Floyd Hill study area to improve the stormwater infiltration system. 6. The County should investigate the potential of providing water and sewer service to existing properties located outside the study area in the event of an expansion of water and sewer service to Floyd Hill, and create such procedures as needed to ensure that any proposed service be coordinated allowing for service to additional property owners within the study area.		water district is formed, because of the potential depletion of groundwater and the loss of water not recharged to the local area. 6. Where there is an existing public water and sanitation district or public water district, the housing densities recommended in the Housing Section of this Plan should be followed. 7. The State Engineer's recommendation that the minimum average lot size should be five acres for single family residences should be adopted for this Plan. The size of the lot can vary based on three conditions as outlined on Page 6 of the plan. 8. The need for a hydrologic assessment for a proposed development will be determined on a case by case basis. 9. Conversion of wells from residential to commercial use should comply with the regulations of the State Division of Water Resources. 10. Sewage treatment facilities should comply with the regulations of the County Health Department. 11. A comprehensive study of groundwater quantity and quality should be completed by the state and county for as much of the study area as possible. The community should participate in this study. 12. The area's semi - rural atmosphere should continue to be served by roads improved and maintained to high standards. 12.1. Extension of blacktop roads should occur as development and density increase. 12.2. The county should ease the burden of such road improvements with builder contributions. 12.3. Transportation policy should include references and enhancements to foot, bicycle, and horse traffic as well as motorized vehicles. 12.4. Urge improvement of North - South access between this community and the larger part of Clear Creek County. 12.5. Improvements should be made only when the community character can be maintained and the environmental impacts are acceptable.	could jeopardize the water supply. 4.2. Any activity, commercial or otherwise, which would negatively affect the aquifers of the area could have: disastrous consequences for York Gulch residents and the environment. 4.3. Residents are encouraged to have their well water periodically tested by a qualified testing agency to maintain a baseline of accurate. Water quality data. 4.4. County. Regulatory agencies are supported and encouraged in their strict adherence to septic system regulations. 1. Efforts-should be made to minimize the effects on-York Guich which are caused by nearby gambling. Additional presence by law enforcement and Forest Service personnel would aid greatly in. this regard. 2. The BOCC and other agencies should not encourage the growth of gambling in. Gilpin County. York Gulch should in no way be utilized to support gambling, through access, water, or other means. 3. There is currently no demand or desire to extend additional public utilities in York Gulch, with the exception of extending telephone lines to those without service. 4. All future utilities which may be installed (such as electricity, water, gas, cable, etc.) must be underground for safety, maintenance, and aesthetics.

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		Clear Creek County public TV channel should be made available in the East Mt. Evans area. 6. Encourage enforcement and upgrading of codes with regard to septic tanks and water. 7. Discourage or outlaw rental properties without water and/or septic. 8. Require at least one sheriff's deputy to be domiciled within area with official vehicle at residence. 9. Enforce rules against unlicensed vehicle storage. 10. Require buried utilities for new subdivisions.				12.6. New development with the planning area should not be approved when the traffic generated would result in Level of Service F on existing road segments within the Evergreen area.	
Natural Resources		1. Water quantity and quality are major concerns. The county should review areas within the District containing small lots and recommend measures to address the problems of substandard lots and their effect on water quality and hazards. 2. Maximum use should be made of the school facilities through shared use with the community.· When new school facilities are in the planning stage, the school district should coordinate with various community organizations to design the facilities for joint use. 3. Development in the area should be at a scale consistent with locally available water resources. 4. Water quality should be maintained or improved as new development occurs. 5. To address these perceived realities and desired future, the community recommends that: 5.1. The existing groundwater resource should be protected. New or existing development should not be allowed to deplete the existing groundwater supply beyond the ability of the local area to recharge itself. Accordingly, the construction of new housing on lots smaller than 5 acres should not be allowed outside of a combined water and sanitation district 5.2. New public water and sanitation districts or public water districts can be formed only under the	1. Protection of the Fall River Watershed Basin and its ecosystem through limited private land ownership. This is a "first priority" goal/action in the plan 1.1. The *vital watershed role* of the Fall River Valley should be protected and maintained, including the riparian ecosystem upon which it depends. 1.2. The *unique riparian ecosystem* of the Fall River Area should be given priority consideration as to its maintenance and protection. This is what makes it an attractive, desirable community and a unique and valuable asset to Clear Creek County. 2. Ground water sources should be protected and purity (safety) maintained. Voluntary annual testing of wells and inspection of septic systems is recommended.			1. The existing groundwater resource should be protected. 2. New or existing development should not be allowed to deplete the existing groundwater supply beyond the ability of the local area to recharge itself.	1. All residents are encouraged to become knowledgeable about fire prevention and to take action to minimize the fire-danger on their property through the implementation and maintenance of "defensible space." 2. More residents are encouraged. To become trained .firefighters through the ESD. 3. Recreation on public lands present a significant fire risk in the area. Efforts by the Forest Service, Emergency Services District (ESD), and Sheriff's department to minimize inappropriate campfires and other dangers will improve the fire safety in York Gulch. 4. Government enactment of "campfire bans" when high fire danger exists should be more routine. 5. We encourage the adoption of county regulations which would require notification to the ESD for open burns in order to prevent false alarms. 6. Residents of York Gulch are: advised to be aware of wildlife dangers and minimize interaction with wildlife by proper trash handling and storage.

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		following conditions: (Please refer to pages 20-21) 5.3. New individual and private wells should not be allowed where a public water and sanitation district or public water district is formed, because of the potential depletion of groundwater and the loss of water not recharged to the local area. 5.4. Where there is an existing public water and sanitation district or public w::ter district, the housing densities recommended in the Housing section of this Plan should be followed. 5.5. The State Engineer's recommendation that the minimum average lot size should be five acres for single family residences is adopted for this Plan. Water usage per day, per dwelling unit, per. five acres, should be the equivalent of no more than 298 gallons. Ninety percent of this water should be returned to the groundwater table. 5.6. A hydrologic assessment and water quantity and quality feasibility study will be required for all proposed developments. 5.7. Conversion of wells from residential to commercial use should comply with the regulations of the State Division of Water Resources. 5.8. Sewage treatment facilities should comply· with the regulations of the County Health Department. 5.9. A comprehensive study of groundwater quantity and quality should be completed by the State and County for as much of the area as possible. The community should participate in this study. 6. To foster healthy, biologically diverse forests which are safe from wildfire and whose non-consumptive uses are available to the general public. 6.1. The cumulative adverse impact of development activities on all					

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		components of the forest ecosystem should be considered and mitigated to the fullest extent possible. Public access to public forest land should be enhanced where increased recreation will not degrade the ecosystem components such as critical wildlife habitat or rare plant communities. 6.2. Forests should be thinned and fuelbreaks developed around all new and existing subdivisions to assist in stopping wildfire from spreading both into and out of residential areas. The Colorado State Forest Service should be contacted by homeowners groups for technical and financial assistance in thinning and fuelbreak development in areas of high wildfire hazard. 6.3. Owners of private forest lands should be encouraged to have forest management plans prepared. T11ese plans can enhance forest values on private lands and afford owners of tracts of forty acres and larger the opportunity to have their lands assessed for property taxes at lower agricultural land rates pursuant to Section 39-1-102 (1.6), C.R.S. 6.4. If the transfer of Bureau of Land Management lands located in the East Mount Evans area is consummated, these lands should be held by Clear Creek County and not actively developed. Resource management, including recreation, should take place on an ecosystem basis and be integrated with surrounding public lands for the overall goal of preservation and enhancement of biological diversity.					

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		7. To preserve the opportunity for current and future residents and visitors to experience and enjoy the wildlife resource (both game and non-game) in the East Mt. Evans area. 8. To protect wildlife and sensitive habitats by incorporating wildlife management goals into development plans and zoning ordinances. 9. To maintain, rehabilitate, and enhance wildlife habitat to ensure the continued environmental, educational, economic, and aesthetic value of this resource. 10. To preserve all existing wetlands or mitigate wetland impacts. 11. To increase public and private protection of wildlife habitat through conservation easements and land trusts. 12. To provide public education programs to increase awareness of wildlife values and concerns. 13. Zoning for Jot sizes and average residential densities. The Colorado Division of Wildlife (DOW) and the Natural Resource Work Group have identified various wildlife resource areas within the community. These areas are identified on the wildlife resource map Based on these areas' sensitivity to disturbance from residential developments the following criteria should be incorporated into zoning regulations and county ordinances. 13.1. Very High Habitat Quality - these areas have the highest priority for protection and should not be developed: 13.1.1. within 100 meters of wetlands and riparian areas 13.1.2. elk calving areas 13.1.3. nesting/breeding areas of DOW species of concern 13.1.4. old growth forest 13.1.5. within 100 meters of high value aspen-ponderosa pine ecotones					

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		13.1.6. areas with special-status plants 13.1.7. within 1/4 mile of deer/elk ridgetop and drainage movement corridors 13.1.8. designated deer and elk winter range 13.1.9. raptor nesting areas 13.1.10. meadows 13.1.11. areas well within unfragmented habitat 13.1.12. seasonal black bear feeding area 13.1.13. Even 14. Limit development in above stated high quality habitat areas to 1 unit per 35 acres 15. Limit development in moderate habitat quality areas to 1 unit per 7 acres maximum subject to other limitations in the plan. 15.1. South facing slopes 15.2. Uneven-aged forests with snags and dead-down components 16. Limit development in low quality habitat to 1 dwelling per 5 acres subject to other constraints covered elsewhere in this Plan. 16.1. Even aged, young growth forests. 16.2. South facing slopes 16.3. Uneven-aged forests with snags and dead-down components 17. Encourage landowners to protect and restore riparian (streamside) vegetation by the following means: 17.1. conservation easements 17.2. setback requirements 17.3. incentives to protect and restore stream channels from grazing impacts 17.4. review of proposed subdivision plans 17.5. incentives to plant streamside willows, cottonwood, alder, and other riparian plants 18. Wetland Resources 18.1. Inventory and evaluate all important wetland					

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		resources in the area for their values for fish, wildlife and biodiversity for publication, education and information. 18.2. Petition the Environmental Protection Agency to recognize and designate important wetland resources as unsuitable for filling or modification. 18.3. Require all new subdivisions to provide an engineering report that identifies on-site wetlands and/or wetlands down gradient of the project that could be affected. 18.4. Require all new subdivisions to submit .wetlands mitigation plan for any development which would impact wetland resources. 18.5. EMERGE will review all proposed subdivisions and other developments for potential wetland impacts, oppose developments which would result in a net loss of wetlands. 18.6. Preserve stream boundaries and alignment through a process of site design and development that is responsive to natural conditions. Channelize or relocate water courses only when these are the only ways to alleviate existing hazards. When hazard reduction methods are needed, restore drainageways in a manner that emulates the form, vegetative appearance, and hydrologic functions that would occur under natural conditions and processes. 18.7. Protect all unique wetland resources through acquisition of conservation easements or other forms of land trusts. Encourage and provide incentives to public and private landowners to restore and protect important wetland resources.					

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
Land Use/Community Character	1. Provide a guidance framework that sets the area's development expectations, and protect property values and quality of life. 2. Protect environmentally, culturally or historically sensitive areas and designate future land uses consistent with the preservation of these areas. 3. Address neighborhood concerns when land use policies are being made. 4. Open Space shall be top priority as BLM lands are disbursed. 5. New commercial uses shall be restricted to currently zoned commercial areas. 6. That agencies, citizens and development interest cooperate. 7. Foster local partnership projects. 8. Commercial developments shall provide landscaped visual and sound buffers from residential areas. 9. Maintain our status as unincorporated Clear Creek County. 10. Neighborhood advisory committees should be established where communities want them. 11. D-L·D's neighborhood advisory committee (D-L-D Association) is to be advised of matters presented to County Planning Commission, Board of Adjustment and BOCC which affect D-L·D area. 12. High density housing doesn't fit with the rural character and quality of life in the D-L-D community. Recognizing the need for this type of housing in the county, we believe high density housing should be located near existing services within the various municipal boundaries.	1. Residential development should respect and maintain the unique mountain environment and rural atmosphere of the East Mt. Evans area. 2. All developments should be compatible with the area's natural setting and overall rural character. 3. The existing very low average density, single family residential character should continue to predominate. 4. The amount of residential development should be kept in balance with the provision of appropriate and timely public services and quality of life. 5. Property values will be more greatly enhanced by very low-density, environmentally and aesthetically sound development, than by higher density development 6. To maintain the overall rural character of the East Mt. Evans area, housing densities should be as recommended in the following three categories: 6.1. Outside the Upper Bear Creek Sanitation District, created in 1980, the density for detached single family housing should range from 5 to 35 acres per dwelling unit, depending on the environmental conditions, compatibility with adjacent development, and quality of the site design. 6.2. In areas where the Upper Bear Creek Sanitation District is expanded, the density for single family housing should range from 5 to 35 acres per dwelling unit, depending on existing zoning and platting, environmental conditions, compatibility with adjacent development and quality of site design. 6.3. Inside the existing Upper Bear Creek Sanitation District, the density for detached single family housing on previously platted lots should range from 1 to 15 acres per dwelling unit, depending on environmental conditions, compatibility with adjacent	1. Plan Cover Statement: "Stewardship for today and tomorrow" Our Quality of Life depends on our level of stewardship; effective stewardship rests upon good planning, effective controls, and-consistent and continuous evaluation. 2. Mitigation of the Spillover Effects from Central City, specifically county support in an alternate site for construction of the Central City Water Diversion Project. 3. Protection from overexploitation of the existing private lands by enactment and enforcement of strict zoning regulations. 3.1. Zoning laws should be strengthened and their integrity maintained. Strict enforcement will protect our area from damaging long-term abuse. Variance requests should be carefully scrutinized end limited (the exception, not the rule), especially with regard to size of parcel, setback requirements, degree of slope, sanitation and access requirements. 3.2. Mining activity should be controlled and limited, and ultimately eliminated, either through direct county intervention or county support at the state or federal level. 4. New zoning of BLM lands must reflect a respect for local values and conditions; it should not be redundant nor degrading to surrounding areas. 4.1. Small [BLM] parcels should be sold to existing contiguous landowners as nondivisible additions to currently-owned parcels. It is recommended that the size of parcel be limited to a size equal to the area of any existing contiguous holdings,	1. This master plan does not include a traditional land use plan with a recommended amount of development or density; rather, it is a guide to the County that provides steps to implement different levels of development, the infrastructure costs and transportation needs associated with that process, a hierarchy plan to guide development intensity in the Floyd Hill study area, as well as design guidelines that promote smart growth principles and maintenance of a traditional community form. 2. The master plan instead provides the County with a guide for implementation of several different alternatives, including development requiring different transportation and utility scenarios. 3. When evaluating potential future development, the most sustainable, fiscally sound, and efficient land use pattern is likely to be a balanced range of residential, community-based retail, motel, office, and industrial uses, organized in defined clusters and phased with the provision of adequate public services and amenities. 4. Plan presents two conceptual alternatives with different levels of development: 4.1. **Baseline Condition:** Analyzes the approved unbuilt development plus potential development under the then existing zoning. 4.1.1. The Baseline Development Plan does not promote growth in specific areas as the Level and Level 2 Plans that follow the Hierarchy Plan of Activity Center, Transition, and Edge zones would. 4.2. **Level I Development.** Analyzes the amount of development that can be supported by the existing high school wastewater treatment plant, and includes a mix of office, retail and residential uses. 4.2.1. Development should be concentrated with higher density and intensity accommodations, commercial/retail, offices, and		1. The general consensus of the residents in the area is that development of the area should be minimized. 2. The natural condition of the area should be preserved to the maximum extent. 3. The primary goal of Upper Bear Creek is to maintain the standard of living of the residents of the area. 4. One of the dominant concerns of the Upper Bear Creek area is to not look like Evergreen in the future. 5. Another of the concerns of Upper Bear Creek, is overpopulation through these massive subdivisions being built.	1. Vision Statement/Goal: Preserve, protect, and enhance the peaceful, safe, and beautiful environment of our neighborhood. 2. The residents of York Gulch strongly desire to remain a low density, single. Family residential area. The County Commissioners are encouraged to continue the current M-1 zoning and the policy of only one residence per mining claim. 3. Any commercial or industrial development other than what is currently allowed under M-1 zoning should be prohibited. 4. Horne businesses are acceptable in the area provided they do not interfere with or alter the residential quality of the neighborhood. 5. Part time residents are welcome in York Gulch. 6. Should public lands in the area become privately owned in the future, they should be zoned for conservation easement (Natural Resource-Preservation/Conservation [NR-PC]) or MR-LT, allowing only one single family residence per ten acres. 7. No multi-family housing units or commercial development should be allowed. 8. A high priority is placed on visual resources, therefore, residents are encouraged to consider the aesthetic effect of their residence and property. 9. Housing and construction should be sensitive to the natural environment in order to achieve balance between residential use and open space. 10. Structures should blend with the environment and not infringe on the views or solar access of adjacent properties.

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		development and quality of site design. 7. The East Mt. Evans area's rural character should be preserved. 8. No housing development should occur in areas of critical wildlife habitat. 9. Housing should be sited so that it is screened from view as much as possible. 10. New housing should not obstruct important views or visually dominate the landscape. 11. Housing densities should be based on environmental conditions and whether the development is inside or outside the Upper Bear Creek Sanitation District. 12. Design guidelines will be developed and followed as a tool for development review. 13. Common open space in residential areas should be encouraged, especially in higher density areas. 14. New development must pay in full for any incremental (i.e. marginal} costs incurs. Such costs include: environmental impacts and losses of environmental amenities; increased costs of schooling, roads, utilities, and local services; incremental costs of water, forest, wildlife, natural resources, traffic, and wildfire management. 15. The East Mt. Evans area should continue to be a place where natural settings are important and take precedence over development. Open areas and important view corridors should be preserved through quality site and building design. 16. The Design Guidelines, yet to be developed, will contain recommendations that can foster quality site design. The Design Guidelines should be used in concert with the other recommendations in this plan. 17. Lands within the district that are not yet platted must meet the Clear Creek County zoning regulations (sec. 5.B.6.a) subject to factors unique to a site including, but not limited to, wildfire and geologic hazards, wildlife habitats and corridors, water supply, soil erosion and sewage treatment. 18. Slopes should be a constraint on development because, as slope increases, it has an effect on the	Further, it is recommended that the zoning of such [small] parcels be restricted limited to M-1 or MR-1 or NR-PC, for residential and/or recreational purposes only. Mining use (M-2) is not compatible with the residential character of the established community. 4.2. Large parcels and other small parcels should be retained by the county under NR-PC zoning regulations as open space for wildlife and watershed management. An alternative to this suggestion would be to transfer such areas to another management agency, such as the Colorado Division of Wildlife for their management as wildlife habitat and watershed maintenance. 5. Responsible, limited development of existing private lands as low-density residential areas. 5.1. We believe the highest and best use of the lands in the Fall River Area to be low-density, single-family residential development within and subordinate to its role as a watershed basin made up of open space and wildlife habitat. 6. Unpatented mining claims currently maintained within the area should be offered for sale to the holders of such claims with the following restrictions: Use is limited to residential or recreational {M-1, MR-1 or NR-PC). Mining uses should be strictly and forever prohibited because this use is incompatible with the residential and recreational nature of the area. Such uses degrade the quality of a residential area {and its value to the larger community) with air, noise, aesthetic and water	public institutions land uses in the Activity Center, lessening mixed use density in the transition, and lower density residential edge areas of the Hierarchy Plan 4.2.2. The land uses in the Activity Center of Level 1 Development should include higher density residential such as medium scale townhomes and live-work units. Retail, restaurants and offices are also recommended for the Activity Center area. In the transition area, townhomes or clustered lot and patio style single family detached are recommended. 4.2.3. Smaller public institutions, office and light industrial, small stores and parks and recreation are also recommended in the transition area. In the edge area, single family detached homes, public institutions, and open spaces are recommended. All land uses should be integrated and connected in a well-planned, compact development style. 4.2.4. The Level 1 Development Plan begins to create the sense of place and "gateway" at the Activity Center of the Floyd Hill area. 5. Implement an Overlay Zoning District or other planning mechanism for the Floyd Hill area that follows the design guidelines for any future development applications.			

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		following items: (1) construction difficulties, visual impacts, access, runoff, wildfire, septic, water availability and depth to bedrock/rock outcropping that impact septic, well and home construction (See page 13 of the plan for more detail). 19. Development which preserves and enhances the natural environment should be encouraged. 20. Natural hazards must be recognized and considered in any development proposal. 21. Development must mitigate natural hazards and in areas where the hazard to the specific development or local area is too great development should be avoided completely. 22. The needs of all wildlife species should be considered with special efforts made to preserve and enhance critical habitats and movement corridors and decrease losses resulting from direct human/animal contacts. 23. Water quality and quantity should be protected for both consumptive and instream uses. 24. Additional study and recommendations regarding water quality and quantity, included methods of domestic water supply and sewage disposal should be undertaken. Development in the area and management of all natural resource components in the area should focus on ecosystem management and preservation and enhancement of biological diversity through multiple use management. 25. Some of the specific site design concepts which should be followed in order to protect the visual quality of the community are: 25.1. Development should be integrated, through its location and design, with the existing natural character, i.e., color, line, texture, and form, of the site. 25.2. Site disturbances should be minimized where disturbances are unavoidable, the resulting landscape should be integrated with the natural landscape by	pollution rather than enhance the total environment and assessed value of any given area.				

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		using similar vegetation, lines, colors, textures, and forms. 25.3. .Maximum use should be made of a site's capacity to screen development from view. For areas with less than adequate landscape screening capacity, the visual diversity and landscape screening of the site should be enhanced. 25.4. 4The visually attractive and high quality elements of a site's landscape should be maintained. The less attractive and lower quality portions of the site should be upgraded. 25.5. Measures should be taken to insure architectural quality, especially when buildings are the visually dominant component of a landscape. 25.6. The silhouette effect of structures on prominent ridges should not be allowed. 25.7. All disturbed areas should be revegetated. 25.8. Lighting which is obtrusive to surrounding areas should be avoided. 26. To minimize the visual impact of mail boxes, they should be dispersed into small groups and integrated into aesthetically pleasing structures.					
Open Space, Trails and Recreation	1. Open Space shall be top priority as BLM lands are disbursed. 2. Priorities for Open Space are: 2.1. Water frontage (Clear Creek, Mill Creek, Silver Creek, trail Creek) 2.2. Wildlife habitat 2.3. Ridgetops, summits 2.4. Historically significant sites 2.5. Recreational trails (new and existing) 2.6. Community parks (Lawson)	1. The rural and open space character of the East Mt. Evans community is a tremendous asset that should be maintained. A network of public and private open space, trail corridors, and active and passive recreation areas should be developed. 2. The existence of a large amount of undeveloped land within the East Mt. Evans area is integral to the overall character of this community. 3. Within the area, all existing public open space should be preserved for recreational and/or wildlife use. Also, as much additional open space land as possible should be secured by public agencies before	1. Limited sales of former BLM Lands during the distribution process. 2. Retention of most former BLM Lands as open space for protection and maintenance of the watershed.	1. Maintain current County standards of preserving dedicated open space.	1. GOAL 1. To develop and maintain a Recreation Master Plan for the area, considering the rights and responsibilities of individuals and entities affected, to include plans for sub-areas, all to be submitted for Planning Commission review. The intent of all plans will be to monitor and guide the current and future recreational use of the area in an environmentally sensitive manner in order to provide for the public health, safety and welfare. 2. GOAL 2. To develop and maintain cooperative agreement for management of Goal Number 1. 3. GOAL 3. To coordinate with at her Master Planning efforts.	1. The primary goal of the area, the preservation of the natural setting in public lands, is being accomplished currently. 1.1. No further action is required. Some federal agencies are cutting back on their responsibilities because of the federal budget cuts. 1.2. In the future some of the public land in the area may be put up for sale and available for development. The residents of Upper Bear Creek need to be aware of any plans to dispose of the public lands and adjust goals and policy accordingly.	1. York .Gulch and Clear Creek County should retain as much open space .as possible. 2. Existing public lands should remain public lands. The exception would be the sale of small tracts of public land which adjoin private property, which is-supported, provided it does not change the zoning .of either .property, or result in construction of more than one single family home per combined site. 3. The-Forest Service should retain-its current land and resource designation, “dispersed recreation", for York Gulch and surrounding areas. 4. It is the very strong belief in York Gulch that the former BLM

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		it is developed. If public agencies decide to divest themselves of land held in the area, the county should step forward to purchase and preserve the lands for open space. 4. There needs to be greater communication and cooperation among the entities involved in the management of open space lands to ensure that their goals and objectives are compatible, and that efficient use is made of natural scenic and historic resources. The public entities that should be involved include: 4.1. U. S. Forest Service 4.2. Colorado State Land Board 4.3. Denver Mountain Parks System Clear Creek County 4.4. Jefferson County 4.5. Colorado Division of Wildlife Bureau of Land Management Colorado State Land Board 5. The preservation of open lands within the area will be necessary to keep it from merging with the growing Evergreen communities to the east. 6. Private open space should be protected, and creation of conservation easements or similar protective programs should be encouraged for the following reasons: 6.1. preserve a rural character; 6.2. maintain visual and scenic quality; 6.3. protect wildlife habitat; 6.4. buffer existing and future development; 6.5. provide open land or park experiences within future development; 6.6. preserve a link to the co=unity's cultural and historic ranching heritage; 6.7. enhance property values. 7. There should be increased communication between the residents through EMERGE and the various government organizations responsible for public open space, parks and planning in the area. 8. Coordinated efforts should aim for developing better access to, and linkages between public open spaces. This could be achieved through a variety of techniques including the use of easements or			4. The plan creates very specific open space and recreation policies for this subarea as whole and for three specific subareas as shown in pages 1-7. 5. There is a very specific subarea boundary that needs to be mapped.		properties in this area should remain open space. 5. Small parcels of BLM property which are adjacent to private property should be made available to the private property owner(s), maintaining current dwelling restrictions based on M-1 zoning.

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		acquisition of additional open space. · 9. Better access to public lands should be developed when sensitive wildlife habitats, fragile terrain, and unique vegetation are not threatened. 10. Private property owners of large undeveloped tracts of land should be encouraged by proper planning to preserve open space through a variety of conservation and preservation techniques. 11. An improved trails network should be developed that provides additional trails for hiking, biking and equestrian use, and precludes motorized vehicles. 12. Sites for other passive recreational activities, such as fishing along Bear Creek, should be identified and acquired. 13. Active recreational· sites such as multi-use athletic fields, and shooting ranges, should be developed. The development of all recreational facilities should be compatible with the natural mountain setting. 14. A community park should be established as a center for community recreational activities. 15. Landscapes that have special visual qualities and views that are frequently seen by many people should be preserved and maintained. 16. Quality landscapes should be protected from unnecessary visual disruption by insuring that development makes maximum use of the natural screening capabilities of the landscapes. 17. The significant visual resources that should be protected and enhanced include: meadows, ridges, hillsides, waterways, vistas, unique vegetation, historic structures, valleys, rock outcroppings, and Upper Bear Creek and Mt. Evans. 18. Land uses that are compatible with these visual resources should be encouraged. 19. When development is proposed in a visual resource area, the appropriate Design Guidelines should be followed to ensure the compatibility of man-made and natural environments.					

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		20. In all cases, visual impacts of dominant structures, steep building sites, road grades and cuts, and predominant utility lines and poles should be minimized. 21. There should be the development of an improved trails network that provides additional trails for hiking, biking and equestrian use, and precludes motorized vehicles. These trails should: 21.1. vary in length, ascent and natural experiences; 21.2. link areas of the community; 21.3. traverse diverse landscapes; 21.4. access views and vistas; 21.5. intersect to allow the traveler a choice of paths to a destination; avoid areas containing endangered species or fragile environments 22. Public land should be made more accessible provided that wildlife habitats and fragile natural environments can be protected. 23. Trail corridors should utilize flood plains, public rights-of-way, existing and abandoned utility rights-of-way, leased private property, parks and public open space. They should be used to connect open space parcels. The trails map (to be completed) shows the major trail corridors, existing and proposed. These trails should serve pedestrians, equestrians and bicyclists. In addition, pedestrian and bicycle paths should be located along the three primary roadways in the area - Upper Bear Creek, Stagecoach, and Witter Gulch. 24. Passive and active recreational areas should be acquired to diffuse the pressure for recreational opportunities as growth occurs. 25. Protect and enhance open space and natural resources by designing recreational facilities and outdoor multi-use fields to be compatible with their mountain setting. 26. Preservation of visual open space should be a priority because it is critical to the perception of the rural mountain environment and to the unique mountain area. The views and vistas in the East Mt. Evans area should be protected					

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		and enhanced as development occurs. · The significant visual resources identified in this section, and the recommendation for their preservation, should be carefully considered when development proposals are reviewed. 27. The significant visual resources that should be protected include the following: 27.1. All views of Mt. Evans and surrounding peaks. 27.2. All views of Hicks Mountain. 27.3. Meadows and waterways on Bear Creek, Yankee Creek, and Corral Creek. 27.4. Open ridges and forested hillsides along major valleys. 27.5. Special vistas, rock outcropping and unique vegetation and timbered areas. 27.6.					
Transportation	1. Promote smooth, safe and efficient traffic flow in, through and around the D-L-D area for motor vehicles, pedestrians, bicycles and equestrians. 1.1. The local street system shall be designed, maintained and improved especially to promote public safety and convenience. 1.2. Keep the semi-rural atmosphere outside the I-70 corridor while ensuring quality maintenance for our roads and trails. 1.3. Keep active communication with, the BOCC on addressing Road and Bridge issues, such as paving, maintenance, road improvements, dust control, signage, etc. 1.4. Promote local access to public transportation services presently going through our area for local travel as well as to the metro area and airports. 1.5. Endorse that I-70 should be maintained within its current right-of-way. 1.6. Promote cleanup of the I-70 corridor environment by the Colorado	1. EMERGE desires to continue its semi-rural atmosphere served by roads improved and maintained to high standards. 2. Extension of blacktop roads should occur as development and density increase. 3. The county should ease the burden of such road improvements with builder contributions. 4. Transportation policy should include references and enhancements to foot, bicycle, and horse traffic as well as motorized vehicles. 5. Establish committee within EMERGE to assist county in setting priorities on road maintenance and keep up active communication with county on road problems, planning, drainage, etc. 6. Urge improvement of north-south access between this co=unity and the larger part of Clear Creek County. 7. Through work with the appropriate government entities EMERGE will strive to maintain ease of access maintaining the minimal traffic congestion now in existence while at the same time encouraging carpooling and public transportation at its periphery.	1. Fall River Road should be adequately and regularly maintained as to its surface condition. Ebert Hill should be paved and its safety enhanced at the earliest possible time. 2. Law enforcement should be adequately provided, especially regarding speed controls, and particularly during heavy seasonal use of surrounding recreational areas during summer months and weekends.	1. Apply for a service annexation into RTD for the Floyd Hill area. 2. Work with landowners and agencies to design and construct new egress and access roads. 3. Maintain and enhance the existing emergency egress route at Pat Creek, south of the study area. 4. Sign, maintain and enhance the secondary emergency vehicle egress route at Sawmill Court and provide an alternative route which meets or exceeds the quality of the existing route. 5. Adopt a County standard for a maximum number of residential units that may be constructed off a single point of access. 6. Work with CDOT to provide a westbound off-ramp at the mile marker #247 interchange.		1. The area's semi- rural atmosphere should continue to be served by roads improved and maintained to **high** standards. 1.1. Extension of blacktop roads should occur as development and density increase. 1.2. The county should ease the burden of such road improvements with builder contributions. 1.3. Transportation policy should include references and enhancements to foot, bicycle, and horse traffic as well as motorized vehicles. 1.4. Urge improvement of North - South access between this community and the larger part of Clear Creek County. 1.5. Improvements should be made only when the community character can be maintained and the environmental impacts are acceptable. 1.6. New development with the planning area should not be approved when the traffic generated would result in Level of Service F on existing road segments within the Evergreen area.	1. The Gilpin-Clear Creek Home and Landowners Association, Inc. ("GCCHLA") plans to continue to maintain· the road system in· its current state, providing improvements.as needed for safe vehicular travel. Assistance from the county at the request of GCCHLA for maintenance is\ greatly appreciated. 2. The continued involvement of the county in resolving disputes and misunderstandings about road right of way and access is encouraged and appreciated. 3. The steep section of county road between Chinook and Saddle Drive is perhaps the most dangerous and troublesome section of road in York: Gulch. A guard rail in this area is needed to prevent a serious accident. 4. Improve the York Gulch Road and Fall River Road intersection by widening, reducing slopes, and improving visibility. 5. The. Special Use Permit with the Forest Service needs to be reviewed and updated periodically to insure that all necessary roads are included.

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
	Department of Transportation	8. County standards for acceptance of roads should be strictly enforced.					
Housing	1. Support continued availability of all levels of housing, expecting future building to be well-planned, safe and sanitary (from mobile homes to high-end properties).	1. Housing opportunities should be provided for different lifestyles and levels of income in order to create community diversity.					
Cultural/Historical and Community Quality	1. Promote the establishment of a community core area in the DLD area. 2. Preserve and maintain all historically significant sites, i.e., Dumont School house, Mill City House, cemetery, Colorado Cabin, grave near the Post Office, Mill Creek arastra. 3. Keep the Post Office in Dumont. 4. Pursue a historical/cultural resource inventory of D-L-D area. 5. Foster the development of written history for our area, through the Mill Creek Valley Historical Society and other appropriate agencies and institutions.	1. Historic resources provide links to the past, enriching the area's character. The destruction of tan important historic site is an irreversible loss. Because of their social and economic values, preservation of important historic sites should be a priority of the East Mt. Evans area residents. 1.1. Allow land uses which preserve and maintain historic resources or, as necessary, relocate them to suitable sites for preservation: Development in· the East Mt. Evans area should integrate historically significant structures or sites into site design and development plans. 2. The East Mt. Evans area should develop additional recreational and entertainment resources that contribute to the area's healthy lifestyle and sense of community. 2.1. Develop community resources and programs which allow and encourage strong community spirit. 3. An updated inventory of the area's historic and archaeological resources will be completed. This inventory should then be assessed to determine what structures or sites are important to preserve. 4. Development should integrate historically significant structures or sites into site design and development plans. 5. Community resources and programs which encourage strong community spirit should be proposed. These might include: Welcome Wagon, East Mt. Evans area, "Clean Up the Neighborhood" days, a Neighborhood Watch program, etc. 6. Preserve the historic locations in the area.	The plan's survey showed moderate interest in historic preservation.				

Common Thread	D-L-D	East Mount Evans	Fall River	Floyd Hill	Georgetown Lake/Saxon Mountain Area	Upper Bear Creek	York Gulch
		7. Conduct oral interviews with longtime residents to learn more about the area's history. 8. Conduct formal inventory of historic sites in the area and make it available to residents and interested persons. 9. Provide public education programs to increase awareness of local history and historic sites. This could be done through local schools, libraries, brochures, historic markers, and perhaps the Outdoor Education Laboratory.					
Hazards	A policy for mitigating wildfire hazard is found for the regional commercial center at the I-70/Hwy 40 exchange.	Detailed policies on hazards that will overlap the in progress hazard mitigation plan. The hazard plan team may want to review policies on pages 29-36.	Wildfire, flood hazard is discussed in the plan	Implement a forest management plan specific to Floyd Hill to address wildfire potential, including fuel reduction and defensible space regulations. See that the forest management recommendations in the Clear Creek County Community Wildfire Protection Plan be implemented.		1. Protect life and property from the effects of hazardous events. 1.1. Section 7.4 of the Plan contains detailed policies on geologic, floodplain, radiation, methane and wildfire hazards. These policies are universal for the county as a whole and should be incorporated into the hazard mitigation plan element of the new CCC plan. Please refer to pages 29-32 of the plan.	Forest fires, safety and prevention are discussed in the plan.
Community Assets		1. Independent minded, self-sufficient mountain people 2. Strong community identity 3. Volunteerism 4. Magnificent natural setting 5. Good retirement setting 6. Well-educated population 7. Positive view toward support for community needs 8. Strong community spirit 9. Relatively low crime rates/drug abuse 10. Clean air 11. Community support for schools 12. Good water quality					
Challenges		1. Housing 2. Open space and recreation 3. Visual resources 4. Schools 5. Design guidelines 6. Historic preservation Community quality Water quality					

Highlighted Text = Current Goals; all other text not highlighted are policies of the current subarea plans.

Col C. Sort				Clear Creek County					
				Intergovernmental Agreement List					
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NR=not rec'd			**NE= no exp.**						
255167	12/1/2009	12/14/1973	NE	CCC	USDA Forest Svd.		Land Use Planning Coordination	815	50
		07/31/1974	Perpetual	County Clerk	City of Idaho Springs		Agmt. for Collection of Use Tax		
		01/01/1977	Perpetual	Jefferson Ctr. for MH	BOCC		Services to residents of CCC		
NR		11/19/1984	NE	State Board of Land Commissioners	BOCC		Memo of Understanding re: master plan and subdivision regs		
		06/03/1985	perpetual	CCC	Town of Silver Plume		County Rd. Maintenance		
NR		10/7/1985	NE	CCC	Eagle County	Lake County and Summit County	5th Judicial District Community Corrections Board		
		02/09/1987	perpetual	CCC	City of Idaho Springs		Municipal Prisioner Housing		
		04/01/1987	perpetual	County of Boulder	CCC		Inmate Housing for Boulder County		
		04/14/1987	perpetual	CCC	Town of Georgetown		Municipal Prisioner Housing		
		06/15/1987	perpetual	CCC	Town of Empire		Municipal Prisoner Housing		
		01/03/1989	perpetual	CCC	Colo. Historical Soc.	Georgetown Society, Inc, Town of Georgetown, Town of Silver Plume	Cooperative Management Agreement - HDPLC		
149646	08/29/1990	08/27/1990	NE	MillCreek Water & Imp. Assn.	CCC ESD		Fire Hydrants Agreement	476	775
		08/29/1990	perpetual	USFS	USBLM	CCC, Town of Georgetown, Georgetown Society, Inc,	MOU for Land Use Planning		
NR		03/25/1991	Perpetual	CCC	CCC Sheriff's Office	State Brd. of Agriculture	Agreement and Addendum to Agrmt. for Cooperative Wildfire Protection in CCC		
		08/23/1991	perpetual	CCC	Gilpin County		Inmate Housing		
NR		01/26/1993	Perpetual	CCC ESD	Colo. State Patrol		Reciprocal Hazardous Material Incident Assistance Agreement		
NR		09/01/1993	Perpetual	CCC	Town of Empire		Building Inspections Agreement Amendment		
		02/08/1994	CCC	City of Golden	City of Arvada	Jefferson County, City of Westminster, City of Northglenn, City of Idaho Springs, Cityof Thornton, Gilpin County, Black Hawk/Central City San Dist, Town of Empire, City of Black Hawk, City of Central, Town of Georgetown, Town of Silver Plume, Central CC San Dist, Upper CC Basin of Colorado, etc.	Standley Lake Water Quality		
NR		03/18/1994	Perpetual	Evergreen FPD	BOCC		Fire & Emergency Medical Services Mutual Aid Agreement		

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		06/15/1995	perpetual	City of Black Hawk	City of Central	Town of Empire, Town of Georgetown, City of Golden, Town of Silver Plume, City of Idaho Springs, Central CC San Distl, CCC, Jefferson County, CC Skiing Corporation, Henerson Mine & Mill, Adolph Coors Co, CDOT, Saddleback Metro Dist, Shwayder Camp, Mt. Vernon Cntry. Club.	MOU for Conducting Water Quality Management Activities in the Upper Clear Creek Watershed (and Bylaws)		
		01/09/1996	perpetual	Jefferson Cnty, JCSO	CCC, CCSO		Inmate Housing		
		06/04/1996	perpetual	CCC	City of Lakewood	Town of Morrison, Jefferson County, Park County, Evergreen Metro Dist, W. Jeffco Cnty Metro Dist., Genesee Water & San Dist, Kittredge Sanitation & Water Dist, Willowbrook Water and San District, Forest Hills Metropolitan District, Jefferson County Schools, Conifer Center San. Assn, West/Brandt Foundation, Brook Forest Inn, Bear Creek Dev. Corp. & Davidson Lodge	MOU Establishing the Management Agency for the Bear Creek Watershed		
		07/01/1996	perpetual	Jefferson Cnty.	Gilpin County	CCC, Private Ind. Council	Leo-Pic Agreement - employment training svc.		
NR		03/26/1997	Perpetual	CCC	Town of Empire		Agreement for Building Inspections		
NR		04/04/1997	Perpetual	CCC	State Brd. of Agr.		Forest and Watershed Fire Control Amdt I		
NR		8/15/1997	perpetual	CCC	Town of Empire	CCMRD, CCSD RE-1	IGA for Empire Ballfield		
NR		08/26/1997	Perpetual	CCC	CCSD Re-1		Agreement for Fueling		
NR		01/01/1998	Perpetual	Jefferson County	County of Gilpin	Clear Creek & Tri County Workforce Dev. Brd.	Tri County Workforce		
194549	04/15/1999	02/02/1999	NE	City of Idaho Springs	CCC		Annexation Agreement	580	855

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246618	10/18/2007	10/19/1999	Perpetual	CCSD	BOCC	IS, G-Town, Silver Plume, Empire, CCMRD, CCFA & CC Radio, Inc.	Radio License Application & Communications	781	941
198811	01/05/2000	12/13/1999	NE	CCC	City of Idaho Springs		Animal Control	592	329
199625	03/07/2000	02/22/2000	Perpetual	City of Central	City of Idaho Springs	County of Clear Creek	Coordinated Planning & Access Agreement	594	394
		04/17/2000	NE	Partners for Access to the Woods	USFS	Town of Empire, Easter Seals of Colorado; Berthoud Pass Ski Area/Silver Creek Holdings Co., CDOT, CCC, Colo. School of Mines, Henderson MIne & Nat'l Sports Center for the Disabled & Sanborn, Ltd.	MOU for Berthoud Pass Research Corridor for Universal Design		
221361	07/02/2003	07/07/2000	Perpetual	Central City PD	CCC Sheriff's Office		Mutual Aid Agreement	677	593
		07/11/2000	perpetual	City of Black Hawk	CCC		Recreational Trail Easement Agreement		
		08/10/2000	perpetual	CCC			DRCOG Mile High Compact		
221362	07/02/2003	08/15/2000	Perpetual	CC Fire Authority	City of Central		Primary Fire Protection Service Agmt.	677	597
203485	11/20/2000	11/09/2000	Perpetual	CCC	City of Central		Primary Ambulance Svc. Agreement	605	368
		05/01/2001	perpetual	Jefferson Cnty.	Gilpin County	CCC	1st Amendment to IGA Tri-County Workforce Agrmt.		
208088	08/21/2001	08/21/2001	Perpetual	CCC -CC Amb.	CCFA		Service & Facilities Agmt.	621	495
		09/01/2001	perpetual	Summit Cnty.	Lake County	Gilpin Cnty & & CC Cnty.	Intermountain Nurse Family Partnership		
		10/02/2001	Perpetual	CCC	CCMRD		Agmt. for Operation of AED's		
NR		10/03/2001	Perpetual	CCC	Gilpin County		Workforce Development		
		04/23/2002	Perpetual	CCC	City of Idaho Springs		Agmt. for Operation of AED's		
		05/07/2002	perpetual until terminated	Town of Georgetown	BOCC CCC	CCSO	Law enforcement coverage for Town of Georgetown		
		09/10/2002	perpetual	Jefferson Cnty.	Gilpin County	CCC	2nd Amendment to IGA Tri-County Workforce Agrmt.		
248522	4/15/2008	03/24/2003	until Reserved Capacity transferred	CCC	CCEDC	CCSD Re-1	Treatment Plan Construction & Reim. Agmt.	789	729
		03/31/2003	perpetual	CCC Nursing	CCSD Re-1		Mass Vaccination Response Clinic		
220642	06/02/2003	04/14/2003	Perpetual	CCC	City of Central	City of Idaho Springs	Amended Planning & Hwy. Access Agreement	674	554
		05/08/2003	Perpetual	CCC	USFS		Agmt. for Operation of AED's		
231489	01/18/2005	07/01/2003	until no longer needed	CCC	Town of Georgetown		Guanella Pass Road Imps. ROW	722	282
229457	09/14/2004	12/17/2003	Perpetual	CCC	City of Idaho Springs	Summit County	Est. of I-70 Central Mtn. Corridor Coalition	713	153
229180	08/25/2004	08/03/2004	Perpetual	City of Central	CCC	City of Idaho Springs	Amended Planning & Hwy. Access Agreement	712	53

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232642	04/15/2005	10/01/2004	Perpetual until cancelled by majority of parties	BOCC	CC Sheriff's Office	CCFA, Town of Empire; Town of Georgetown; City of Idaho Springs & Town of Silver Plume	Creation of CCC Communications Center Oversight Commission:approved by county on 12/21/04	727	440
		10/27/2004	perpetual	Clear Creek Cnty.	Gilpin Cnty.	Jefferson County	Regional Public Health Plan		
231651	02/01/2005	01/04/2005	perpetual	CCC	Gilpin County		Const. & Oper. of Animal Shelter	723	26
		02/10/2005		CC Nursing	Colo. Immunization Info. Sys.		Participating Site Letter of Agreement		
		04/12/2005	perpetual	CCC Nursing	Gilpin Cnty.		Prenatal Plus Program for Black Hawk location(minutes from Gilpin BOCC meeting - no official IGA)		
		07/13/2005	perpetual	CCC	CCSO	CC Fire Authority	Wildland Fire Protection Agreement		
		09/20/2005	perpetual	CCC EMS	CCSO		Agreement for operation of AED's		

Col C. Sort				Clear Creek County					
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		09/28/2005	until no longer needed	BOCC	CCSD RE-1		Joint Prosecution Agreement - water court		
236698	12/19/2005	11/01/2005	perpetual	CCC	Gilpin County		First Amendment to IGA for Animal Shelter	745	314
238289		01/01/2006	perpetual	CCC	Clear Creek Sheriff	Alpine Rescue Team, Inc.	Agreement to provide workers' comp insurance	751	480
243289	01/31/2007	01/31/2006		CCC	Town of Georgetown		IGA for the Acquisition of open space land in the Town of Georgetown	768	533
		05/22/2006	perpetual	CCC	Town of Silver Plume		IGA for Animal Control Services		
		05/31/2006	perpetual	CCC	CCC Sheriff	Evergreen Fire Protection Dist.	Wildland Fire Protection Agreement		
		07/19/2006	perpetual	CCC	County of Gilpin		IGA for Coroner Services		
239858	08/10/2006	08/01/2006	perpetual	CCC	Gilpin County		2nd Amendment to IGA for the Construction and Operation of an Animal Shelter		
245460	7/23/2007	6/15/2007	6/30/2010; then 5 auto renewals	Tri-County Workforce	Jefferson County	Clear Creek County, Gilpin County, Workforce Development Partner Organizations	Workforce Development	777	119
246513	10/10/2007	10/12/2007	perpetual	Town of Georgetown	CCC		IGA for Open Space in Georgetown	781	592
246845	11/7/2007	11/7/2007	perpetual	CCC	CC Fire Authority		Tech Park Tract E - Fire station	782	983
249616	7/14/2008	2/27/2008	perpetual	City of Black Hawk	County of Clear Creek		IGA for the Operation and Maintenance of Green Lake	793	596
251709	1/29/2009	3/5/2008	perpetual	CCC	Park County	Jefferson County; Gilpin County	IGA Establishing the Upper Mountain Counties Water Needs Assessment Consortium	801	82
248169	3/10/2008	3/7/2008	2 yrs from release of last product	DRCOG	CCC		Licensing Agreement Regarding Denver Regional Aerial Photography Project	788	2
NR		8/13/2008	perpetual	CCC	Jefferson County		SNS Distribution Plan between CCC & Jefferson County		
NR		8/13/2008	perpetual	CCC	Jefferson County		North Central Region Point of Dispensing Security Plan		
250858	11/12/2008	11/6/2008	perpetual	Gilpin County Public Health Dept.	CCC Nursing Services		MOU for WIC Services	798	10
252371	4/1/2009	4/1/2009	perpetual	CCC	Gilpin County Public Health Agency		IGA regarding State Tobacco Education & Prevention Grants 2009-2010 btwn CCC & Gilpin County Board of Health	804	399
NR		9/23/2009	Unknown	DRCOG	Clear Creek County	County of Gilpin, Volunteers of America	Amendment #1 to Senior Transportation Program Agreement		
254421	9/30/2009	9/28/2009	Not listed	Town of Silver Plume	CCC		IGA for Purchase of Land in Town of Silver Plume, CCC	812	572
256877	5/19/2010	5/19/2010	12/31/2015	CCC	Town of Empire		Noxious Weed Control	821	536
256933	5/27/2010	05/26/2010	12/31/2015	CCC	Town of Georgetown		Noxious Weed Control	821	781
256932	5/27/2010	5/26/2010	12/31/2015	CCC	City of Idaho Springs		Noxious Weed Control	821	778
256931	5/27/2010	5/26/2010	12/31/2015	CCC	Town of Silver Plume		Noxious Weed Control	821	775
259213	1/5/2011	10/27/2010	9/30/2109	CDOT	CCC		Ambulance Barn Lease	832	163

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258482	11/3/2010	11/3/2010	12/31/2020	CCC	City of Central		Animal Shelter Services	828	869
258479	11/3/2010	11/3/2010	12/31/2020	CCC	Town of Georgetown		Animal Shelter Services	828	859
258480	11/3/2010	11/3/2010	12/31/2020	CCC	City of Black Hawk		Animal Shelter Services	828	862
258630	11/17/2010	11/17/2010	12/31/2020	CCC	Town of Silver Plume		Animal Shelter Services	829	694
259088	12/22/2010	11/29/2010	yearly	CCC	CCC District Atty's Off.		Gaming Impact Funds	831	642
NR		12/5/2010	perpetual	CCC	ISPD, CCSO, Town of Georgetown, Empire Police Dept, DA, CSP	CCSO, Town of Georgetown, Empire Police Dept, DA, CSP	Cooperative Agreement Between Law Enforcement and Human Services, CCC, Colorado		
259983	3/15/2011	3/14/2011	12/31/2020	CCC	City of Idaho Springs		Animal Shelter Services	835	295
263433	2/28/2012	2/27/2012	perpetual	CCC	Town of Georgetown		Encroachment License Agreement for parking near County Annex facility	849	502
NR		4/16/2012		CCC	Clear Creek Fire Authority	Evergreen Fire Protection District, Clear Creek Sheriff's Office, Colorado State Forest Service, US Forest Service;	2012 Annual Operating Plan		
264043	4/23/2012	4/23/2012	NE	CCC	Town of Georgetown		IGA for Rutherford Trail Bridge	852	135
264818	7/11/2012	5/9/2012	perpetual	CCC	Gilpin Ambulance Authority		Emergency Medical Services Mutual Aid Agmt.	855	306
265881	9/28/2012	9/10/2012	perpetual	CCC	Grand County BOCC		Emergency Medical Services Mutual Aid Agmt.	859	501
266348	11/5/2012	10/16/2012	perpetual	CCC	Summit County BOCC		Emergency Medical Services Mutual Aid Agmt.	861	424
266154	10/19/2012	10/16/2012	perpetual	CCC	Gilpin County		IGA for SWAT Mutual Aid	860	665
266465	11/15/2012	10/23/2012	NE	CCC	Town of Georgetown		Amendment to IGA for Rutherford Bridge Trail	861	869
266513	11/19/2012	11/19/2012	NE	CCC	Jefferson County		Joint River Corridors Initiative Project	862	45
266929	12/20/2012	11/19/2012	12/31/2022	CCC	Town of Silver Plume	Town of Empire, Town of Georgetown, City of Idaho Springs	CCFA 2012 Amended and Restated IGA	863	780
267473	2/4/2013	2/4/2013	12/31/2013	CCC	Town of Georgetown		Land Use Activities in Joint Planning Area	866	351
267726	2/26/2013	2/13/2013	perpetual	CCC	City of Black Hawk		Amendment to IGA for Operation and Maintenance of Green Lake	864	263
267791	3/1/2013	2/13/2013	perpetual	CCC	City of Black Hawk		Amendment to IGA for Operation and Maintenance of Green Lake RECORDED TWICE	867	537
268559	5/2/2013	3/5/2013	3/31/2018	CCC	USDA Forest Svc	Colorado Parks and Wildlife, Boulder, Gilpin and Larimer	MOU for Recreational Sport Shooting	870	870
		3/12/2013	2/29/2016	CCC	City and County of Denver		Amendatory Agreement for Inmate Housing		

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268330	4/16/2013	3/12/2013	perpetual	CCC	City of Black Hawk	Gipin County; Evergreen Fire Protection Dist.	MOU for Communications Consortium	869	862
268841	6/3/2013	5/21/2013	4/30/2014; 1 year renewals	CCC	City of Westminster		IGA for Jail Services	872	123
NR		1/16/2014	12/31/2017	CCC	City of Idaho Springs		Colorado Dept. of Transportation CDOT		
		4/15/2014	12/31/2014	CCC	Jefferson County		Child Support Enforcement - 2014		
272785	7/7/2014	6/24/2014	perpetual	CCC	Town of Georgetown		Improvements to Rose Street in the Town of Georgetown	887	549
273047	8/5/2014	8/5/2014	Nov, 2014	CCC	St. Mary's Glacier Metro Dist		IGA for Coordinated Elections	888	525
273109	8/12/2014	8/12/2014	Nov, 2014	CCC	City of Idaho Springs		IGA for Coordinated Elections	888	806
273259	8/26/2014	8/16/2014	Nov, 2014	CCC	Town of Silver Plume		IGA for Coordinated Elections	889	477
273244	8/26/2014	8/26/2014	Nov, 2014	CCC	Central Clear Creek Sanitation District		IGA for Coordinated Elections	889	426
273827	10/15/2014	10/9/2014	perpetual	CCC	City and Couty of Denver		MOU for Short-Term and Long-Term maintenance of emergency evac route in Pence Mountain Park	891	676
275695	4/8/2015	3/10/2015	perpetual	CCC	Town of Georgetown		IGA about Acquisition of Open Space Land in Town of Georgetown	899	638
277124	8/11/2015	8/11/2015	perpetual	CCC	Town of Georgetown		IGA for Sharing costs of constructing the Tom Bennhoff Trail for Recreational Purposes	905	690

Appendix III – Community Engagement

STAKEHOLDER MEETING SUMAMRY

ECONOMIC FOCUS GROUP SUMMARY

CITIZEN SURVEY RESULTS

PUBLIC ENGAGEMENT SUMMARY

Clear Creek County Master Plan
Stakeholder Interviews – County Commissioners
Question Outline

GENERAL

What is your name?

Phil Buckland

How long have you been a commissioner?

Current term started in 2013

What brought you to Clear Creek County?

Moved here in the 1980's after school

Where in Clear Creek County do you live?
1 mile west of empire (West End of the county)

What is your profession? What do you do?

Background in engineering, transmission power lines

One of the elements we are exploring in the Master Plan is how closely do people identify with the "County" verses the municipality or "area" they live in? Do you identify with a particular part of the County?

No I don't identify with a particular part of the county, we're county wide. I have been involved throughout the county (different boards, schools, groups) and do not identify with Empire West. There's a divide between East and West side of the county. Denver commuters, second homeowners, and economic factors divide the county. It's geographically very far apart due to terrain. "Floyd Hill" is an abomination. Income differences, people in Evergreen West with more money skew the income difference. West end has a very transient "ski bum population", constantly fluctuating but the total stays about the same.

ABOUT CLEAR CREEK COUNTY

What are your top 5 concerns about the future of Clear Creek County?

1. Need to address “who we are”

2. Need to quit trying to “grow”, we have hit limit geographically. The land is maxed out in terms of carrying capacity. How do you make it better, not just bigger and live within your means physically? Henderson mine is prime example. It’s a unique situation, the county 75% open space with USFS lands, I-70 is the elephant in the room… It’s a narrow valley with no side roads, nowhere to go when something happens on the highway, it creates a problem. “I-70 is our blessing and bane”.

    a. We need to see if we are at CCC, I suspect we are. Water is an important indicator. To become sustainable we need to balance our energy mix, 40,000 cars pass through a day and they pollute. How do we balance our consumption with production? Likely the typical CCC resident takes the NIMBY stance
    b. Trees are another indicator, must be cleared or burned otherwise huge wild land fuel build up. Huge land use problem, people move here and use mining claims but don’t have water or access to resources.
    c. Challenge: Open space has been set aside, preservationist approach

3. Lots of pressure from developers, “economic drivers”, need to look beyond this. It creates jobs but either way if those people leave or stay they become a burden.
    a. Most people need two jobs to enjoy standard of living, there’s a job issue: primary care taker needs to work closer to home, only economy is retail tourism. These jobs were not intended to generate primary income, more of a student job. Unless jobs are providing a living for the locale, need full cost accounting of job creation.

4. The fourth utility- broadband. Emphasis how we live in the information age, telecommuting workforce, we need to increase broadband going forward. Need unlimited broadband, and true long term cost accounting. Put in total cost in maintaining, operating, and owning. Need to have enough in the bank for replacement down the road.

5. Public Health and Environmental Health-More convenient on the Eastern side. People need to expect this and plan better. It takes scale to make medical services work.

6. Need attainable housing- dated stock of housing, hard to own, on the backs of individual owning home who needs to account for maintaining.

7. Older people want to stay where they are and better ambulance services have allowed this. How do you address older people that want to fight their old age? Somehow we have fostered a mentality that we live in an urban area, we need to abandon that. Example: We have to have an ambulance but do we need 5 or do we need 2, the master plan needs to address what is sustainable at a base level. It’s like receiving a grant but

there's no thought of how to fund this long term. The right sizing needs to be determined for the counties critical role. What is the right size to provide a quality of life that people can live here and want to live here? Inherent carrying capacity is level should be pre Henderson mine.

What do you think are the best attributes of the County?

When people visit you, how do you describe Clear Creek County?

What are the top 5 words that best describe living in Clear Creek County?

In 10-15 years where do you see Clear Creek County?

Recognize limits of growth and consumption. Form a community that sustains itself. Figure out hazard mitigation for the future, huge challenge. Forest service and open space do not manage their land well; noxious weeds, fuel loading, wildfire, all disasters waiting to happen. Policies are national, and need to be factored into our master plan (i.e suppression, let it burn, or fuel loading). Consequence: If we don't manage then what are the consequences. Big challenge!

REGARDING THE COUNTY MASTER PLAN

What has been the biggest challenge with the current one?

Lack of clear vision and initiatives, we need to figure out, "what does the county need to do, want to do, and how?" The new master Plan should come up with some vision we can relate to and set initiatives to prioritize which are going to occur in order to achieve this.

What has been the best outcome?

What do you want the next Master Plan to accomplish?

Capital Planning, figure out what we can sustain, environmentally, financially, what do people what and what can we afford. Keep mining viable because we don't know what is happening in

the future. Treat it as a grant and do things that make it better. There was a previous land grant but it didn't focus on long term investments such as infrastructure. It's hard in the moment when there's a dollar in your pocket not to have another piece of pie. Instead we should use grant monies to help people insulate homes, build roads and homes more sustainably.

Any other thoughts, concerns or suggestions?

Renewables: solar garden is a good model, individually it's too hard to convince but on a county scale we could make some changes.

SE GROUP

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MEETING NOTES

STAKEHOLDERS:	Jim White, SOLVE Peggy Stokstad, CC Economic Development Corporation
PLANNING TEAM:	Drew Pollak-Bruce, SE Group Gabby Voeller, SE Group Fred Rollenhagen, Clear Creek County
DATE:	3/21/2016
RE:	CCC Economic Development and Fiscal Impact Discussion

PLEASE CONTACT THE AUTHOR IMMEDIATELY IF THERE ARE ANY DISCREPANCIES IN THE CONTENTS OF THIS DOCUMENT.

INTRODUCTION

- Welcome, agenda discussion
- Objective of call: getting us all on the same page in terms of understanding the issues at play and the broad values the Master Plan should consider in terms of economic development.

ECONOMIC DEVELOPMENT VALUES

- Review of Draft Vision and Policy Framework Statements
- Statements have been reviewed by CAC; these do not reflect the feedback from them yet. Review not intended to be a wordsmithing exercise, rather to spark conversation and get us thinking about important issues. Opportunity to provide feedback on wording and statements before and at the public meeting.
- Feedback on vision from CAC to lead with quality of life rather than economic strategy. General agreement with this reorganized vision.
- Support for idea of economic diversity; important not to jump into a single industry economy
- Planning in unincorporated communities: economic development efforts should be county-wide and consider all areas of the county
- Maintaining key qualities of CCC: Quality of life can mean different things to different people. Peggy suggested using the term lifestyle instead and Jim agreed.
- County should work to assess the impact of land use decisions at the local scale, but allow for flexibility in infrastructure. It is important to look at fiscal and economic impact, but that doesn't mean there has to be infrastructure in place. TIF, grants, developer funding can impact fiscal impact.

- Jim suggested growth is not the objective, but rather the fiscal and economic health of the community. Growth that achieves this health is desirable, but growth for growth's sake should not pursued.
- Recognition that it is important for the county to work with the municipalities because we are all in this together.
- Both Peggy and Jim agree that more marketing can be done to present the county with a common image, presenting a unified picture. Jim also recognized the value marketing Peggy has been working on.
- Open space and economic development strategies can work together to achieve goals when there is open communication and involvement from both sides.
- Concentration of economic development in growth centers misses the point. Economic development can take on many forms. Better to say economic development should occur where the resources exist. Geo-thermal as an example: that needs occur where the heat is. To aid in this an infrastructure map showing where infrastructure is located in the county would be a valuable map. Could also include a renewable energy map, or a natural and mineral resources map, etc. Again, if infrastructure can be provided without creating a fiscal challenge for the county, and the project contributes to economic development, it should be considered.
- Economic sustainability? Noted that sustainability is not in the framework document anywhere. Drew explained this was intentional because sustainability can be a "charged" word and can also mean different things to different people. Recognition that solutions that will remain viable over the long-term are important. Suggestion that perhaps sustainability should be used in the plan, but that it should be clearly defined so its context is understood. Want to make sure the long-term perspective is incorporated into the master plan thinking; not just "flash in the pan."
- Peggy noted that mineral resources policy statement could be changed to "natural and mineral resources."

WHERE IN THE COUNTY SHOULD ECONOMIC DEVELOPMENT EFFORTS BE CONCENTRATED

- Discussion that there does not need to be a land use area designated where economic development strategies should be focused. Again, it should occur where the resources exist. More important to provide maps to show where infrastructure and resources exist.
- Opportunities at the Henderson mine should be kept flexible and open allowing for a range of above and below ground uses. Future use will likely be something that we can't possibly imagine, so allow maybe list activities or goals for what that use might achieve.

FISCAL IMPACT OF LAND USE IN CLEAR CREEK COUNTY

- Important to understand the costs and revenues associated with existing land use types and that analysis will be very beneficial for future decision making.

- Applying these same cost/revenue values to the future land use map may not be as beneficial generating a list of what fiscal/economic impacts should be considered with development proposals and possibly some guidance on how they should be considered. This will allow the County to use the analysis as a fiscal guide for development projects as they come up rather than envisioning a future scenario in total.

SE GROUP

MEETING NOTES

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STAKEHOLDERS:	Cindy Dicken (Health/Human Services), Joanne Sorensen/Cindy Neally (Transportation), Lynette Kelsey/Deb Kirkham (Building Department), Matt Taylor (GIS), Lisa Leben (Special Projects Director), Jim White (SOLVE), Sally Rush (Housing Authority)
PLANNING TEAM:	Joyce Allgaier
DATE:	9/16/2015
RE:	CCC Master Plan Update Stakeholder Interviews

PLEASE CONTACT THE AUTHOR IMMEDIATELY IF THERE ARE ANY DISCREPANCIES IN THE CONTENTS OF THIS DOCUMENT.

OVERALL SUMMARY

These initial meetings were focused mostly on key county staff and addressed primary functions of county government. These were generally shorter interviews (20-30 minutes) and their primary purpose was to establish connection with the planning team, identify key resources and key issues.

CINDY DICKEN (HEALTH/HUMAN SERVICES DIVISION DIRECTOR)

- Supervises OEM and ambulance, public health, human services, community resource center; 65 employees
- Public Health- Two nurses, educators, environmental

<u>Key issues and/or Concerns:</u>

- Lack of primary care, no doctors in offices
  - Lutheran Exempla
  - 18 miles to St. Anthony in Lakewood
  - 11 miles to Evergreen (doctors)
- Aging population and lack of primary care (9.700 psp? Payment service provider?)
  - In conversation with St. Anthony
  - 'Medical Home"
  - Purchase a mobile medical unit
    - Georgetown
    - Gilpin City
    - Idaho Springs
- Food stamps, WIC, and Medicare at risk
- Ideally a clinic would be in Idaho Springs
  - Care for uninsured, underinsured, in need
  - Retirement by State

- 2008 saw an increase in support
    - 1,800 cases, benefits

JOANNE SORENSEN & CINDY NEALLY (TRANSPORTATION SPECIALISTS)

<u>Issue: Connectivity</u>

- CDOT Bus: Glenwood to Denver
    - Did not create a new stop in CCC
    - Operation started July 2015
    - Only one bus to and from Metro Area
    - Joanne would like a bus down to Denver in AM
- Greenway Plan- adopted
    - PPSL- Peak Period Shoulder Lane
    - Idaho Springs and Empire- New Separated trail surface
    - DLD Area (Dumont-Lawson-Downieville)

LYNETTE KELSEY & DEB KIRKHAM (BUILDING DEPARTMENT)

- Department Composition
    - 1 Building Department Officer
    - 1 plans examiner, Code enforcement
    - 1 Building examiner
- 2009 IB Code, IRC entire series adopted and used as basis for compliance
- Major issues for the department include events related to I-70 closures, the impact of construction activities, noise issues and compliance, and activities associated with the Henderson mine

MATT TAYLOR (CENTRALIZED GIS SERVICES)

- Will send list of relevant GIS database layers to SE Group team
- Have good communication, okay with what/how we want maps to look like
    - DOW
    - Wildfire Hazard

*Matt is happy to make maps look like we want

LISA LEBEN (SPECIAL PROJECTS DIRECTOR)

- CCC has a Historic District Public Lands Commission (HDPLC) which Lisa oversees.
- HDPLC acts as a planning forum for cooperative planning across multiple agencies
- Has short and long-range objectives that include recreational functions
- Dvd. 4- regulates – Bylaws exist
- Key contact might include Penny Wu- Arapaho NF, Idaho Springs DR

JIM WHITE (SOLVE- SAVING LANDS)

- Area of primary focus is the Beaver Brook Watershed
- 25% of people who live in Clear Creek County work in Clear Creek County
- 75% of people who live in Clear Creek County work outside of the county
- Floyd Hill Study is an important document
- 1893- mining bust

<u>Key Issue – Recreation</u>

- Rafting on Clear Creek is #2 the State - opportunity?
- Kayak park in Lawson
- Another resource is *Cassandra Patton* at the Tourism Bureau

SALLY RUSH (HOUSING AUTHORITY)

- Combined Housing Authority with Summit County (SCHA)
- Offers classes for housing education, load programs
- Has a Housing Advisory Group – advocates for affordable programs
- Section 8 Housing is handled by Grand County Housing Authority

<u>Key Issues</u>

- King Murphy Elementary
- Housing now Oct. 14-16
- Trailer Park- Empire 30-50 AMI
    - 16 Trailers
    - 5 Cabins

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MEETING NOTES

STAKEHOLDERS:	Martha Tableman (Open Space Commission Coordinator), Kathleen Krebs (OEM Coordinator), Carl Small (Finance Director) Peggy Stokstad (CCC Economic Development Corporation)
PLANNING TEAM:	Joyce Allgaier, Chris Hawkins, Drew Pollak-Bruce
DATE:	9/29/2015
RE:	CCC Master Plan Update Stakeholder Interviews

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OVERALL SUMMARY

Stakeholder meetings went very well. We met with Peggy after running a little late with Carl Small. We got down to a much higher level of detail with Peggy than we had earlier and she was very insightful about the various potential "opportunity areas" for economic development, among many other things. We also discussed the Economic Focus Group meeting and the make-up of the group. We were able to get some time with Matt Taylor regarding GIS and that was (and he is!) very helpful and ready to be part of our planning team. In talking with Kathleen Krebs we learned that she has Tetra Tech under contract to create a CCC Hazard Mitigation Plan (HMP). We will work with Tetra Tech and Kathleen to integrate appropriate risk assessment data, recommendations, and a Hazards element into the plan, and include reference to the HMP and its mitigation recommendations into the implementation chapter for the CCC Master Plan. The HMP work by Tetra Tech will provide valuable information for the master plan.

MARTHA TABLEMAN, OPEN SPACE COMMISSION COORDINATOR

- Open space ballot: 1 mil levy, about $600,000
  - 25% management 75% acquisition
  - Appox 40% of management budget goes to upkeep
- Peaks to Plains Greenway
  - Approved Greenway Plan complete
  - GoCo funding to build from Clear Creek River at the county line to Tunnel 5
    - Finish next spring
  - Empire Junction
    - more wayfinding
    - Empire to hidden valley
  - Greenway Authority newly formed

        - Executive Director search underway
        - Role of Authority undefined; hope to implement greenway plan
        - How does greenway authority operate with Open Space Commission, Rec District?
- Cycling an important opportunity
    - Bike lanes in CCC?
    - Highway 103 world class cycling
    - Little cycling events?
- Off-Highway Vehicles (OHVs)
    - Lawson, Silver City Road, Waldorf Basin Road, North Empire
    - Need infrastructure and regulation
    - OHV use in Geneva Basin a potential community concern
- Shooting Ranges
    - Route 103 Near Bakerville
- Important Open Space Commission Holdings
    - Sheep Keep: CPW protections for sheep herd
    - Beaver Brook Watershed
    - Events Center/Shadows Ranch in Georgetown
- Mapping
    - Done by Matt Taylor
    - Open Space Map
    - Public Lands Map
    - OSC Website has maps available
- 2,000 acres total in holdings
- They do management plans when they need them, but doesn't cover entire system
- Maintenance a problem for bike trails in the county
- Perception of too much open space may be common in community
- Recreation and Open Space are opportunities beyond Henderson Mine
    - Understand what Recreationalists like about CCC
- Water limiting factor for both recreation and overall growth
    - Echo Mtn Buys augmentation water
    - Water augmentation plan

    - Boulder's Blue Line
- WUI and fire risk in Open Space
- Concept papers for trail projects in March
- EMERGE: evergreen environmental group
    - Frank Young

KATHLEEN KREBS, OFFICE OF EMERGENCY MNGMT COORDINATOR

- OEM handles a lot of the county issues that don't fit elsewhere
- Mitigation, preparedness, response, recovery
- Hazard Mitigation Plan (HMP) currently underway
    - Tetra Tech – Laura Johnstone is contact with TT
    - HMP should be done by March
    - Hazards element of Comp Plan
        - Pull key recommendations from HMP into Comp Plan and state county will implement
    - Need to get community insurance from FEMA
    - Critical infrastructure protection
        - Wildfire, flooding, landslides, avalanches
- Firewise Communities
    - Floyd Hill, Saddleback, Beaver Brook
- Community Wildfire Protection Plan (CWPP)
    - 37 WUIs
    - 9 Community Plans

CARL SMALL, FINANCE DIRECTOR

- Opportunity and Growth Centers
    - Stanley Property by Idaho Springs an opportunity
    - Floyd Hill: most promising growth center
        - Saddleback Development
    - Young's Ranch: potential growth/development
    - Grouping mining claims: Southwest of Idaho Springs

- CCEDC: funded by county about $60,000 a year
- Dumont has historical significance
- Henderson Mine
    - 75% of Henderson Mine Employees are from Denver (anecdotal)
    - Severance Tax
        - Building up over several years
        - State's formula has changed
        - $600,000 this year; $400,000 last year
        - Will go down more and more as mine phases out
    - 10 year phase out projections
        - County Revenues expected to be 58% less
        - Property Tax: Primary revenue, value of minerals taken in a year
        - Land & Buildings Taxes
        - Personal Property Taxes
- Budgets and Financial Reports available on website
    - Carl will provide excel summaries (have received)
- Tax Revenues
    - Property Tax
    - Sales Tax: 1% $1.1 million
- No place to smelt in the County

PEGGY STOKSTAD, DIRECTOR OF THE CCC ECONOMIC DEVELOPMENT CORPORATION

- East-West divide in CCC is geographic and social reality to be considered
- Henderson Mine's announcements and reductions have people thinking what the next generation of jobs will look like
    - Probably not natural resource extraction based
- Recreation economy
    - Not at much property tax
    - More sales tax
- Support small communities
    - Infrastructure

    - Rehab assets
- Beyond Nat Res extraction and recreation what is there? What can we attract to the community that makes sense?
    - Rehab properties
    - Secondary school
    - Trailer parks => taking up prime retail
    - Empire school
- Small, home-based entrepreneurs
    - Central place for office support
    - Incubators
- Tech industry
    - Ripe for startups
    - Need better broadband
- Creative industry
    - Artisans
    - Performing arts
    - Craft breweries
- Infrastructure
    - Biggest thing county can do to help
    - Broadband
    - Water and sewer => in incorporated areas
    - Workforce housing
    - All municipalities have capacity for economic development, jobs, housing
    - Floyd Hill doesn't have water
    - DLD none
    - Bakerville no sewage
- Broadband
    - Runs up through I-70
    - Need to get connection off highway
    - Going to vote on allowing the County to set up co-op for broadband
- Purview of EDC
    - Everywhere in CCC, including municipalities

- Parking
    - Limited in Idaho Springs and Georgetown
    - Univ of CO Denver is doing parking studies in towns
- Tools Peggy wished she had
    - Staff
    - Impact Model => State of Colorado
    - Business Loan Funds
- Residents don't want more people
- Not seeing the young people/young families
    - Create workforce housing
    - Jobs to attract young people
    - Want to be close to things going on
- Peggy would like to see workforce housing goal in Comp Plan
    - Increasing the percent of workers living in the county
- Tools
    - Whole County is an Enterprise Zone
        - Met low pop growth target
        - Mine closing
        - I-70 construction
        - Little developable land
        - Northwest Colorado Association of Governments
        - Contribution projects => Tax credits
        - Peggy wants the EDC to be an enterprise project
    - No TIFF
        - Talked about one for the redevelopment of east Idaho Springs and Lake Georgetown
    - No PIFF
        - Considered one for East Idaho Springs and parking structures
- Image (I-70 Curb Appeal) is very important
    - Junk ordinance difficult issue
    - Land rights, property rights important to residents
- Land rights, property rights important to residents

- Brand
    - Location (convenient, proximity to Denver and mountains)
    - Recreation (opportunity)
    - Authentic
    - More than meets the eye (opportunity)
    - History
- Tourism Board
    - Funded by lodging tax and sales tax
    - Market CCC
    - Branding effort underway
- Georgetown Visitors Center is the busiest in Colorado

Opportunities

- Floyd Hill
    - Workforce
- Idaho Springs
    - Middle school
    - Argo
    - Reconstruction of Colorado Blvd
    - Football Field => 88,000 Sq. Ft.
    - Land bank bought 5 acres on hill above high school
    - IRG is studying middle school site
    - Closed Forest Service Rest Area
- Dumont-Lawson-Downieville
    - Could become defined commercial area with more diverse businesses
    - Prime for redevelopment
    - 12 acres at interchange with more available on the other side of the highway
        - Possible sub-area study? Site Plan?
    - Potential lots: Road and Bridge lots, Rodeo Grounds
- Empire Junction
    - Douglas Mountain: 150 acres
        - Commercial, high end houses, mixed-use
        - High altitude reservoir

- Empire
    - Sun and fun!
    - Beautiful
- Georgetown
    - Shadows ranch
    - 18 acres at Georgetown Lake
        - Hotel anchor
        - Workforce Housing
    - Small Properties
    - Green Lake & Duck Lake up Guanella Pass
        - Lodge, recreation, primitive
- Silver Plume
    - Stick to the themselves
- Bakerville
    - Interchange with nothing there now
    - County owns some land => boutique lodging?
    - Grays and Torey's
    - Continental Divide

SE GROUP

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MEETING NOTES

STAKEHOLDERS: Charlotte Hampson, Clear Creek County Public and Environmental Health

PLANNING TEAM: Drew Pollak-Bruce

DATE: 11/12/15

RE: CCC Master Plan Update Stakeholder Interviews

PLEASE CONTACT THE AUTHOR IMMEDIATELY IF THERE ARE ANY DISCREPANCIES IN THE CONTENTS OF THIS DOCUMENT.

ENVIRONMENTAL HEALTH PRIORITIES

- Survey last year at 9 News Health Fair Top 3 priorities:
  - Outdoor air quality
  - Surface and ground water quality
  - Healthy Homes

WATER, SEWER AND WASTEWATER

- Reg 43: State-wide regulation for onsite wastewater treatment systems
  - CCC adopted even more stringent regulations a year after
  - Reg 43. Difficult for mountain communities and homeowners with small lot sizes.
    - Mountain communities not taken into consideration in development of Reg 43
    - When people go to improve current systems they can't. Have to go with a vault system, which is basically just a holding tank.
- When there are a lot of septic systems in an area can create public health challenges (blue baby syndrome)
- A solution could be to create or expand public sewers in areas where there are small lots
- Some areas with potential for new or expanded community sewer systems. Most of these have lots under half an acre. Built before regulations and the wells are all close together. People don't want to buy because they don't meet current standards and they create environmental health issues.
  - Beaver Brook Canyon

    - Brook Forest Estates
    - Bendemeer
    - Ski Village
    - Berthod Falls
    - Barrows
    - Homestead Hideaway
    - Blue Valley Acres
    - Some of these areas (example: Bendemeer) have a public sewer, but some properties are not in district. Really expensive for individuals to hook into system.
- The existing community water systems in St. Mary's, Empire and Silver Plume are in need of upgrading (different than expansion of services, more of upgrade of existing facilities).
    - Water quality can be an issue in some of these areas.
    - Communities don't have access to funds or resources to improve systems.
    - Offering them more resources could be a solution.
    - Georgetown and Idaho Springs are great
    - Water quality is a significant issue for St. Mary's now and they don't have funds to make necessary improvements.

OTHER ENVIRONMENTAL HEALTH CONCERNS

- Large transient and homeless population in CCC.
    - Not a lot of resources available to them.
    - No place for them to camp out.
    - Camp out illegally on properties which creates a large environmental health issues with waste, etc.
- Healthy homes:
    - Issues with the healthy homes:
        - Mold complaints
        - Indoor air quality complaints
        - Lead based paints

        - Asbestos
        - Bugs
    - A lot of them are landlord-tenant issues (example: black mold in a rented home)
    - Did a lead paint study last year and quite a few home came back with lead paint
    - Primarily a problem in the western end of the County
        - Age of homes: not built to handle steam showers, etc.
        - Lack of financial resources to address
- Outdoor air quality
    - Directly related to CDOT/I-70 issue that CCC has
        - 6 lane Highway with idling cars, ski traffic
        - Deep valleys and car pollution from the highway settles right where people are living
    - No air quality monitoring in CCC – Don't know what the issues are in the area
    - Potential for expanded carpool incentives like in Summit County
        - CDOT program to reduce traffic on I-70
    - Approached school district for available grant to help clean the diesel fuel exhaust from school busses
        - Even small programs help
- Illegal mining
    - Not a major issue in the County, but is a contributor to keeping Clear Creek clean
    - People who buy a claim, but don't realize they need a permit too, or people find a closed mine and tinker around in there. People don't understand what they can and can't do without permits.
        - Website (Goldrush Incorporated?): Sells historic mining claims for pretty cheap, but doesn't tell people they also need permits, etc.
    - Discharges of mining waste right into Clear Creek creates negative impacts to the creek
        - Turns creek bright orange
        - Impacts to wildlife in and around the creek

- Water intakes downstream

SE GROUP PECONOMIC FOCUS GROUP MEETING NOTES

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PARTICIPANTS:	Dana Abrahmson, Realtor Kevin Knoll, Henderson Operations Dale Drake, Clear Creek Rafting Peggy Stokstad, CCEDC Scott Yard, Smoking Yards BBQ Stephan Andrade, DataMi
PLANNING TEAM:	Drew Pollak-Bruce, SE Group Frederick Rollenhagen, CCC Planning Erik Jameson, CCC Planning
DATE:	12/1/2015
RE:	Economic Focus Group

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CALL TO ORDER, INTRODUCTIONS

- Members of the planning team and the focus group participants introduced themselves and where they are from

SCOPE AND PURPOSE OF THE MASTER PLAN

- A major strategic plan that will shape the future of Clear Creek County and provide guidance concerning County land uses, infrastructure, use of County-owned land, and development of new and amended regulations

- A comprehensive policy document that establishes guiding principles for development in the County and integrates strategies for the following elements to achieve shared vision for the future of Clear Creek County

    - Economic Development
    - Land Use
    - Housing
    - Transportation Systems
    - Public Facilities and Services
    - Parks, Recreation and Open Spaces
    - Environmental and Sensitive Resources
    - Hazards and Public Safety
    - Community Character and Wellbeing
    - Intergovernmental Cooperation and Coordination
- The Clear Creek County Master Plan 2030 update will focus on addressing the County's economic resiliency in light of a changing regional economy and the County's environmental resiliency in light of increased risk and severity of natural hazards.

PREVIOUS ECONOMIC DEVELOPMENT PLANS AND POLICIES

- 2004 Clear Creek County Master Plan

- 2014 Clear Creek County Economic Agenda
- Clear Creek Economic Development Corporation Planning and Policies
    - CCEDC is working on goal planning and priority setting
    - Interactive story map underway with Matt Taylor

2004 Clear Creek County Master Plan

Goals

11 broad goals touching on:

- Redevelopment of the Henderson Mine
- Increasing the mix of employment opportunities
- Increasing diversity in the local economic base
- Bringing new capital to the economy
- The availability of necessary infrastructure
- Clear Creek waterway as an economic and environmental treasure
- Cultural resources as an important economic opportunity
- Developing Clear Creek County's natural resources as an economic base
- Conducting community surveys, studies and projects aimed at increasing the economic viability of Clear Creek County's small municipalities.
- Create an atmosphere of economic and regulatory predictability
- Logical annexations
- Creating a positive business climate

Economic Development Strategies

51 individual strategies under the following categories:

- Redevelopment of Henderson Mine Strategies
- Employment Strategies
- Economic Activity Strategies
- Infrastructure Strategies
- Clear Creek as a Natural Resource and Source of Economic Benefit Strategies
- Cultural Resource Strategies
- Natural Resources Strategies
- Municipal Vitality Strategies
- Predictability Strategies
- Annexation Strategies
- Business Climate Strategies

ECONOMIC BASELINE

- Reviewed population and migration figures:
    - slightly declining population
    - aging population
- Discussed age disparities in income, unemployment, migration, etc.
    - Difficult conditions for up to 30 age group
- Discussed economic diversity/resiliency: number of CCC businesses by industry vs percent of CCC employment by industry

    - Conversation that mine closing may impact county revenues more than actual employment or income of CCC residents given that many of the mine jobs are held by workers outside CCC.
- Discussion of mining employment and mining jobs in CCC
    - Total jobs numbers from the Economic Census do not include government employees: may skew results
    - Mining employment fluctuating significantly in past 10 years
- Discussion of tourism economy employment
    - Wage of these jobs lower
    - Growing while other employment in CCC has been declining

GROUP DISCUSSION

- Henderson Mine Status
    - 60% down in both production and jobs
    - Mine not empty, but worldwide market issue
    - Tabor is a factor in how tax revenues are reconciled
- Real Estate Market
    - Similar to Denver Metro
        - Median home prices
        - Consistent with percent of list price
    - Assessed valuations going up
        - Opportunity for commercial and residential properties
    - Many second homes being bought and sold in CCC
    - Many older residents are moving away for services, upkeep of properties
        - Older residents also bring revenues/wealth
- Georgetown water policies (purchase per 1000 gallons?) incentivizes second home owners and not families
- Attract more Evergreen West students to come to CCC schools
- CCC is not a “standalone community”
    - Proximity to Denver Metro
    - Just as far from Downtown Denver as Thornton
- Access to healthcare an issue
- Information and communications infrastructure
- Employment for young families
- Likely to have a large population in County who live here and work elsewhere
- Do we want to people to live and work here?
- Rental housing an issue
    - Lose workers because they can’t find housing
    - Housing going to vacation rentals
        - A lot more Air B&B and VRBO
    - Need more multi-family or mixed use housing development
    - 2nd floor apartments over commercial in town centers
- Lack of cell service a weakness
    - Hard to attract start-ups if potential new residents can’t get email when here
- CCC has lots of small businesses and boutiques
- Dangerous to stay in our current paradigm: more of the same
    - Different than Summit County

    - Don’t want to be like Summit, but don’t want what we have now
- Employment pool is a weakness
    - Recurring cycle of available jobs an employment pool: hard to improve employment pool if available jobs don’t support more educated workforce, but can’t attract better jobs without improving the employment pool
    - Skilled labor in all fields is a challenge identified by many CCC businesses
- Housing is central to improving employment pool and supporting workers in CCC
    - Beau Jo’s employs many people from Denver
    - Many CCC Rafting employees also come from Denver area
    - Seasonal employment housing
- Clear Creek is the 3rd busiest river in the state for rafting
- Support for rafting important for the future
    - Near capacity of river during peak season
    - Need growth in shoulder seasons
    - Additional access points to Clear Creek important
    - Bus parking for rafting operations
    - Threat to access points is CDOT
- Permits to raft Clear Creek
    - CCC
    - Idaho Springs
    - Jeff Co
- Opportunity to link greenway improvements and river access projects
- Recreational parking throughout CCC an issue
    - St Marys
    - Guanella Pass
- Parking tickets in town centers a threat to tourism economy
- Parking lot development in Idaho Springs in planning phase
    - 2 story garage parking
    - 400 spaces
- Parking lots are full at 6AM when there are big events
- Site opportunities
    - Football field
    - Middle School Site
        - Carlson Elementary relocate there potentially
    - Georgetown Hotel Site
        - 11 acres
- Previous Master Plan can be used to support any form of development
- Geographic challenges for recreation and economic development initiatives
    - Eastern portion of county may oppose new taxes for improvements
- Affordable housing and issue
    - Need to educate the public and tell the story of why needed

SE GROUP

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MEETING MINUTES

DATE: January 25, 2016

PROJECT: Clear Creek County Master Plan

SUBJECT: Citizen Advisory Committee - Meeting #1

LOCATION: County Commissioners' Hearing Room, County Courthouse, 405 Argentine St., Georgetown, CO

ATTENDEES:

Name, Title	*Region of Representation*	*Role*
Mark Kane (via call in)	SE Group	Project Leader
Chris Hawkins	Alpine Planning LLC	
Scott Prior	SE Group	Staff Planner
Fred Rollenhagen	Clear Creek County	County Planning Manager
Brad Boland	Clear Creek County	County Planner- Zoning Specialist
John Caldwell	Idaho Spring / Empire	CAC Member
Dianna Rockwell	D-L-D	CAC Member
Kim Steele	Idaho Springs	CAC Member
Cynthia Neely	Georgetown	CAC Member
Russell Clark	Planning Commission Representative	CAC Member
Jim White	Floyd Hill	CAC Member
Jim Epstein	Upper Bear Creek	CAC Member
Tracy Troia	Georgetown	CAC Member
Donna Moody	Planning Commission Representative	CAC Member

DISCUSSION:

1. Introductions

- Consulting team (SE Group and Alpine Planning LLC) introduces themselves to CAC
- County planning staff introduces themselves to CAC

2. Overview

Purpose of a master plan:

- (Re)Establish a shared community vision
- Define Goals/Policies and objectives to support that vision
- Act as a frame work for regulatory tools like zoning

Review of major elements to be considered in a master plan (economic development, tourism, transportation, recreation/open space, housing, and land use). Discussion of the process and where SE Group/ Alpine planning LLC are to date. Currently establishing a foundation, gathering base data and getting ready to analyze. The CAC itself is a resource for this data collection and shaping what is important for analyzing.

Major themes that have come up thus far:

- Establishing a county vision
- Supporting economic development
- Aligning needs for recreation and open space
- Defining the county's role
    - County role in achieving goals versus city goals, where do they overlap and diverge, this will be important to understand throughout the process as Clear Creek County is Characterized by many sub-areas

3. Role of the CAC

- Acting as "ambassadors"
- Advocate for the Process
- Participate in the Visioning
- Provide Comment and Input
- Review draft policies and plans

Q: Jim White: What is the role of committee? How this plan might relate to other plans, in particular Floyd hill sub-area plan? Recreation plan?

A: Chris Hawkins- We are working to share common threads discovered through research and make sure we don't lose sub area plan policies. We have been looking into these and some have a lot of detail but not a lot of policy. There are very different goals across many of the sub-area plans. In the development of this master plan it is really important to balance goals of sub areas and the goals of the county as a whole. Finding those common threads, will help roll up to county level perspective

Mark Kane: In terms of the recreation working group, we're trying to understand what this group is trying to accomplish. Tough timing, but we're trying to work with them to understand fundamental issues and incorporate these ideas into our master plan. We want to give some latitude to the county supporting a conversation around recreation, making sure we support it and curtail its ongoing nature.

4. Round Table Discussion

Steve Schultz

- Where in the County do you live?
    - Up Fall river
- How long have you lived in Clear Creek County?
    - 35 years
- What do you do…for work…for fun?
    - Electrical engineering for Coors, came for the rich history and environment
- What motivated you to come to Clear Creek County?
    - I like to explore. Navy background
- What issue/concern do you think is of highest priority?
    - Biggest concern is decline of the mine, director for the Arapahoe project.
- What would you like Clear Creek County to look like in 2035?
    - Love the CCC environment, maintain respect for the land and citizens into 2035. Citizens include the wildlife.
- How far into the future should Clear Creek County plan? What is the right planning horizon?

    - Shouldn't plan for much more than 10 yrs, tech changes too fast.
- Additional Notes:
    - Was involved in 2004 fall river master plan. Not quite a tree hugger but "I get close to them" and also a republican.
    - There are 3 parts of county: East end where people go shopping in evergreen (very wealthy); middle part of the county- working class and blue collar; west end of the county includes the apres ski crowd. We need to determine if there are elements that can connect all 3 areas? Perhaps this is when income falls out of the county in 3 years… the economic situation of county has masked some of the differences that exist
    - Master plan doesn't address revenue, can make a difference in direction but it's not the county's job to start businesses. Need to have support from county, and tools like zoning regulations s can make a huge difference to economic well-being of the county.

Brad Boland

- Where in the County do you live?
    - I work for the county but don't live in the county- planning staff
- How long have you lived in Clear Creek County?
    - 1.5 years working for county
- What do you do…for work…for fun?
    - I love the outdoors
- What motivated you to come to Clear Creek County?
- What issue/concern do you think is of highest priority?
    - We really need to be thinking about how we use land and land use
- What would you like Clear Creek County to look like in 2035?
- How far into the future should Clear Creek County plan? What is the right planning horizon?

Fred Rollenhagen

- Where in the County do you live?
    - I also work for the county but don't live in the county- planning staff
- How long have you lived in Clear Creek County?
    - Worked here for 15 years
- What do you do…for work…for fun?
- What motivated you to come to Clear Creek County?
    - The location is proximate to Denver but still rural and has many outdoor opportunities
- What issue/concern do you think is of highest priority?
    - Tax revenue going forward without the Henderson mine, what's next?
- What would you like Clear Creek County to look like in 2035?
- How far into the future should Clear Creek County plan? What is the right planning horizon?

Donna Moody

- Where in the County do you live?
    - Dumont
- How long have you lived in Clear Creek County?
    - 42 years
- What do you do…for work…for fun?
    - Large presence and outspokenness for fire department
- What motivated you to come to Clear Creek County?
    - Husband was working for mine, housing was dense, commuted from Denver at the time. The area became home.
- What issue/concern do you think is of highest priority?
    - Stakeholders groups identified different communities, threads that held each other together and what made us different. It dissolved and was never used in a plan … now there's a very different group of "stakeholders".

    - Need to get control there are a lot of things in this county we have very little control over. For example, CDOT and I-70… one lane of highway yet never have never seen anyone working, need to convey these sentiments.
- What would you like Clear Creek County to look like in 2035?
    - Can't tell what it's going to look like next week. "God laughs at plans". Can try to decide what we want and aim for that, but there's no way of forecasting what it should look like
- How far into the future should Clear Creek County plan? What is the right planning horizon?
    - Need to remember this plan is advisory, the document will get used if the commissioners are bought in. It will sit on a shelf if they don't buy in.
    - One thing that's unique about the county, were all individuals and all very independent, we fight we fuss, but anything goes south they'll all back each other up… and then go back to not talking. There may be 3 big county divisions but you have to be tough to live up here.

Tracy Troia

- Where in the County do you live?
    - Own Troia's restaurant here in Georgetown. Work and essentially live there
- How long have you lived in Clear Creek County?
    - 6yrs. Moved to Georgetown with roommate, fell in love with community. Community is what pulled me in, the hometown touch and feel. My Mom ended up moving here too and loves it as well.
    - Restaurant wise it fell into my lap and I've rolled with it. It has been a great challenge!
- What do you do…for work…for fun?
    - Ski, outdoor sports, running hiking
- What motivated you to come to Clear Creek County?
    - The beauty, location, easy access to city for events and convenience of being in the outdoors
- What issue/concern do you think is of highest priority?
    - Population decreases (I'm in 30 year age range), recreation is the key to bringing the younger age group and families into county and must be combined with housing. The shortage of housing big issue, I've lost restaurant employees due to rent/shortage of places to purchase. Working to be a seasonal area, rafters in the summer, and skiers in the winter, affordable/short term housing is necessary.
    - Transportation is also key – my employees walk, bike, carpool, but we need further transportation for Idaho springs to Georgetown and across the county.
- What would you like Clear Creek County to look like in 2035?
    - Showing openness to expanding especially in recreation and housing
- How far into the future should Clear Creek County plan? What is the right planning horizon

Russell Clark

- Where in the County do you live?
    - Old squaw pass on the eastside
- How long have you lived in Clear Creek County?
    - 18-20 years and CO native
- What do you do…for work…for fun?
    - Outdoor recreation
- What motivated you to come to Clear Creek County?
    - Wanted to be in mountains but also close to work. I Work for Jefferson County government, as a planning supervisor down there
- What issue/concern do you think is of highest priority?
    - Trying to find balance of what the plan can realistically accomplish and set the table for what is expected of development when it occurs
    - Need to encourage developments that will benefit county in the long run. There's a difference between jobs and counties revenue, we need to find a balance between the types of users that will actually make up for the income that will be lost when mill shuts down without selling our soul to next thing coming to town.

- What would you like Clear Creek County to look like in 2035?
    - I like it how it is now, I don't want it to be drastically different and want it to feel how it feels now but more mature
- How far into the future should Clear Creek County plan? What is the right planning horizion?
    - Long term vision with shorter term goals that serve as checkpoints
- Additional Notes
    - Some of the numbers appear to misinform - In an essence, American survey falls to pieces with small communities and this will make it tough to build accurate model with non-accurate numbers. SE Group to have follow-up call about numbers

Jim Epstein

- Where in the County do you live?
    - East end, upper bear creek
- How long have you lived in Clear Creek County?
    - 27-28 years, came from Front Range when we became empty nesters
- What do you do…for work…for fun?
    - Recently retired from corporate finance with large companies like GE, AT&T, etc.
    - Public policy advocate, graduated from some CO programs, served on boards, long-term public policy advocate
- What motivated you to come to Clear Creek County?
    - Fell in love with the mountain lifestyle and stumbled into CCC. Still in same house from 28 years ago
- What issue/concern do you think is of highest priority?
    - 1. Economic development- replacing revenue for the county, the numbers are scary
    - 2. Internet and broadband service- It is impossible to get families and people to move here mainly business without improved broadband
    - 3.Fire suppression and fire mitigation- from *Mark Kane*: HMP is its own plan and we need to determine how it finds its voice in the MP
    - 4. Work with economic corp. for CCC, the county is not a business, it doesn't generate revenue, and everything the county does has a price tag around it. Interested in helping on this aspect
- What would you like Clear Creek County to look like in 2035?
- How far into the future should Clear Creek County plan? What is the right planning horizon?

Kim Steele

- Where in the County do you live?
    - Idaho Springs
- How long have you lived in Clear Creek County?
    - 12 years; 3 in Idaho Springs and 9 on Floyd Hill
- What do you do…for work…for fun?
    - Hiking, dog person, work on the county mapping committee with Matt Taylor, and skiing
- What motivated you to come to Clear Creek County?
    - Moved for the housing prices, wanted to be in the mountains while also having the proximity to Denver. The proximity is a big plus. In 20 mins can be at a movie theatre downtown while still living in mountain town
- What issue/concern do you think is of highest priority?
    - Getting the county looking cleaner, this is not just on a municipality issue but needs to be a group effort by the whole county
- What would you like Clear Creek County to look like in 2035?
    - Would like the county to look inviting, clean and snappy, I want there to be various housing options throughout county. More positive PR for the county, our graduation rate for CCC is high, currently have a 98% graduation rate from high school, we want the good things of the county to be out there.
- How far into the future should Clear Creek County plan? What is the right planning horizion?

    - 3-5 years, short term goals

Diana Rockwell

- Where in the County do you live?
    - Currently in DLD but have everywhere but silver plume
- How long have you lived in Clear Creek County?
    - 46 years CO native
- What do you do…for work…for fun?
    - I've done it all, worked for Steve Schultz at a gas station, married to a couple sheriffs ago, sat on Idaho springs city council, have been a business owner, now managing a business, mother of two, both went to Navy and now back, husbands father miner from Georgetown, husband started out working for Henderson, worked for school district, also worked at Chicago creek clinic
- What motivated you to come to Clear Creek County?
- What issue/concern do you think is of highest priority?
    - Cleaning up DLD, I own a small trailer park and am trying to clean it up. I want to keep that stuff (trailer park) because it is the spirit of CCC. In the area there's a lot that needs to be cleaned up. Don't like MMJ that took out a big business
    - Need medical services-this is becoming more problematic. County must support this also. No hospital district in county, no doctors at all, closest thing to medical is ambulance, best to dial 911. We're also 20 mins from Lutheran hospital in Denver which is great… unless the "blood's gushing" need something for that. Emergency medical care is the main issue.
- What would you like Clear Creek County to look like in 2035?
    - Cleaner with same culture
- How far into the future should Clear Creek County plan? What is the right planning horizion?

Cynthia Neely

- Where in the County do you live?
    - In Georgetown. Have lived there the whole time, came for a year and re-up every year
- How long have you lived in Clear Creek County?
    - Since 1967
- What do you do…for work…for fun?
    - Was a teacher, my late husband started Georgetown historical society, has since been deeply involved, also on DRB, and represent CCC in a number of dealings with CDOT. Also coordinator for national landmark district in Georgetown and Silver Plume.
    - Facilitator of Bakerville plan. Facilitating stakeholder groups along I-70 and what happens along highway. The county commissioner decides what we need along different stretches, been involved in a lot of this planning.
    - Anxious not to lose initiative of DLD, holding off on that plan to get through this one.
    - For fun I like to eat at Troia's, ski, hike, and travel all over world
- What motivated you to come to Clear Creek County?
    - Mountain town and close to international airport
- What issue/concern do you think is of highest priority?
    - Younger people talk about housing and what the communities look like, demographics that show younger people are not staying
    - Older folks worried about tax revenues. We need to find balance between both
- What would you like Clear Creek County to look like in 2035?
- How far into the future should Clear Creek County plan? What is the right planning horizion?
    - Dual time frame, dollars are short term issue. Also need to be speaking to long term lifestyle and long range protection of the environment. Do things that don't jeopardize environment of this beautiful place

John Caldwell

- Where in the County do you live?

    - Idaho Springs, and building a house in empire this year
- How long have you lived in Clear Creek County?
    - I'm raising a grandson that's 6 years old, we moved up here in summer 2010, after visiting and enjoying the hot springs. The friendly, trustworthy, community is what made us stay especially when we realized we were raising our grandson and didn't want to do that in Denver. Too much crime and trouble in a big, wanted to be in a community where the people will help raise a child. I never thought I would, but fell in love with the small town feel/
- What do you do…for work…for fun?
    - I've worked at Tommy Knocker Brewery for 5 years, which provides an interesting perspective on how we are looked at from the outside.
- What motivated you to come to Clear Creek County?
    - Raising grandson
- What issue/concern do you think is of highest priority?
    - Affordable housing, there are people living long term in Blair motel, medical, transportation are equally as important.
    - People with a skill set that is marketable in town live up here but don't have reliable transportation to Denver. People can't get from Idaho springs to empire for work. Should we look into becoming part of the regional transportation district? Transportation has long since been mentioned but has never been adequately addressed. Transportation ties into the medical issue as getting to medical is a huge issue, coordinating requires huge efforts to get to medical.
    - Need new business, and new revenues. We're losing tourist dollars to I-70, for a lot of people the traffic isn't worth it anymore to go skiing.
    - There's not enough parking in Idaho Springs, we need park and rides leaving from Idaho springs. Huge potential for tourist dollars but people leave because there's not enough parking and people leave. If we can find a way to tie this into the park and ride situation it could be a big win
- What would you like Clear Creek County to look like in 2035?
- How far into the future should Clear Creek County plan? What is the right planning horizon?
    - Incremental with 10 year vision, and 5 year/2 year shorter term goals

Jim White

- Where in the County do you live?
    - Floyd Hill
- How long have you lived in Clear Creek County?
    - 13 years
- What do you do…for work…for fun?
    - Retired from corporate America after 30 years as a management consultant. I love skiing and running. Also a member of the Georgetown historical society and state historical society. I enjoy model railroads, bridge, ballroom dancing, community affairs, and am active in organizations that make CCC a better area.
- What motivated you to come to Clear Creek County?
    - Open lifestyle, environment, get out and be outside from front door. I love living in the middle of it. Close to Denver, not living in city but I got it if I want it.
- What issue/concern do you think is of highest priority?
    - 3 general areas: residential, private sector, and county government.
        - For the county government the biggest issue losing dollars from the Henderson mine. We need to deal with that issue in a way that makes real progress. We also need to be aware of solutions with hidden costs and need that to be echoed in the Master Plan. Development projects need fiscal impact statement so that the county understands if they are making or losing money.
        - Need to find opportunities for private sector to be richer without being bigger, diversification. Cleanliness, marketing county.
        - For individuals it is all about preserving the lifestyle
    - All of these general areas have pieces in pie and are very different

- What would you like Clear Creek County to look like in 2035?
    - Not too different from it is now, as you've heard- we like it. More housing, tourism, higher value added kinds of economic development for county.
- How far into the future should Clear Creek County plan? What is the right planning horizon?
    - 25 years for vision and principals but detailed plan must be closer in. Multi-tiered plan with more specific short term goals for the long term.
- Additional Notes:
    - Need to be careful with numbers, some numbers don't jive with common sense. Need to see number and understand what assumptions behind it are along with confidence behind it. Availability of water is not considered for CCC, county has not state to calculate and therefore they can't, skews pop growth way higher.

5. Clear Creek County Vision

We need to spend time thinking about how the language in the Master Plan frames and addresses these issues (see examples in slides)

- What does *actively* mean in terms of this master plan?
- Quality of life? What are these attributes and what does it mean now vs. 2004. Important to think about this going forward.
- Perseveration or protection? What do these words actually mean and which aspects do we want to preserve and which are those that we want to protect.
    - Cynthia Neely- "preserve" doesn't mean that other things don't change. It doesn't mean there can't be any change. This is an advisory document, not an active document. Need to be consistent with existing regulations.

6. What's next?

Jim White- Floyd hill has a community message board online which could be an interesting tool. Could be helpful to post posts and gets county familiar with plan. It is important to realize that things have evolved a lot and we've learned a whole lot. Need to figure out how we get the community's input back in here.

Mark Kane- The public meetings will be an extremely useful tool for engaging the community in the visioning process, the CAC can encourage people to be there, ask them these questions, helping to shape their vision.

Meeting on 16th is at Rec Center

ACTION ITEMS:

Action Item	*Responsible Party*	*Due Date*

Citizens Advisory Committee Meeting #1

January 25, 2016

7:00pm – 9:00pm

#1 - Introductions

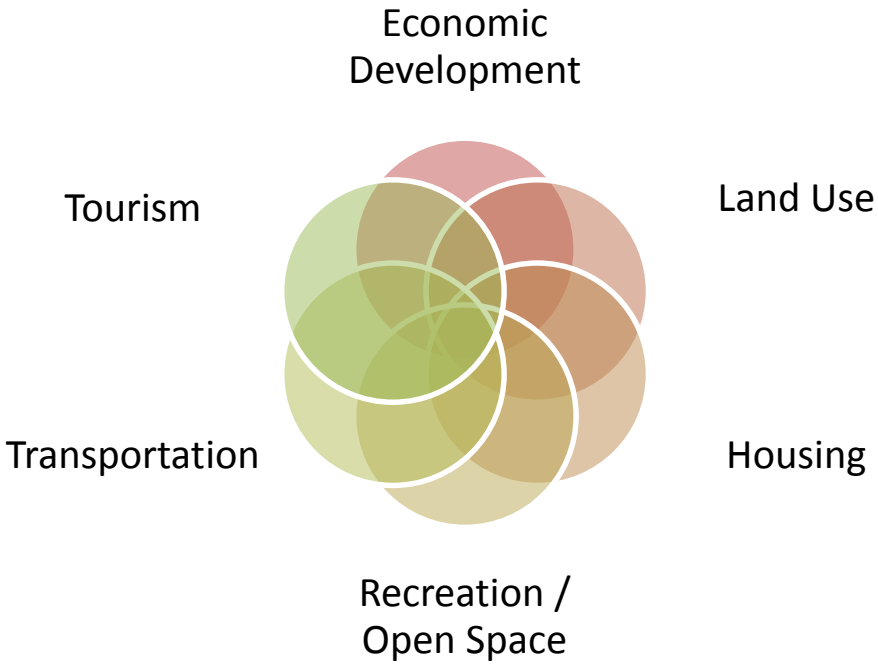
- County Planning Staff
- Consulting Team

#2 - Overview

- What is the purpose of the Master Plan?

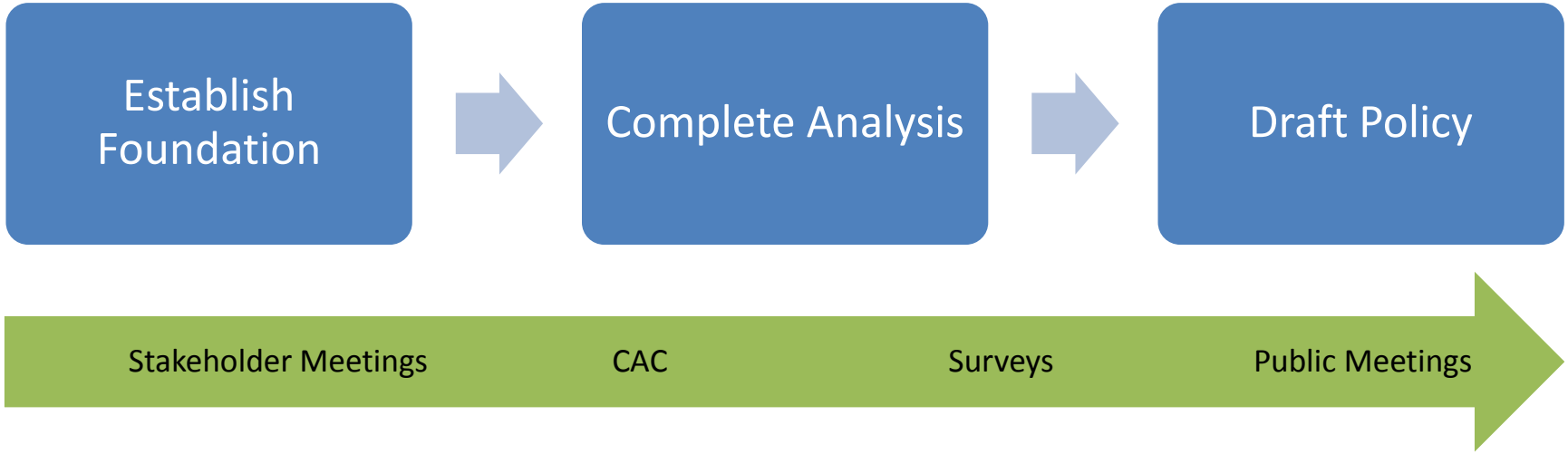
#2 - Overview

- What major elements are considered in the Master Plan?



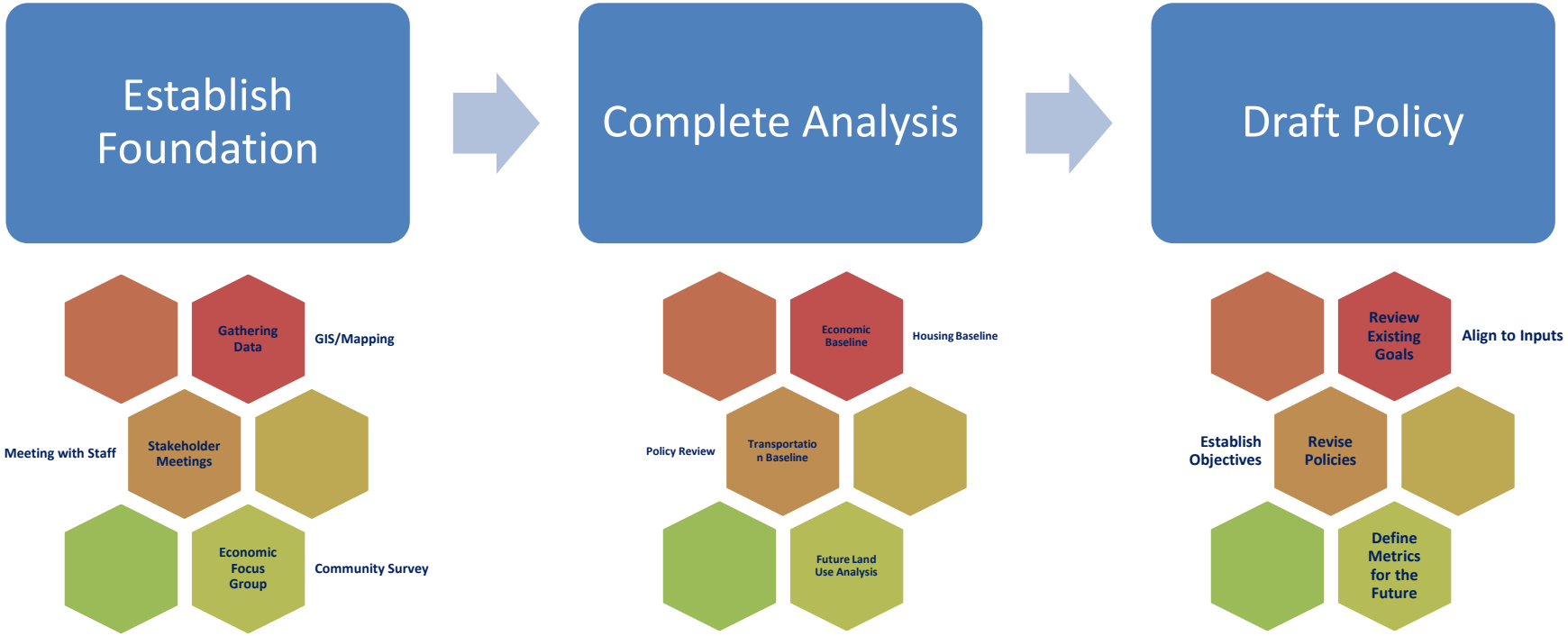
#2 - Overview

- What process is used to complete the update?



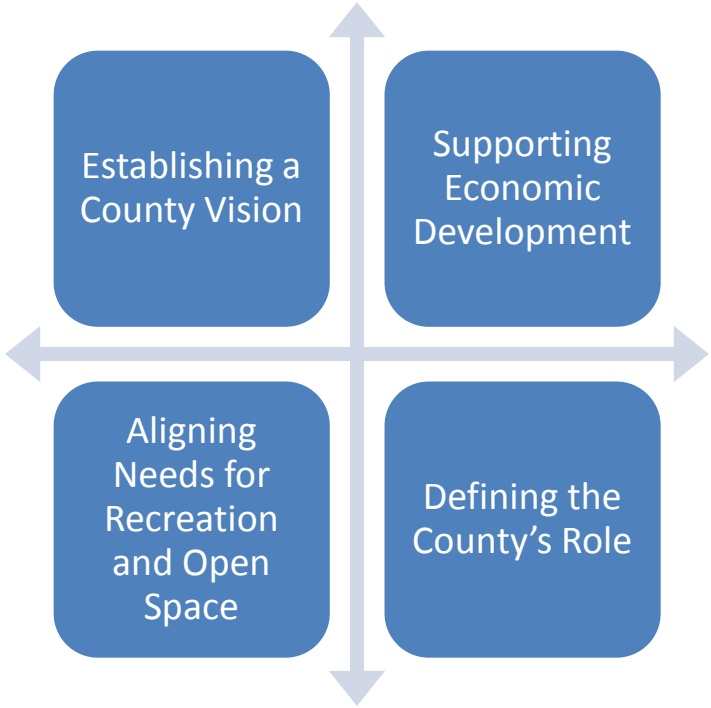
#2 - Overview

- Where are we now in the process?



#2 - Overview

- What are the major “themes” in 2016



#3 - The Role of the CAC

- Acting as “ambassadors”
- Advocate for the Process
- Participate in the Visioning
- Provide Comment and Input
- Review draft policies and plans

#4 – CAC Roundtable Discussion

- Who are the CAC?
- How long have you lived in CCC?
- Why did you come to CCC?
- What do you do for work? Fun?
- What are the highest priority issues?
- How far into the future should we plan for?

#5 – Clear Creek County Vision

- How does the 2004 Vision meet the needs for Clear Creek County in 2016?

Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens.

#5 – Clear Creek County Vision

- Let's parse this statement out…

Actively *pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens.*

WHAT DOES "ACTIVELY" MEAN WITHIN THE CONTEXT OF THE MASTER PLAN? DOES THE MASTER PLAN SUPPORT ECONOMIC DEVELOPMENT OR DRIVE IT FORWARD?

#5 – Clear Creek County Vision

- Let's parse this statement out…

Actively pursue economic plans, build on the existing ***quality of life****, and preserve the natural and cultural resources all for the benefit of the County and its citizens.*

WHAT ARE THE ATTRIBUTES OF CLEAR CREEK COUNTY THAT ESTABLISH THIS QUALITY OF LIFE? WHAT IS IMPORTANT TO PROTECT? TO ALLOW TO CHANGE? ARE THE NEEDS OF THE COMMUNITY CHANGING?

#5 – Clear Creek County Vision

- Let's parse this statement out…

Actively pursue economic plans, build on the existing quality of life, and ***preserve*** *the natural and cultural resources all for the benefit of the County and its citizens.*

IS THE VISION PRESERVATION OR PROTECTION? DOES "PRESERVE" ALLOW FOR CHANGE? THAT ASPECTS OF NATURAL AND CULTURAL RESOURCES DO WE WANT TO PRESERVE?

#5 – Clear Creek County Vision

- Let's parse this statement out…

Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit ***of the County and its citizens.***

WHAT DEFINES THE RELATIONSHIP BETWEEN THE COUNTY AND ITS CITIZENS? DO PEOPLE IDENTIFY WITH WHERE THEY ARE FROM (FLOYD HILL) OR CLEAR CREEK COUNTY?

#5 – Clear Creek County Vision

- What is missing from this vision? Does it reflect today's realities?

Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens.

#6 – Next Steps

- More work to do!

Month / Date	Event/Activity
January 25	CAC Meeting #1 – Welcome!
February 16	Public Meeting #1 - the Vision for Clear Creek County
March 14	CAC Meeting #2 – Land Use and Policy Framework
March 28	Public Meeting #2 – Focus on Future Land Use and Policy
April 25	CAC Meeting #3 – First Draft Master Plan Review
May 16	PC Meeting / CAC Meeting #4 – Draft Presentation
June 6	Public Meeting #3 – Review of the Draft Plan
July	Final Plan for PC Review

Thank You!

SE GROUP

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MEETING MINUTES

DATE: 3/14/16

PROJECT: Clear Creek County Comprehensive Master Plan Update

SUBJECT: CAC Meeting #2

LOCATION: Clear Creek County Commissioner's Board Room

ATTENDEES:

Name, Title	*Organization*	*Role*
Gabby Voeller	SE Group	Associate Planner
Scott Prior	SE Group	Staff Planner
Fred Rollenhagen	Clear Creek County	County Planning Manager
Brad Boland	Clear Creek County	County Planner- Zoning Specialist
Dianna Rockwell	D-L-D	CAC Member
Jim Epstein	Upper Bear Creek	CAC Member
Tracy Troia	Georgetown	CAC Member
Russell Clark	Planning Commission Representative	CAC Member
Jim White	Floyd Hill	CAC Member
Cynthia Neely	Georgetown	CAC Member
Donna Moody	Planning Commission Representative	CAC Member
Absent: Kim Steele, John Caldwell, Bob Judge, Steve Schultz		

DISCUSSION:

Project update:

- Where we are in the process, the role of CAC, and quick walk through of the agenda
- Summary of first two meetings from Fred
    - Meeting minutes from CAC and Public meeting are available
    - Comments that have been received thus far (Public meeting #1 and CAC meeting #1) were included in the draft of vision

Key Themes:

- Comments and participation are a key component to finding common threads that will ultimately shape the revised vision and policy framework. So far we have discovered the following themes:
    - High importance in the economy and need for diversity in economic pursuits
    - Recreation as an asset and opportunity
    - Desire to build on the high quality of life

    - Maintaining natural beauty of the county is very important and requires the efficient use of resources
    - Maintaining connectivity with/to the region
    - Separate regions of the county want to maintain their independence while working together

Comments on themes we have discovered thus far, do you agree or disagree:

- Cynthia-There are distinct areas in the county with differences. Need to focus more on distinctness of areas and celebrate distinctness of unique areas
    - Donna Moody- We want to keep the different parts of the county separate, that's what makes us unique. One size doesn't fit all in this county. People are very independent but at the same time share some common interests like transportation, healthcare, and emergency services, that tie us all together. While this is all true the areas themselves are very distinct. A perfect example is how the community rallied together during the big fire a few years back.
- There is a theme that needs to stand alone and that is the protection of a beautiful environment. The efficient use of resources is not the same as protecting an environment, nor is building on the existing quality of life. We need more detail on what it is about that quality of life we want to build on. We want greater detail on how we use resources. Too vague as it stands now.
    - SE Group- this refers to more government and infrastructure resources and we need to make that more clear.
- The themes need to echo more protection than use, it does not currently speak to protection and these are two very different topics.

The Vision

Review of past vision 2004:

Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens.

Introduction of 2016 DRAFT vision and opportunity for comments:

> *Support a diverse economic strategy that builds upon the existing quality of life, protects important natural and cultural resources, encourages recreational access and celebrates the County's unique sense of independence.*

What are your reactions?

- Russell- This is extremely different, it is written as an economic strategy. Every word that comes after "*Support*" is a modifier. Would read better if we changed to "Support diverse economic strategy INSERT COMMA".
- The vision needs to be more specific about "unique sense of independence" and what that actually means

- Jim White- At this time there's too much confusion, what is it we are trying to do? Diverse economic strategy means too many different things to too many different people. We need to be more specific.
- Jim Epstein- It's hard for me to envision the vision until we know what it is what we're trying to do.
    - Gabby articulates that we're afraid to get too specific, the vision is supposed to be a high level statement
- Fred Rollenhagen- Clarifies that we are looking at economic diversity rather than economic growth, we are no longer getting the majority of jobs and tax revenue from a single employer. What we're trying to say is that we're going for diversity and no longer chasing a new single employer.
- Cynthia- Consider changing to "*develop a diverse economy*" we haven't had a diverse economy…use the word "*develop"*, echoes the start of a new chapter
- Donna moody- In re-examining 2004, it has lasted us this long, can we not just tweak its language.
- Cynthia- Quality of life needs to come first, we are not here for economics. Should read more like sustain the existing quality of life by developing a diverse economy…
- Eliminate the word "*access*" it is a tough word in this county, it makes people think their private property is being infringed on as this has already been an issue.
- Brad Boland- Use language like "*build upon*" rather than "*sustain*", it will facilitate a more forward looking vision rather than static vision.
    - Russell- I agree with this and would also recommend, language that accommodates forward progression, and suggests making it better. This is important as in ten years it still needs to read true.
- Concerns about recreation in vision:
    - There are too many different ways to recreate, as it stands it includes everything from having a picnic to installing a zipline
    - Tempering the word "*recreation*" with something like "*appropriate recreation*" or "managed recreational use" would be beneficial…it needs to be less open.
    - There are lots of conflict on recreation in this county, it is one of the highest contested issues. Recreation means too many different things to too many different people. Conflicts exist with with residential life, shooters vs bird watchers, etc. We want to craft language to get us ahead of that snowball.
- These thoughts and concerns can come through land use maps when we really get into the recreational aspect and use this to craft zoning
    - The recreation work group can help inform this master plan. They are working to find common ground between rec interests, and we can use these to inform our plan
- The word recreation needs a modifier in the vision

Note that we changed word "*preserve*" to "*protect*", which do you like you better? What does it mean for natural and cultural resources?

- Cynthia- I like this change, preserving something exactly how it is may not actually be protecting it. Sometimes you must thin a portion of the forest to protect the forest as a whole
    - The group as a whole agrees with this point and likes the "*protect*" change

The word "*independence"*- good or bad?

- Independence of what? The spirit of the people or just the sub areas?
- Donna- Keep in mind we don't have 400 acres to plan for, but only 100 acres to plan for. This doesn't belong in vision but this is something to think about during planning. What are we planning for?
- Russell- It seems strange to have "*celebrate independence*" in vision, switch to something like "*celebrate unique history"* as it speaks more to the recognition of how we got to this point.

Review of Policy Framework, what are your reactions?

- Cynthia- Is there an organization to these policies? They would be easier to interpret if the vision is broken up before the policies i.e. portions of the vision like "*develop a diverse economy*" then followed by the policies that work to achieve that specific part of the policy
    - This provide for easier reading? Break out linkages from parts of the vision to policies that work to achieve that specific part of the vision.
    - There needs to be some way to keep this clear and organized…some policies may not fit neatly under one part of the vision.
    - Get visual icons to keep organized and allow different policies to fall under the same part of the vision.

Policies:

Seek a greater diversity of economic activity within the County

"The County will use a multi-pronged approach to actively engage and support local businesses, recognizing and building on key assets of the county – recreation, tourism, the rural mountain lifestyle and high quality of life, its proximity to the Denver metropolitan area, and its mining legacy and infrastructure. The County will position itself to respond to local and regional trends, giving it the flexibility to capture a broad range of economic opportunities. The County will measure its progress by using economic development performance measures such as business expansion and retention, economic stability, numbers of businesses and jobs, and the diversity of those businesses and jobs"

- This is a clear economic policy, we need to move quality of life and maintaining rural mountain community values to the top of this policy.
- There is a disconnect between title line and what is included in text

- Goal is to increase diversity but the measures included in the text seem to facilitate getting bigger. Needs different measures or different beginning.
    - This was the only policy with measures in it, need to make consistent. Pull out the measures and have a separate measures section or include with all policies.
- Russell- I believe the existing policy actually says this better (top part needs to be changed), it's not perfect as is but is more succinct.
    - What about "*affordable housing*" from the original policy? Keep because of how tied this is to small business. Small business needs to have affordable housing nearby to retain employees.
- Kim note- keep original language that echoes to actively pursue
- Advancing adequate telecommunications and internet broadband needs to be echoed much more in this policy

Economic activity and tourism/recreation? How do they interrelate to you? Where do we want to go with that?

- Specify that there are separate places for recreation. One for residents that upholds quality of life and another for providing greater diversity for tourism

Enable and encourage unincorporated communities to actively participate in planning for their future

"The County will support the development of subarea plans that help refine and reflect county-wide objectives, while retaining individual character and values. Independent and creative approaches will be encouraged in the pursuit of achieving both local and county-wide goals"

- Update to however we are now stating the last part of the vision. This is very governmental, other areas are starting their own master plans.
- Does the language "*unincorporated*" exclude the incorporated municipalities? Recognize that there's both plans for incorporated and unincorporated areas, and it's important for county to support both. Enable communities to actively plan their future and combine with "*recognize contributions"* to the greater community.

Ensure the key qualities of Clear Creek County are considered while allowing for growth and change in order to achieve economic diversity

"The County will ensure that the quality of life, area character, open space, water resources, wildlife and ecosystems, protection of visual resources, natural hazards, and infrastructure are addressed and considered. The County will work to assess the impact of growth and land use decisions at the local scale, understanding that all commercial uses are not the same, and residential development should reflect the character and needs of the community"

- Now that we are tied to a search for economic diversity, we need an additional policy to go under protection of natural environment.

- Brad- this seems like it could fall under econ and protection, we need a standalone policy for environmental protection.
- Jim White- There is a problem with "*growth*", the diversity part is very important but it's not the same as growth. Growth is not as important over the next 10 years, diversity is.
    - How do we work in not growing in terms of residents but growing in terms of our opportunities? Let's be sure to word more for diversity and less for growth. We don't exactly know what we are planning for. Post mine what are revenues? What is it we are trying to solve for? Maybe we don't know, but let's craft that language appropriately.
- Fred-We are moving away from being a one industry town, we should expect change but at this point we don't necessarily know what that change is… perhaps it says exactly what we want it to say. Acknowledging there will be changes to the county due to our diversification. What we're trying to say is we want to maintain something while changing.
- Russell- This is true but people react differently to the word "*growth"*, perhaps "*develop*" better suits what it is we are trying to convey. The language in the existing master plan is carefully crafted to skate around this. It's eloquent but doesn't get too specific and say things like "*growth*". I like the specifics at the beginning but lists can be dangerous, they make people think a list purposely excluded a specific item when these policies are revisited down the road. Even the addition of something like "included but not limited to" would help prevent this issue.

Recognize and support the important contributions made by the County's municipalities in arts, culture, recreation and tourism

"The County will use an all-inclusive approach to branding, identification, and communication so that residents identify with and visitors recognize the assets and identity of Clear Creek County. This will create the sense of Clear Creek County as a "complete place," rather than a collection of unrelated places. This will be aided by more consistent support of local initiatives, events, and cultural assets"

- Russell – "*made by County's municipalities*" is that really important? Don't include. Agreed by all.
- Group wide confusion over last two sentences…should say, "hopefully this leads to more support". We're after the first sentence, so visitors recognize the identity of the county. If first sentence is well done, then Clear Creek is Clear Creek and we don't need the following sentences. Internally we recognize the uniqueness and this should speak to how we get visitors to recognize.
- Stop at the first sentence that is all you need. Cut the rest!

Promote intergovernmental cooperation to support shared regional objectives

"The County will cooperate with municipalities, neighboring counties, the Federal Government and State Government agencies on planning and initiatives to achieve shared goals or objectives. The County will periodically review intergovernmental agreements (IGAs) to ensure compliance, and, where possible, cooperatively revise as needed with a goal to reduce redundancies, eliminate archaic agreements and implement the goals, policies and actions of this Plan"

- This is not exactly a policy, it's a strategy for achieving several of these policies but it's not a policy in itself.
    - Could go under the "*distinct areas*" policy
- The word "*will*" is too strong, keep this in mind throughout the document. We don't want the county's hands to be tied. Use "*should*" or something to soften that language
- The county attorney office has the most complete list of IGAs- to the extent that they are managed they are managed by county attorney office
- Remove from this section but keep in next level as a general strategy!

Support the continued preservation of important open spaces that contribute to the environmental, scenic and recreational resources of the County

"The County will build on the legacy of past successes and work to better integrate open space and recreation planning in the future. The County will address rural land development by defining policies that promote the concentration of development into established growth centers, recognizing key environmental, scenic, and recreation resources and identifying risks and hazards that influence the human development pattern"

- Same comment as above, too many "wills"
- There's a disconnect between sentence one and everything after it. Talking about very different things.

What are we after in this policy?

- We need to change lead line to say what we mean. The first line almost speaks more towards body of the next policy. What does open space even mean? Open Space for recreation purposes or natural environment purposes. There's park lands open space vs. pure environment protection open space. This muddies the message and needs to be made separate.
    - This policy deals with parklands and recreation.
- Protection of environment in open space is a separate topic than obtaining areas for recreation in open space.
- Existing policy header "*land use should be suitable for characteristics for clear creek county*"
    - Use the sentiments from this old policy to express what we are trying to say in this new policy.
    - Take the old policy statement of land use and suitability to characteristics of land and put newer policies under there as strategies

Encourage growth within designated areas and corridors where services exist or can be provided with modest effort and cost

"The County will support growth that addresses existing issues such as housing quality, transportation, economic development, and access to recreation. It will advocate development that utilizes existing County infrastructure and does not put additional strain on County resources. Recognize that historic mining claims are of interest for residential conversion, and prepare for development on these resources"

- When we say "*recognize mining claims*" we need to rephrase this to say "*land use suitable with characteristics are of interest for residential conversion"*.
- Brad- Sentiment about growth centers echoed in this policy, recognize that there is interest but get rid of the "*and prepare*" portion.

  But use the term development

- There are ways to approach and reduce the impact of mining claims above timberline, we have seen other counties handle their remote mining claims well and we need to follow their lead. There are ways to manage these sensitive environments
  - *"Recognize that there's interest in mining claims and develop strategies to prevent adverse development'*
- Eliminate "*access to recreation*" what does it add here? Only creates room for conflict as to what this means

Final Thoughts

We still need a specific policy for cultural resources

- Cultural resources identified and measures for their protection will be facilitated. Needs to step in when people can't take the time to go through state or federal level of registration- County could at some level provide a way to make that happen.
- Most counties a certified local governments under the preservation act.
- County will do more to facilitate preservation of cultural, and then strategies are as in above.
- Also need standalone policy for environmental protection

ACTION ITEMS:

Action Item	*Responsible Party*	*Due Date*
Send out electronic version of flyers		
April 4 meeting to go over last 4 policies and maps		
CAC members encourage attendance at next public meeting		
Revise policies and make available to the public		

Citizens Advisory Committee Meeting #2

March 14, 2016

7:00pm – 9:00pm

The Role of the CAC

- Acting as “ambassadors”
- Advocate for the Process
- Participate in the Visioning
- Provide Comment and Input
- Review draft policies and plans

Where are we in the process?

(Re)Establish a Shared Community Vision

Define Goals/Policies and Objectives to Support that Vision

Create Plan that acts as a Framework for Regulatory Tools Like Zoning

#1 – Summary of Previous Meetings

- CAC Meeting #1
- Public Meeting #1

Themes we have discovered so far:

#2 – Clear Creek County Vision

2004 Vision

Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens.

#2 – Clear Creek County Vision

2016 DRAFT Vision

Support a diverse economic strategy that builds upon the existing quality of life, protects important natural and cultural resources, encourages recreational access and celebrates the County's unique sense of independence.

#2 – Clear Creek County Vision

2016 DRAFT Vision

*Support a **diverse economic strategy** that builds upon the existing quality of life, protects important natural and cultural resources, encourages recreational access and celebrates the County's unique sense of independence.*

#2 – Clear Creek County Vision

2016 DRAFT Vision

*Support a diverse economic strategy that **builds upon the existing quality of life**, protects important natural and cultural resources, encourages recreational access and celebrates the County's unique sense of independence.*

#2 – Clear Creek County Vision

2016 DRAFT Vision

*Support a diverse economic strategy that builds upon the existing quality of life, **protects** important natural and cultural resources, encourages recreational access and celebrates the County's unique sense of independence.*

#2 – Clear Creek County Vision

2016 DRAFT Vision

*Support a diverse economic strategy that builds upon the existing quality of life, protects important natural and cultural resources, **encourages recreational access** and celebrates the County's unique sense of independence.*

#2 – Clear Creek County Vision

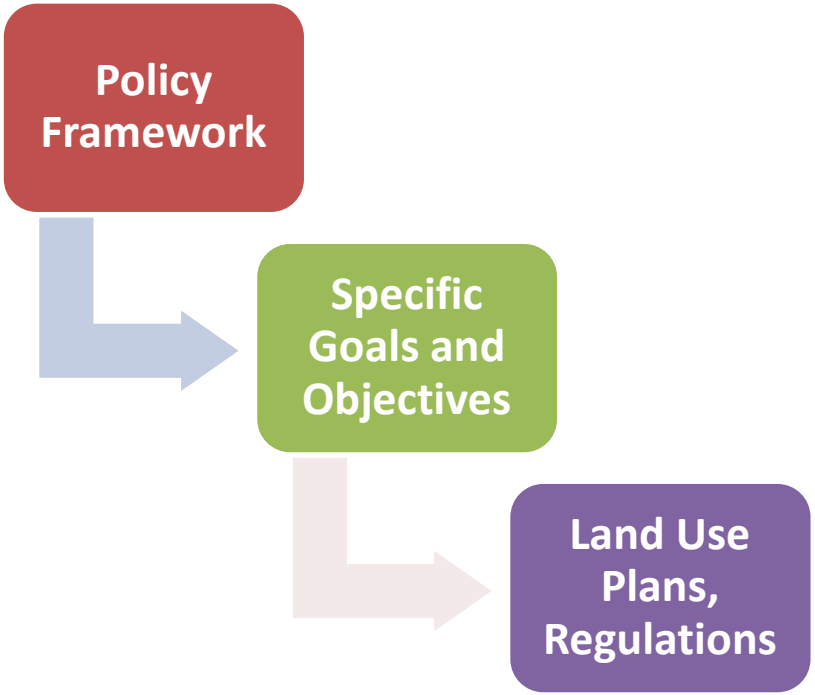
2016 DRAFT Vision

Support a diverse economic strategy that builds upon the existing quality of life, protects important natural and cultural resources, encourages recreational access and celebrates the County's unique ***sense of independence****.*

#3 – Policy Framework

What is a Policy Framework?

It incorporates and integrates key themes to respond to the question *"Where are we going?"*



#3 – Policy Framework

Seek a greater diversity of economic activity within the County

The County will use a multi-pronged approach to actively engage and support local businesses, recognizing and building on key assets of the county – recreation, tourism, the rural mountain lifestyle and high quality of life, its proximity to the Denver metropolitan area, and its mining legacy and infrastructure. The County will position itself to respond to local and regional trends, giving it the flexibility to capture a broad range of economic opportunities. The County will measure its progress by using economic development performance measures such as business expansion and retention, economic stability, numbers of businesses and jobs, and the diversity of those businesses and jobs.

#3 – Policy Framework

Enable and encourage unincorporated communities to actively participate in planning for their future

The County will support the development of subarea plans that help refine and reflect county-wide objectives, while retaining individual character and values. Independent and creative approaches will be encouraged in the pursuit of achieving both local and county-wide goals.

#3 – Policy Framework

Ensure the key qualities of Clear Creek County are considered while allowing for growth and change in order to achieve economic diversity

The County will ensure that the quality of life, area character, open space, water resources, wildlife and ecosystems, protection of visual resources, natural hazards, and infrastructure are addressed and considered. The County will work to assess the impact of growth and land use decisions at the local scale, understanding that all commercial uses are not the same, and residential development should reflect the character and needs of the community.

#3 – Policy Framework

Recognize and support the important contributions made by the County's municipalities in arts, culture, recreation and tourism

The County will use an all-inclusive approach to branding, identification, and communication so that residents identify with and visitors recognize the assets and identity of Clear Creek County. This will create the sense of Clear Creek County as a "complete place," rather than a collection of unrelated places. This will be aided by more consistent support of local initiatives, events, and cultural assets.

#3 – Policy Framework

Promote intergovernmental cooperation to support shared regional objectives

The County will cooperate with municipalities, neighboring counties, the Federal Government and State Government agencies on planning and initiatives to achieve shared goals or objectives. The County will periodically review intergovernmental agreements (IGAs) to ensure compliance, and, where possible, cooperatively revise as needed with a goal to reduce redundancies, eliminate archaic agreements and implement the goals, policies and actions of this Plan.

#3 – Policy Framework

Support the continued preservation of important open spaces that contribute to the environmental, scenic and recreational resources of the County

The County will build on the legacy of past successes and work to better integrate open space and recreation planning in the future. The County will address rural land development by defining policies that promote the concentration of development into established growth centers, recognizing key environmental, scenic, and recreation resources and identifying risks and hazards that influence the human development pattern.

#3 – Policy Framework

Encourage growth within designated areas and corridors where services exist or can be provided with modest effort and cost

The County will support growth that addresses existing issues such as housing quality, transportation, economic development, and access to recreation. It will advocate development that utilizes existing County infrastructure and does not put additional strain on County resources. Recognize that historic mining claims are of interest for residential conversion, and prepare for development on these resources.

#3 – Policy Framework

Consider recreation as an important contributor to residents' quality of life and a part of a balanced regional economy

The County will acknowledge recreation in economic development efforts, recognizing that recreation improvements support tourism, an economic development goal. The County will understand its unique assets and build recreational opportunities around them, further enhancing the quality of life for residents. A high quality of life for residents makes the County an attractive place for new residents and attracting businesses. The County will pursue partnerships focusing on recreation with entities such as schools, municipalities, CCMRD, USFS, and the OSC.

#3 – Policy Framework

Continue to preserve and protect mineral resources for the benefit of future generations

The County recognizes the short term challenge of the Henderson Mine closure but will continue to think in terms of long-term opportunities and building upon a history of mining heritage. The County will actively promote reuse options for the Henderson mine that do not preclude future mining efforts.

#3 – Policy Framework

Explore how local and regional initiatives within the County can improve access to health care services.

The County will work to develop "home-grown" options that support access to health care services while also looking to partner with regional, state, and federal agencies. The County will pursue strategies that will improve health care access in the long-term, not quick fixes that do not hold up over time.

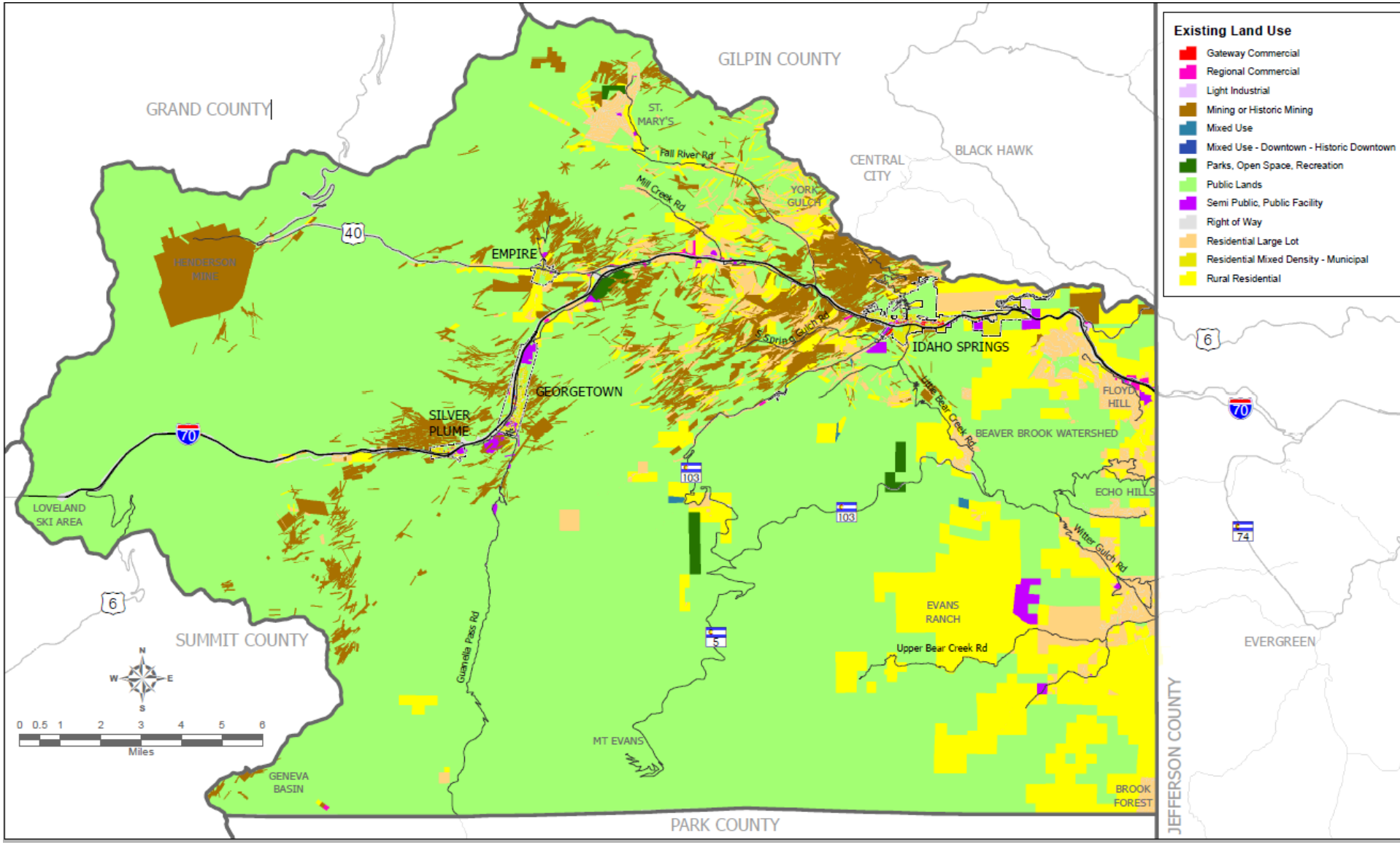
#3 – Policy Framework

Endorse a transportation system that is multi-modal in nature and that enhances local circulation with and between existing communities as well as improves connectivity to the rest of the region

The County will look for opportunities to integrate pedestrian, bicycle, and transit facilities where appropriate, enabling residents to access jobs and services without reliance on personal automobiles. The County will address the challenges of the I-70 corridor to the extent it can, while embracing opportunities the highway corridor presents, setting up the communities along it for success. The County will explore partnerships with neighboring counties as well as with local, regional, and state agencies to provide transit service between Clear Creek County and neighboring counties in the pursuit of improving regional access to jobs and services.

#3 – Future Land Use

- What should stay the same from the 2004 plan?
- What should change?
- How do you want to treat mining lands?
- What kinds of “overlays” do we want to examine?
- What role should hazard/mitigation play?


Existing Land Use
Gateway Commercial
Regional Commercial
Light Industrial
Mining or Historic Mining
Mixed Use
Mixed Use - Downtown - Historic Downtown
Parks, Open Space, Recreation
Public Lands
Semi Public, Public Facility
Right of Way
Residential Large Lot
Residential Mixed Density - Municipal
Rural Residential
GILPIN COUNTY
GRAND COUNTY
ST. MARY'S
Fall River Rd
Mill Creek Rd
CENTRAL CITY
BLACK HAWK
YORK GULCH
HENDERSON MINE
EMPIRE
IDAHO SPRINGS
GEORGETOWN
SILVER PLUME
Spring Gulch Rd
Little Bear Creek Rd
FLOYD HILL
BEAVER BROOK WATERSHED
ECHO HILLS
Witter Gulch Rd
LOVELAND SKI AREA
SUMMIT COUNTY
Guanella Pass Rd
EVANS RANCH
Upper Bear Creek Rd
EVERGREEN
JEFFERSON COUNTY
MT EVANS
GENEVA BASIN
BROOK FOREST
PARK COUNTY
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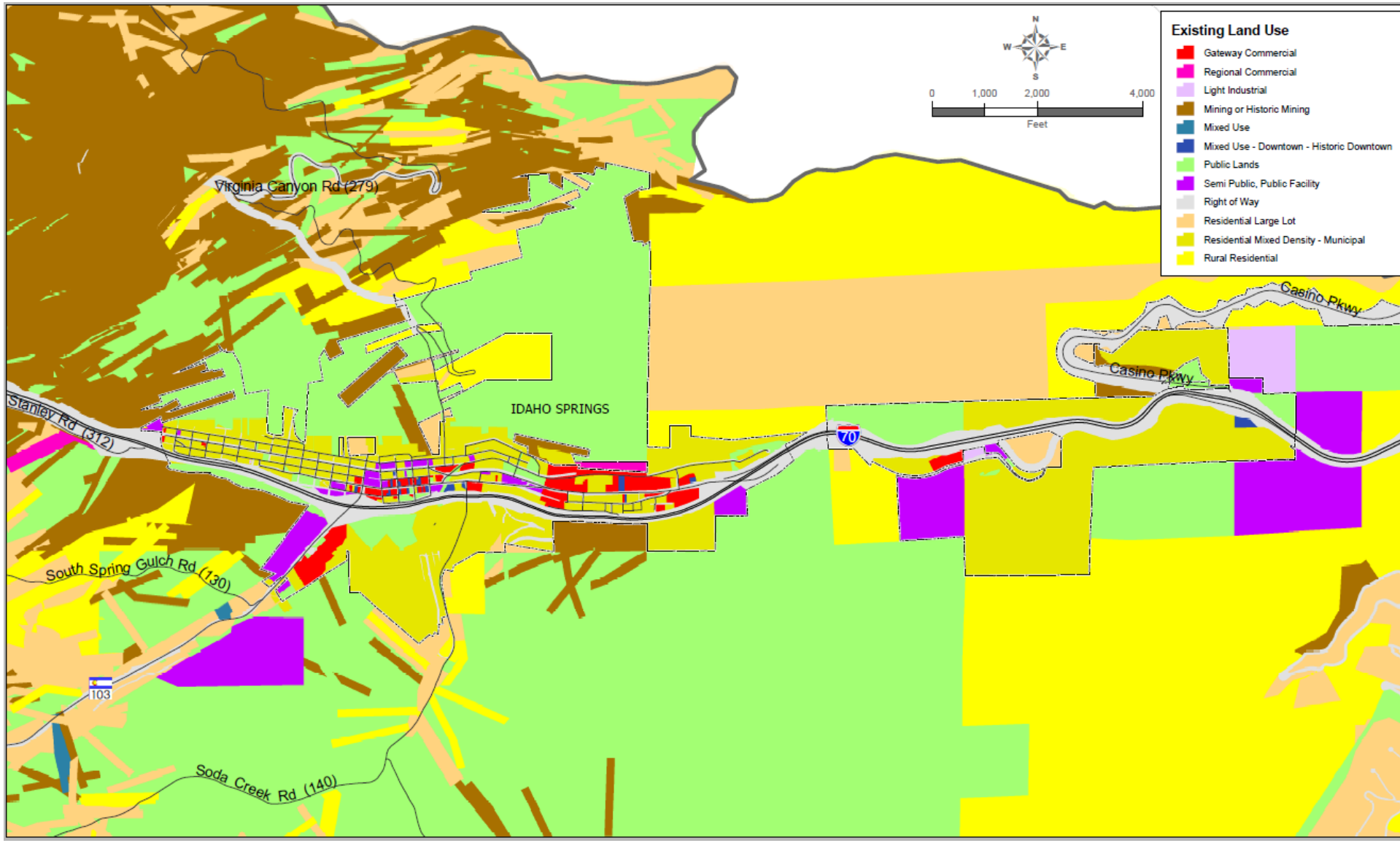
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Residential Large Lot
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Rural Residential
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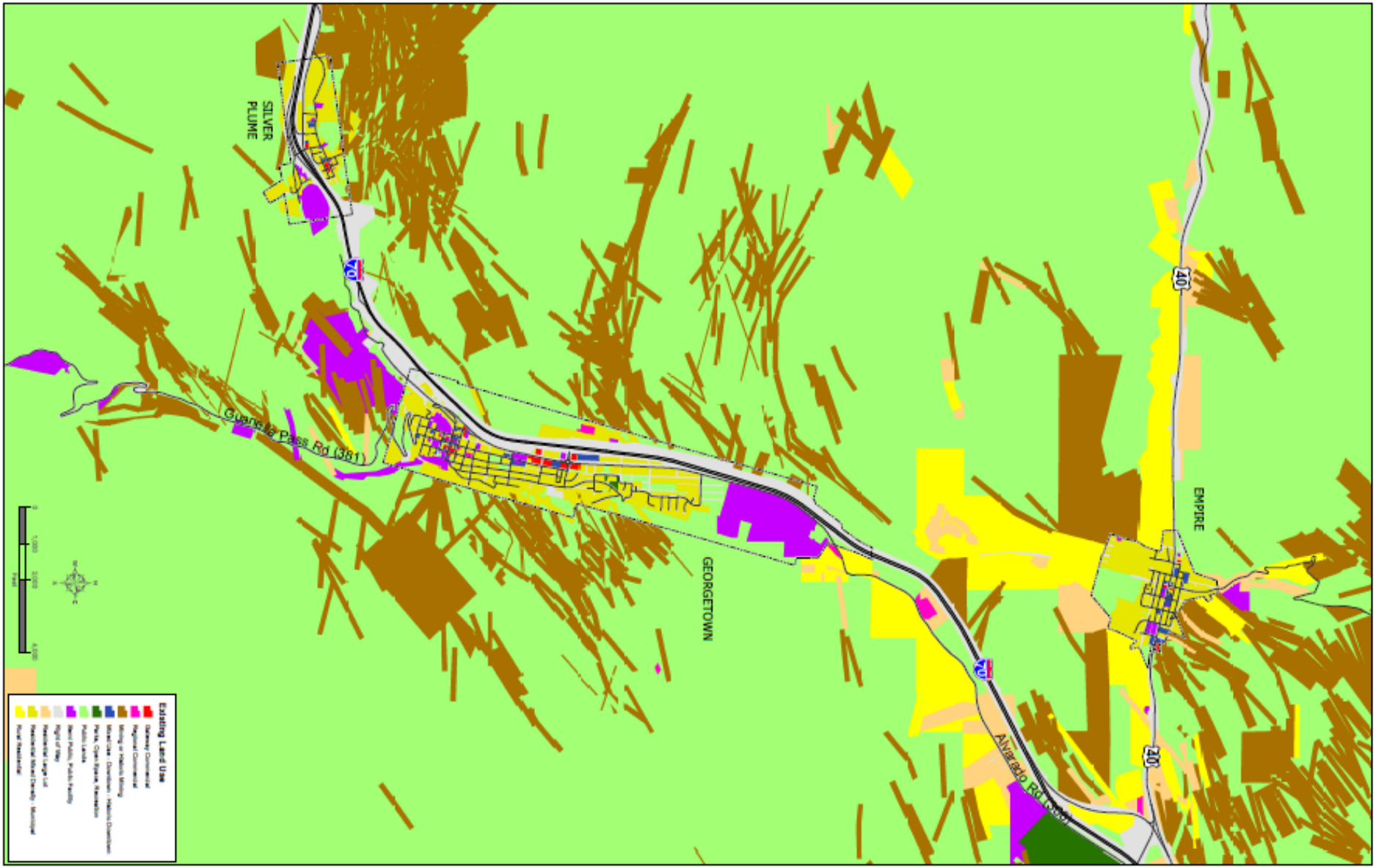
Feet
Virginia Canyon Rd (279)
Stanley Rd (312)
IDAHO SPRINGS
Casino Pkwy
Casino Pkwy
70
South Spring Gulch Rd (130)
103
Soda Creek Rd (140)


EMPIRE
40
Alvarado Rd (381)
70
GEORGETOWN
Guanella Pass Rd (381)
SILVER PLUME
Existing Land Use
Gateway Commercial
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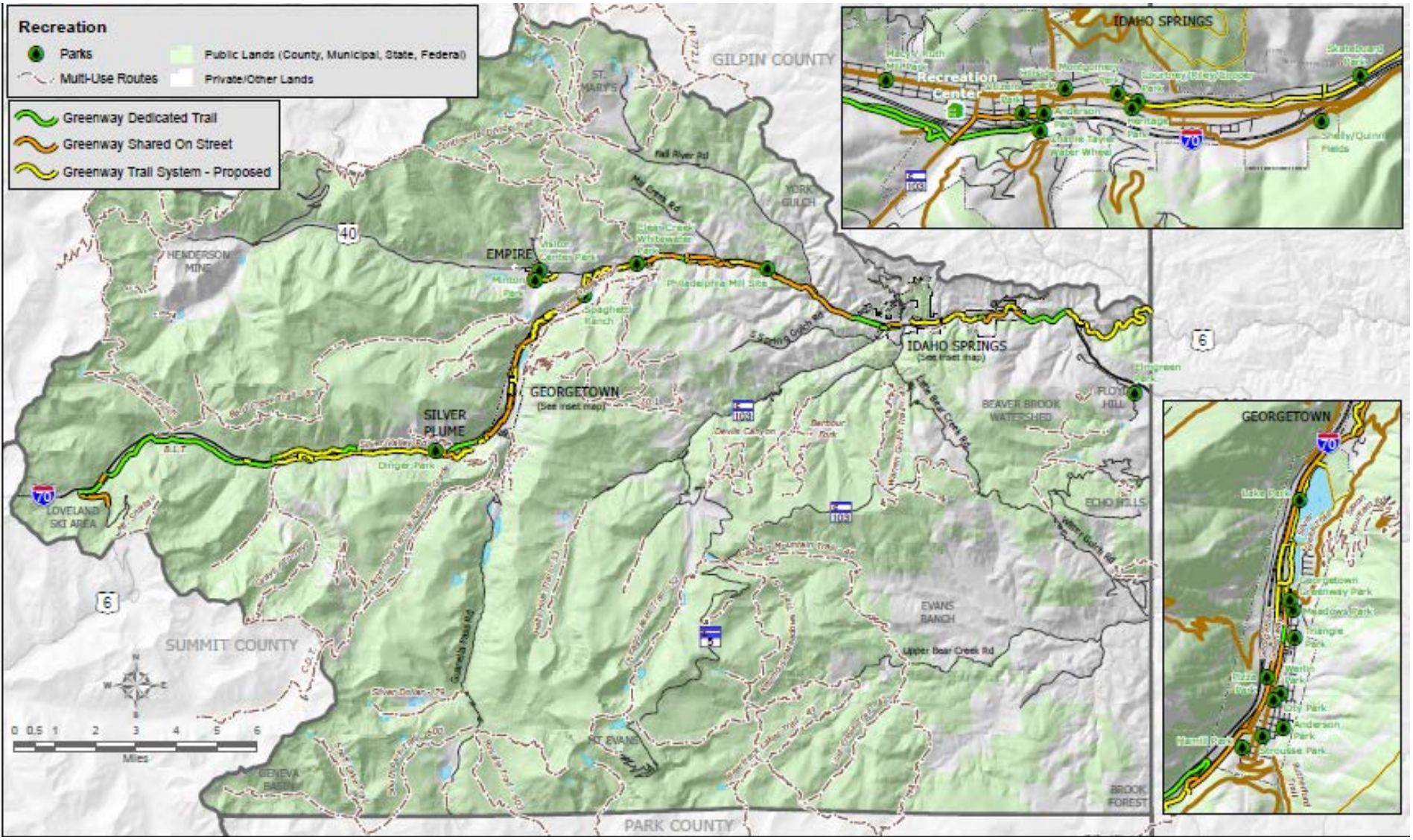
Recreation
Parks
Multi-Use Routes
Public Lands (County, Municipal, State, Federal)
Private/Other Lands
Greenway Dedicated Trail
Greenway Shared On Street
Greenway Trail System - Proposed
GILPIN COUNTY
SUMMIT COUNTY
PARK COUNTY
EMPIRE
GEORGETOWN
(See inset map)
SILVER PLUME
IDAHO SPRINGS
(See inset map)
LOVELAND SKI AREA
HENDERSON MINE
ST. MARY'S
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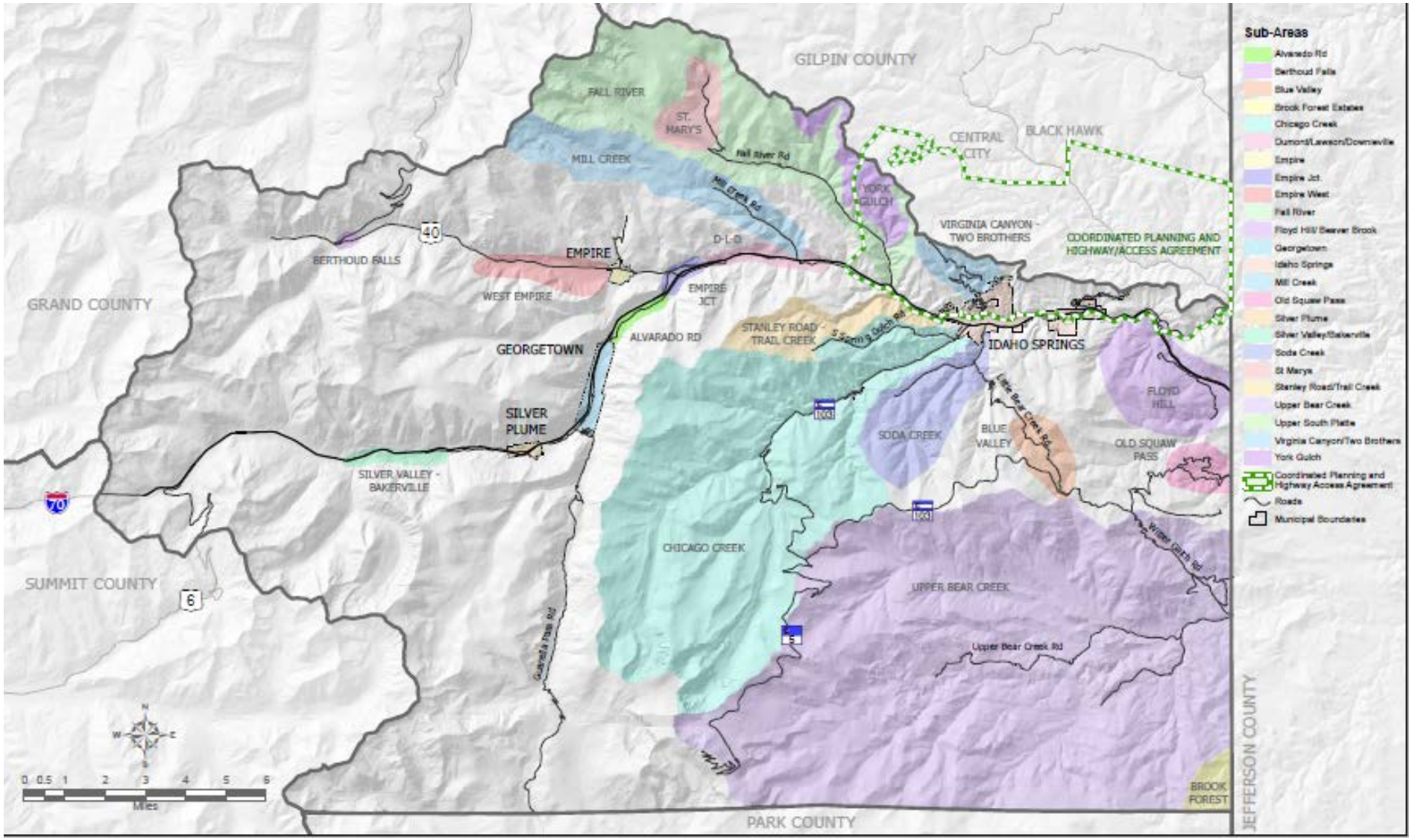
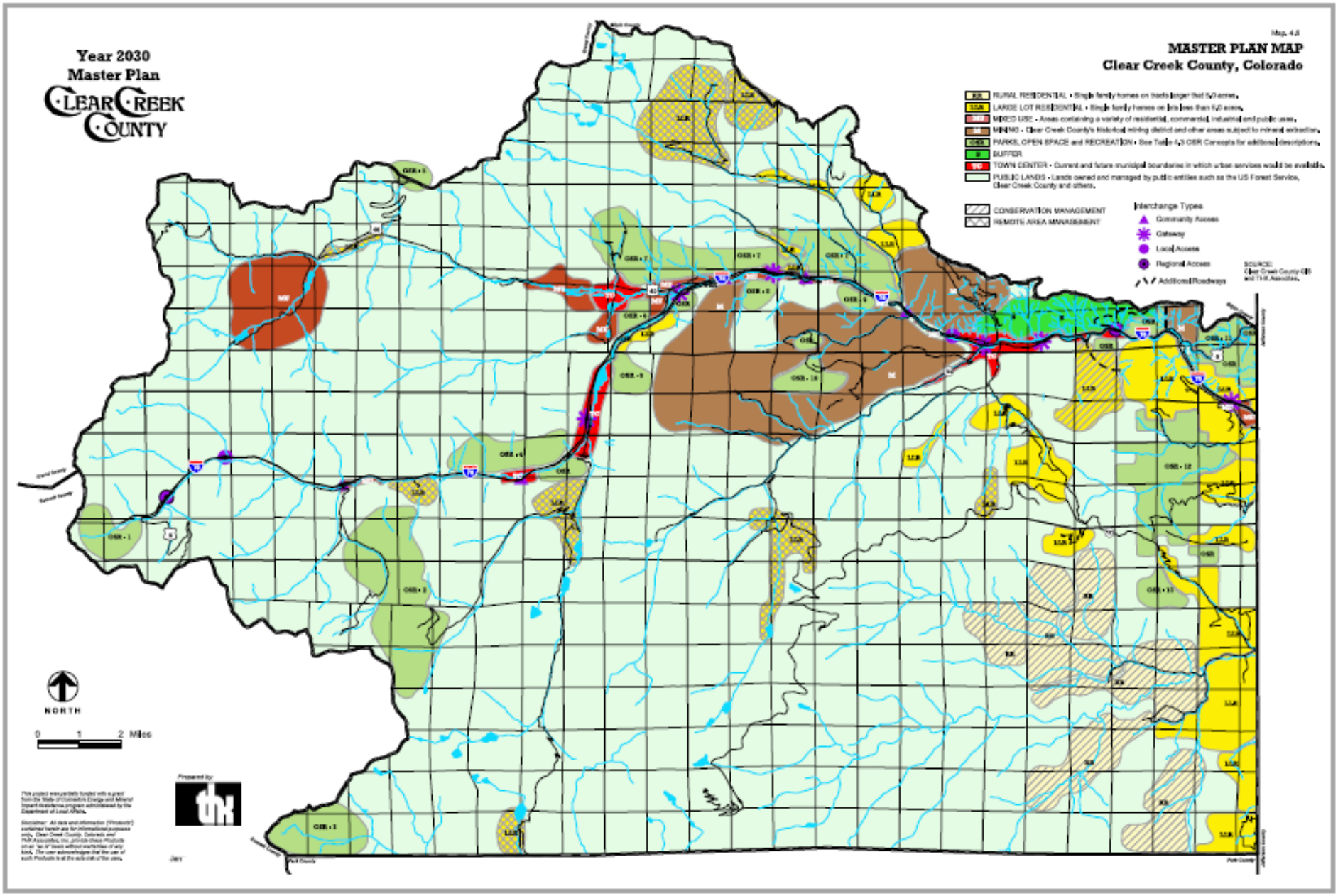
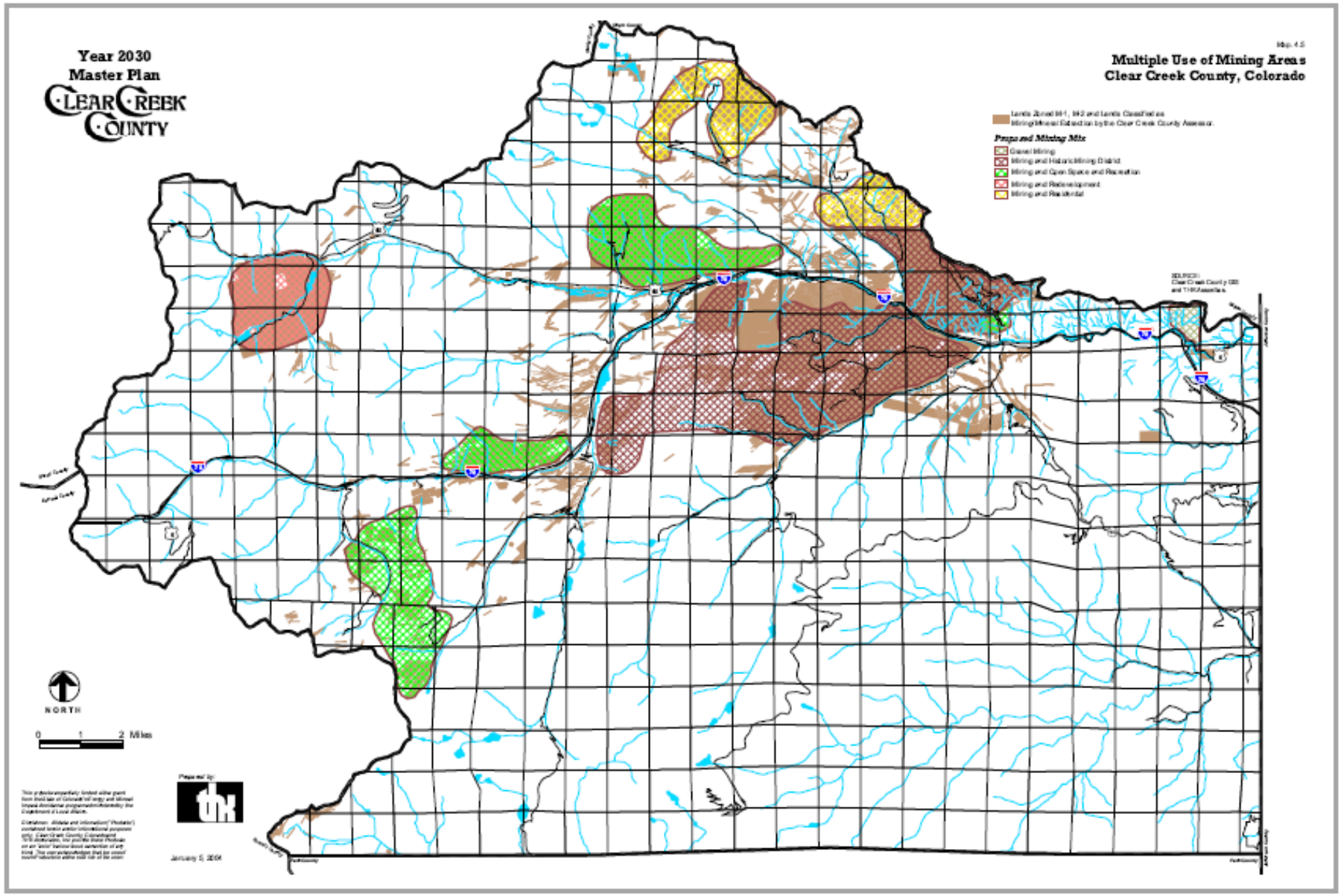

GILPIN COUNTY
GRAND COUNTY
SUMMIT COUNTY
PARK COUNTY
JEFFERSON COUNTY
FALL RIVER
ST. MARY'S
MILL CREEK
Fall River Rd
Mill Creek Rd
CENTRAL CITY
BLACK HAWK
YORK GULCH
VIRGINIA CANYON - TWO BROTHERS
COORDINATED PLANNING AND HIGHWAY/ACCESS AGREEMENT
BERTHOUD FALLS
EMPIRE
D-I-D
WEST EMPIRE
EMPIRE JCT
GEORGETOWN
ALVARADO RD
STANLEY ROAD - TRAIL CREEK
IDAHO SPRINGS
SILVER PLUME
SILVER VALLEY - BAKERVILLE
SODA CREEK
BLUE VALLEY
FLOYD HILL
OLD SQUAW PASS
CHICAGO CREEK
UPPER BEAR CREEK
Upper Bear Creek Rd
BROOK FOREST
Sub-Areas
Alvarado Rd
Berthoud Falls
Blue Valley
Brook Forest Estates
Chicago Creek
Dumont/Lawson/Downieville
Empire
Empire Jct.
Empire West
Fall River
Floyd Hill/Beaver Brook
Georgetown
Idaho Springs
Mill Creek
Old Squaw Pass
Silver Plume
Silver Valley/Bakerville
Soda Creek
St Marys
Stanley Road/Trail Creek
Upper Bear Creek
Upper South Platte
Virginia Canyon/Two Brothers
York Gulch
Coordinated Planning and Highway Access Agreement
Roads
Municipal Boundaries
0 0.5 1 2 3 4 5 6
Miles


Year 2030
Master Plan
CLEAR CREEK COUNTY
Map 4.8
MASTER PLAN MAP
Clear Creek County, Colorado
RURAL RESIDENTIAL - Single family homes on tracts larger that 5/0 acres.
LARGE LOT RESIDENTIAL - Single family homes on lots less than 5/0 acres.
MIXED USE - Areas containing a variety of residential, commercial, industrial and public uses.
MINING - Clear Creek County's historical mining district and other areas subject to mineral extraction.
PARKS, OPEN SPACE and RECREATION - See Table 4.3 OSR Concepts for additional descriptions.
BUFFER
TOWN CENTER - Current and future municipal boundaries in which urban services would be available.
PUBLIC LANDS - Lands owned and managed by public entities such as the US Forest Service, Clear Creek County and others.
CONSERVATION MANAGEMENT
REMOTE AREA MANAGEMENT
Interchange Types
Community Access
Gateway
Local Access
Regional Access
Additional Roadways
SOURCE:
Clear Creek County GIS
and THK Associates.
NORTH
0 1 2 Miles
Prepared by:
thk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Map. 4.5
Multiple Use of Mining Areas
Clear Creek County, Colorado
Lands Zoned M-1, M-2 and Lands Classified as Mining/Mineral Extraction by the Clear Creek County Assessor.
Proposed Mining Mix
Gravel Mining
Mining and Historic Mining District
Mining and Open Space and Recreation
Mining and Redevelopment
Mining and Residential
SOURCE:
Clear Creek County GIS
and THK Associates
NORTH
0 1 2 Miles
Prepared by:
January 5, 2004

#5 – Next Steps

More work to do!

Month / Date	Event/Activity
March 28	Public Meeting #2 – Focus on Future Land Use and Policy
April 4	CAC Meeting #2.5 – Land Use
April 25	CAC Meeting #3 – First Draft Master Plan Review
May 16	PC Meeting / CAC Meeting #4 – Draft Presentation
June 6	Public Meeting #3 – Review of the Draft Plan
July	Final Plan for PC Review

Thank You!

Citizens Advisory Committee Meeting #3

April, 2016

7:00pm – 9:00pm

The Role of the CAC

- Acting as “ambassadors”
- Advocate for the Process
- Participate in the Visioning
- Provide Comment and Input
- Review draft policies and plans
  - Future Land Use Plan

#1 – Meeting Purpose

- Review revised Vision
- Review comments from Public Meeting #2
- Discuss elements of Future Land Use Map

Public Meeting Comments – D-L-D

- Opportunities for growth exist here
- Worried about new commercial uses not mixing well with current development
- Businesses to serve locals or highway travelers?

Public Meeting Comments – Georgetown, Silver Plume, Bakerville

- Desire to contain development to existing service areas, do not encourage “backcountry” development
- Show Historic District Boundary on map in plan
- Amenities and resources desired in all communities, not just concentrated in a few

Public Meeting Comments – Empire

- Lots of developable land along Route 40, just north of Empire and at junction
  - Affordable housing, more lodging, commercial
- Development should preserve views
- St. Mary's residents desire to fill out their developable area
  - Store, lodging, recreation

Public Meeting Comments – Upper Bear Creek

- Would like this area to be more bicycle friendly
- Make trails and trailheads easier to navigate
- What about a wedding or event center here?

Public Meeting Comments – Floyd Hill

- Design as “Gateway to CCC” – land use should reflect that
- Office spaces have been vacant for years – who to market these to? Why still vacant?
- Residents want to keep current level of residential density

#2 – Clear Creek County Vision

2004 Vision

Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens.

#2 – Clear Creek County Vision

2016 DRAFT 2 Vision

Improve upon the existing quality of life in Clear Creek County by supporting the development of a diverse economy, protecting natural and cultural resources, encouraging recreation, and celebrating the County's distinct areas.

#2 – Themes

QUALITY OF LIFE

BUILT ENVIRONMENT – LAND USE

ECONOMY

NATURAL ENVIRONMENT

MINING AND CULTURAL RESOURCES

RECREATION

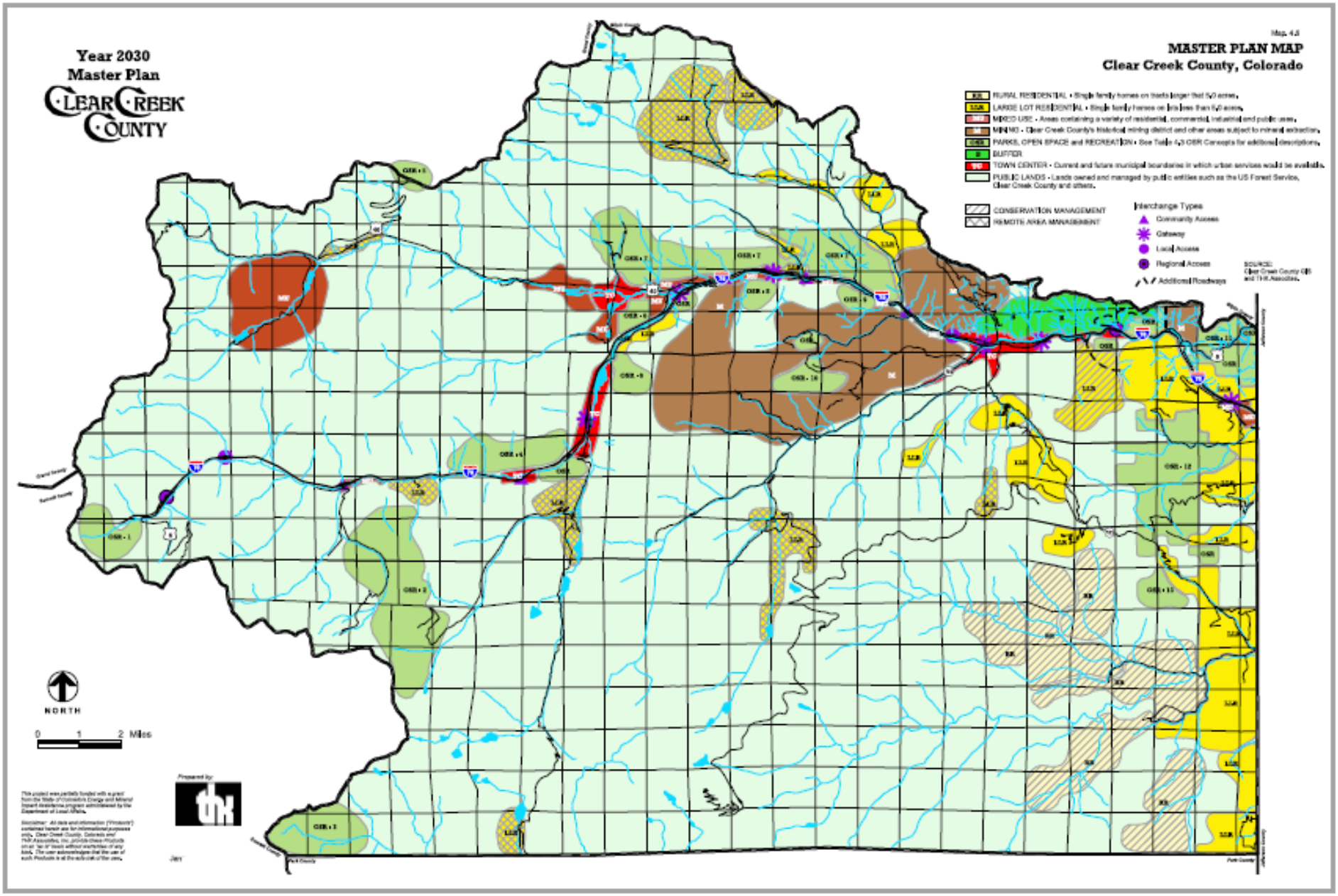
DISTINCT AREAS

#2 – Clear Creek County Policy Framework

- Revised Policy Framework and presented at last meeting
- Focusing on land use today, but please submit additional comments on the Policy Framework to us by written communication

#3 – Future Land Use

- What should stay the same from the 2004 plan?
- What should change?
- How do we want to define categories?
- What kinds of “overlays” do we want to examine?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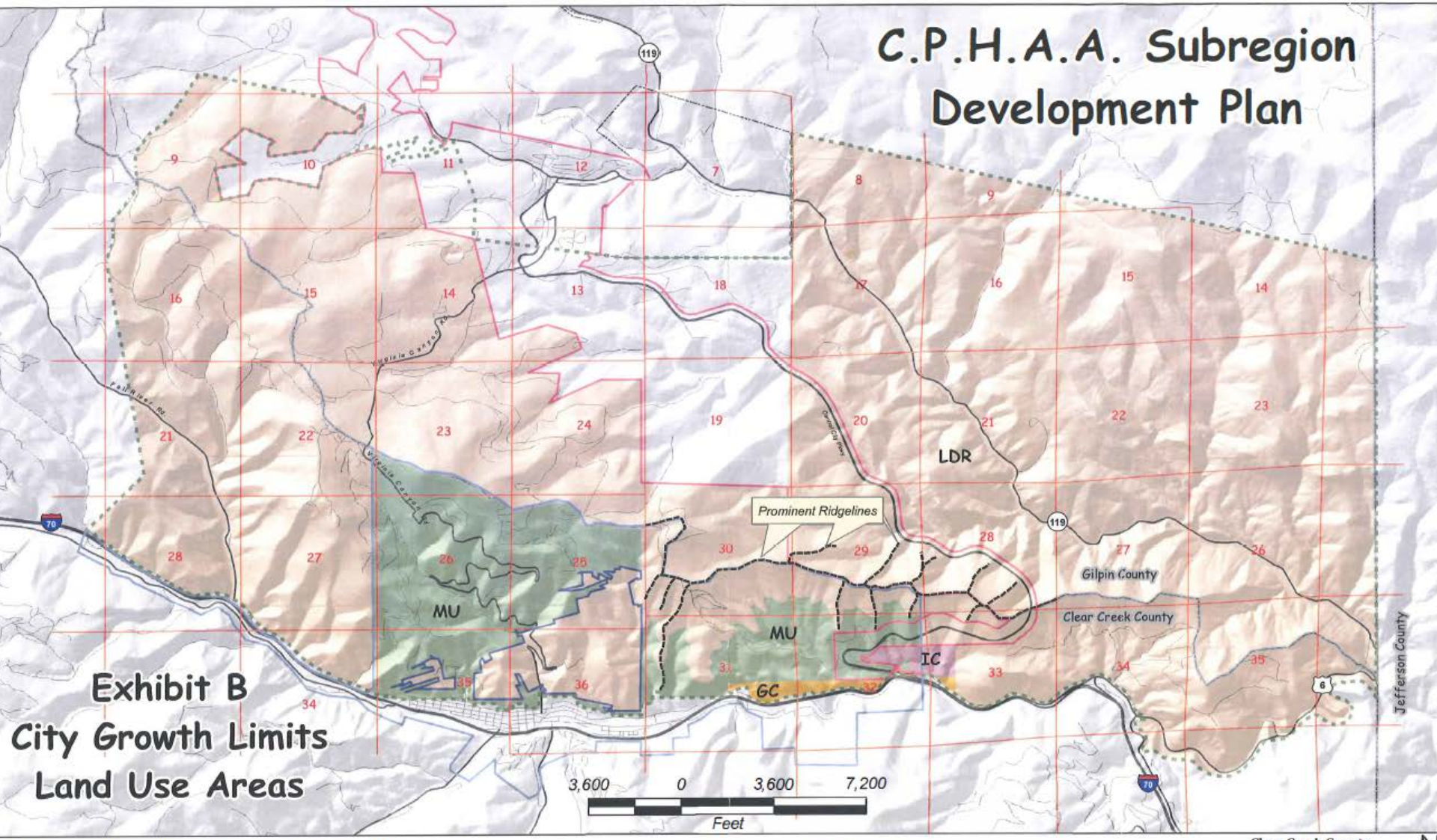
NORTH
0 1 2 Miles
Prepared by:
thk

#3 – Future Land Use - Principles

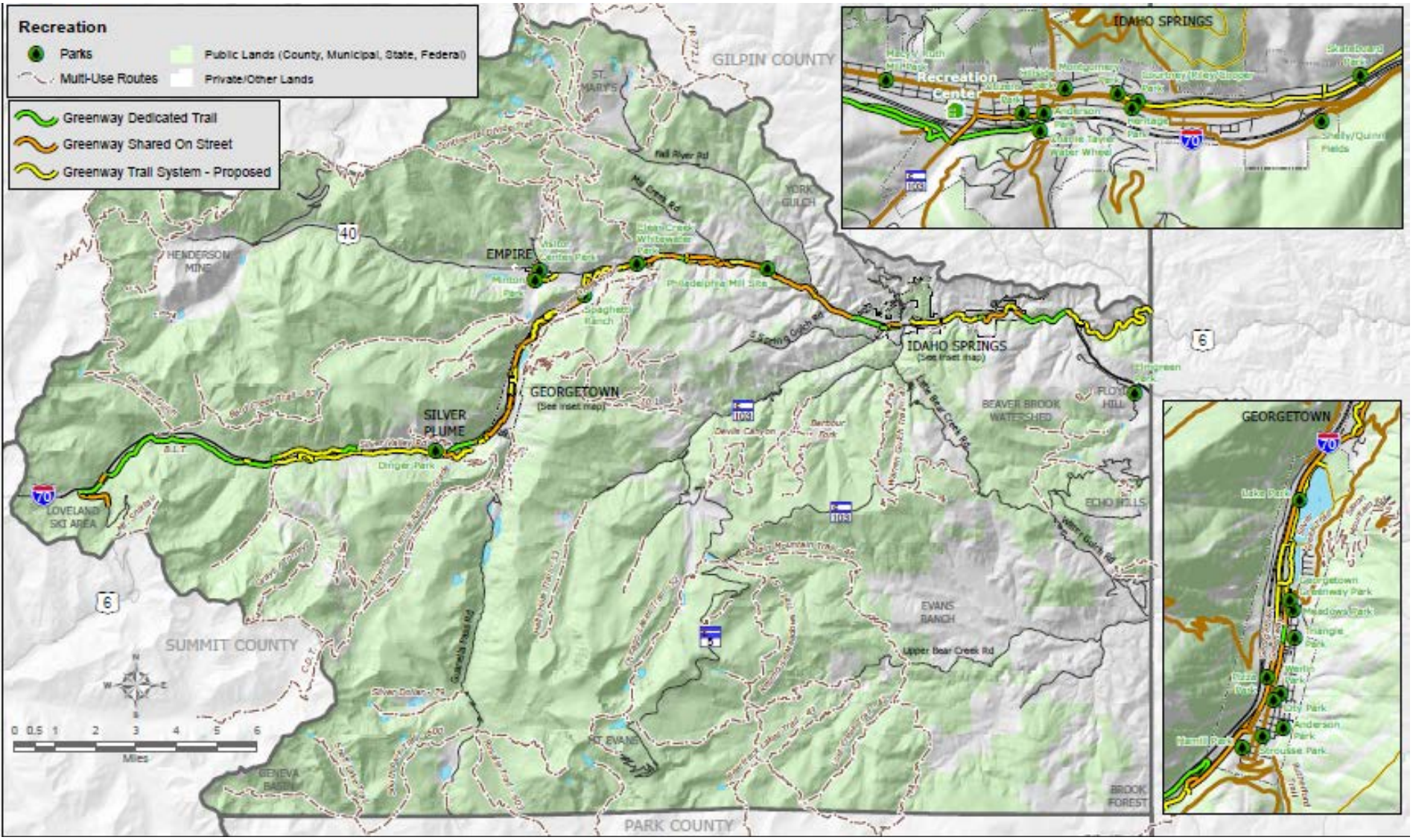
- Define Future Land Use categories by **USE**, not regulation or lack of use
- Map should be consistent with other plans
  - Recreation, Mining, Service Areas, sub-area plans
- Use “overlays” to express restriction or enhancement for a particular category



This map is a visual representation only. Map is not survey accurate and may not comply with National Mapping Accuracy Standards. Map is based on best available data as of October, 2005.

MU Mixed Use Areas
LDR Low Density Residential Area
IC Interchange Commercial Area
GC General Commercial Area
Area 28
Central City Growth Area
Idaho Springs Growth Area
C.P.H.A.A. Area
County Boundaries
Black Hawk

Clear Creek County GIS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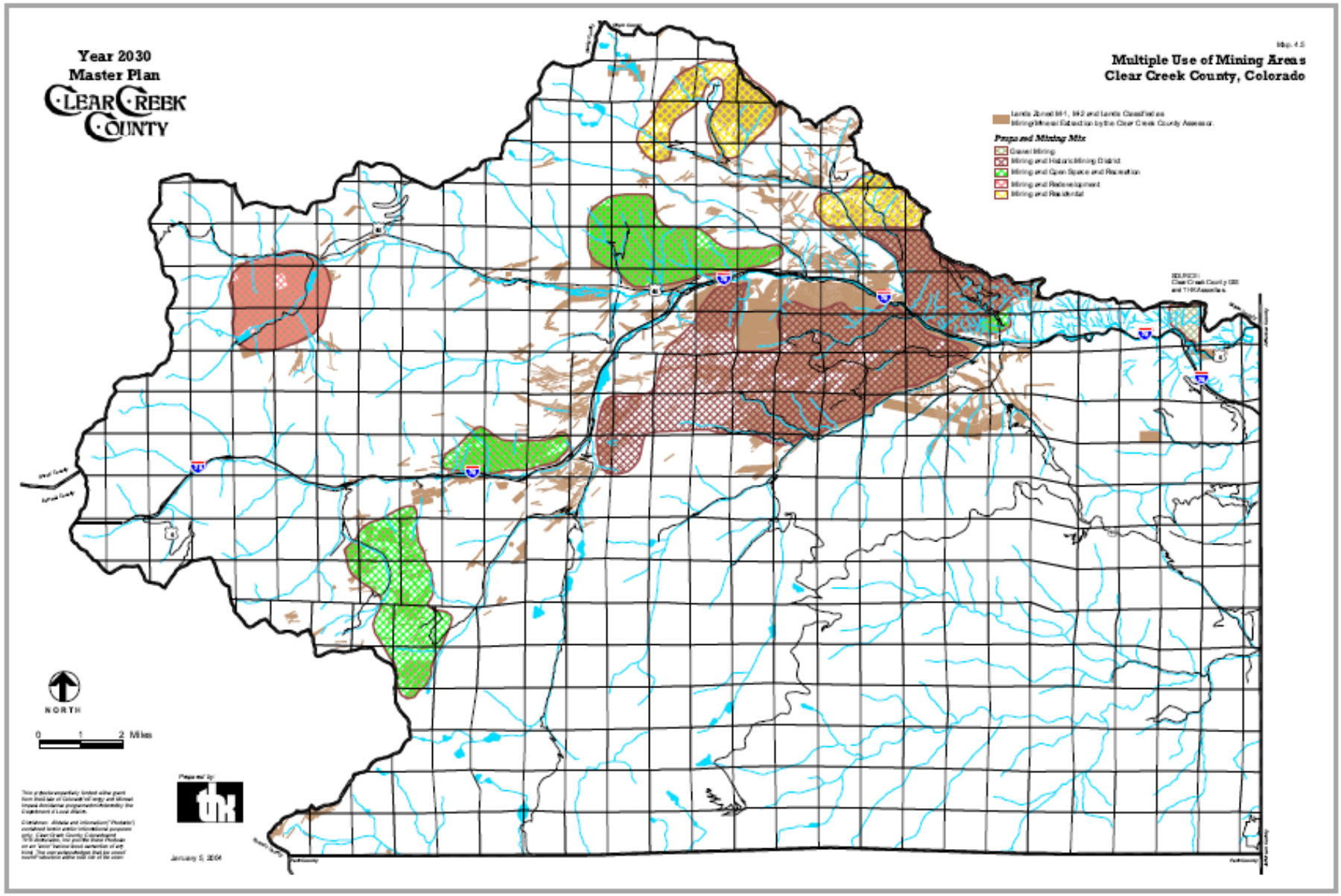
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SOURCE:
Clear Creek County GIS
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NORTH
0 1 2 Miles
Prepared by:
January 5, 2004

#4 – Next Steps

Photo Contest for inclusion in Plan!

Month / Date	Event/Activity
April 4	CAC Meeting #3 – Land Use
April 25	CAC Meeting #4 – First Draft Master Plan Review
May 16	PC Meeting / CAC Meeting #4 – Draft Presentation
June 6	Public Meeting #3 – Review of the Draft Plan
July	Final Plan for PC Review

Thank You!

SE GROUP

MEETING MINUTES

PO Box 2729 | 323 West Main St. Suite 201 Frisco, CO 80443
Office: 970.668.3398 | www.segroup.com

DATE: 04/04/16
PROJECT: Clear Creek County Master Plan
SUBJECT: CAC Meeting #3
LOCATION: County Commissioners Board Room

ATTENDEES:

Name, Title	*Organization*	*Role*
Gabby Voeller	SE Group	Associate Planner
Scott Prior	SE Group	Staff Planner
Fred Rollenhagen	Clear Creek County	County Planning Manager
Brad Boland	Clear Creek County	County Planner- Zoning Specialist
John Caldwell	Idaho Springs/ Empire	CAC Member
Dianna Rockwell	D-L-D	CAC Member
Kim Steele	Idaho Springs	CAC Member
Jim White	Floyd Hill	CAC Member
Jim Epstein	Upper Bear Creek	CAC Member
Tracy Troia	Georgetown	CAC Member
Donna Moody	Planning Commission Representative	CAC Member
Steve Schultz	Fall River Road	CAC Member
Cynthia Neely	Georgetown	CAC Member
Russell Clark	Planning Commission Representative	CAC Member
Absent: Bob Judge		

DISCUSSION:

Meeting Purpose:

- Review revised Vision
- Review comments from Public Meeting #2
- Discuss elements of Future Land Use Map

Public Meeting #2 Comments:

Public Meeting Comments – D-L-D

- Opportunities for growth exist here
- Worried about new commercial uses not mixing well with current development
- Businesses to serve locals or highway travelers?

Additional Notes from CAC:

- Need to get away from dumping everything in that area. It's not good for residential or commercial

- In terms of future land use the commercial are should remain north of I-70 and the residential area should be preserved south of I-70

Public Meeting Comments – Georgetown, Silver Plume, Bakerville

- Desire to contain development to existing service areas, do not encourage "backcountry" development
- Show Historic District Boundary on map in plan
- Amenities and resources desired in all communities, not just concentrated in a few---Refers to Bakerville, lodging for Loveland, food/gas for recreationalists

Additional Notes from CAC:

- We need emphasis on landmark district and need to include on maps.
- Upper basins are developable for mineral claims but should be protected as beautiful natural environments and recreation.

Public Meeting Comments – Empire

- Lots of developable land just north of Route 40
    - Affordable housing, more lodging, commercial
- Development should preserve views
- St. Mary's residents desire to fill out their developable area

Additional Notes from CAC:

    - In terms of stores, lodging, recreation, CAC says there's not enough support for these in the St. Mary's area, many have tried and failed in the past

Public Meeting Comments – Upper Bear Creek

- Would like this area to be more bicycle-friendly
- Make trails and trailheads easier to navigate
- What about a wedding or event center here?

Public Meeting Comments – Floyd Hill

- Design as "Gateway to CCC" – land use should reflect that
- Office spaces have been vacant for years – who to market these to? Why still vacant?
- Residents want to keep current level of residential density

<u>Review of additions to the draft vision:</u>

2016 DRAFT 2 Vision

Improve upon the existing quality of life in Clear Creek County by supporting the development of a diverse economy, protecting natural and cultural resources, encouraging recreation, and celebrating the County's distinct areas.

Additional Changes:

- Change "celebrating" to recognizing"

- It's missing something about resiliency, hazard mitigation- There are a number of approaches and policies for developing areas that are hard to serve, including policies that help counties recover after natural disaster. These concepts can all be rolled up into an existing part of the vision. Think of it as providing for public safety, it weaves through all of these themes. CAC

agrees that this needs to exist on at least the policy level. Can be a copy paste from new state policies or from Office of Emergency Management hazard mitigation plan.

- Change icon for mining and cultural resources- mining is more economic, and less cultural. Cultural resources are very much mining related but they are no longer active. It is different to protect mining as a cultural resource and protecting Henderson as an economic resource. Use water wheel logo for heritage/cultural resources. Current mining should just fall into economic category, it doesn't need to be broken out.

- Keep land use separate even though it is not explicitly mentioned in the vision. More of a lens by which to view the whole vision.

<u>Future Land Use Talking Points</u>

- What should stay the same from the 2004 plan?
- What should change?
- How do we want to define categories?
- What kinds of "overlays" do we want to examine?

Note: there is an intentional difference between future land use and zoning- role of future land use is forward looking in terms of what the county wants its land use to look like. Zoning is a policy to make it happen.

Principles- See accompanying map for locations of specific recommendations

- Define Future Land Use categories by **<u>USE</u>**, not regulation or lack of use
- Map should be consistent with other plans
    - Recreation, Mining, Service Areas, sub-area plans
- Use "overlays" to express restriction or enhancement for a particular category

It is important to understand that a lot of areas are not going to change but there is room on the edges where it is okay to think about what we want the county to look like in 30 years. Lots of BLM land has been sold in the last 10-15 years, is it enough to alter the future land use.

Do we prefer soft boundaries for land use, or parcel boundaries?

It seems that soft boundaries make more sense. People would likely get concerned thinking their property is going to be rezoned, although the land use map doesn't rezone anything. We should make this point very clearly in the initial discussion of the plan. People worry that their land could get rezoned without their consent and we need to address that up front.

Residential-Is 5 acres a meaningful difference for residential land use? There's a 5 acre minimum lot size. Is it worth having two categories of lot size? Small and larger? Change residential to 35 acres, but other than that we like current land use map

Because this is not zoning- make residential, residential. Leave out guidelines that outline the different sized properties. To have an area recommended at less than 5 acre lots is useless unless the distinctions mean something.

Conservation management- is this a meaningful overlay? It would become more meaningful if you increase the acres. Maybe move up to 35 acres. 35 acres is significant because if you have 35 acres you can apply for a domestic well. Less than 35 acres you can only apply for an in-house use well.

How do forest plans play into this… is it important to display these boundaries in maps? Need to come up with a hard and fast rule in next meeting

Service area map- Need overlay that shows areas that have service areas and areas that don't. Need to better define service areas and show boundaries as it reflects the category of different types of residential. Conversely these service areas don't necessarily reflect service issues or surpluses. On the map they may look the same but in reality St. Mary's doesn't have enough and Idaho springs has too much.
Parks, Open Space, and Recreation- Change large lot residential up Guanella Pass to open space, not much more room for development left, and the area better suits recreation. Mining claims in the area have been converted into open space, likewise BLM land has been acquired and converted into open space.

The OSR-4 spot behind Bakerville is a recreation area that leads to Herman Gulch and then another trail on the other side to Grey's and Torrey's via OSR-2. OSR-2 on this map is only a piece of the Waldorf/Stevens gulch area and is actually much larger.

Some of the recreation is on/can be on NFS lands. We could utilize an overlay to show where forest is and where forest isn't but exclude details of forest plan itself that can come through in the text if anything. Should we identify wilderness areas? There are two within the county, could be combined with NFS land overlay.

Maps should show Greenway but not as "continuous" and must refer to as "proposed Greenway" to avoid conflict.

Mixed Use- Mixed use seems to indicate development areas or areas with growth potential. Typically in land use plans mixed use refers to vertical integration. Multiple use may better reflect what is intended for these areas.

Let's talk about multiple use areas in the text and avoid getting too bogged down on the land use map.

Note- We Need to clarify enterprise zone with Peggy Stokstad

Buffer- Do we want to keep this land use as buffer? Should we carve up into actual uses the property owner envisions?

Not all of this is privately owned, need to recognize that some is city land and some is private.

It makes sense to get rid of buffer and reflect more of the actual uses.

Mining areas- Henderson and Walstrom quarry are both in use but what about the other areas that are zoned as mining lands that can be developed on. The majority of mining areas are classified as M1.

Is there another overlay we can use to distinguish what is actually developable rather than what land use map says? For example, what M-1 areas can the county actually support with its services and which areas are beyond the practical reach of what is serviceable. We need to find a way to make it clear that some of these properties are not hospitable for development. Policy supports this, "keep residential near existing development", there are plenty of M-1's near towns that fit into developable land.

We need to protect some of the mining uses as recreational areas and place an emphasis on not developing as residential.

Lots of times sub surface rights exist separate from the mining classification and land can be developed as a mine regardless of residential presence

Keep mining on the map. Henderson mine however should be kept as multiple use, there's still too much unknown around its future

Large Lot Residential- There's an LLR area along Highway 103 to Mt. Evans- mostly zoned MR1, some parcels zoned otherwise. Is this the best designation for the area? Is it a desired land use? Worth acknowledging the Denver park parcel. Treat it the same as Loveland.

For the LLR east of Berthoud falls by Henderson mine, actual land use is likely more indicative of a Multiple Use classification. The lots are smaller and it's an actual town.

St. Mary's- access and wildlife is why development didn't go through the first time this zoned. Keep as LLR.

Duck lake and area by Guanella pass is zoned as LLR, it was likely identified as LLR to due to existing land use. However since then many mining claims have been bought and the area better suits OSR.

ACTION ITEMS:

Action Item	*Responsible Party*	*Due Date*
Pictures for Master Plan	CAC Members	
Contact Don Allen for Pictures	SE Group	
Next meeting April 26	All	

SE GROUP

PO Box 2729 | 323 West Main St. Suite 201 Frisco, CO 80443

Office: 970.668.3398 | www.segroup.com

MEETING MINUTES

DATE: 04/25/16

PROJECT: Clear Creek County Master Plan

SUBJECT: CAC Meeting #4

LOCATION: County Commissioners Board Room

ATTENDEES:

Name, Title	*Organization*	*Role*
Gabby Voeller	SE Group	Associate Planner
Scott Prior	SE Group	Staff Planner
Fred Rollenhagen	Clear Creek County	County Planning Manager
Brad Boland	Clear Creek County	County Planner- Zoning Specialist
Kim Steele	Idaho Springs	CAC Member
Jim White	Floyd Hill	CAC Member
Jim Epstein	Upper Bear Creek	CAC Member
Tracy Troia	Georgetown	CAC Member
Cynthia Neely	Georgetown	CAC Member

DISCUSSION:

Meeting Purpose:

- Review draft of Future Land Use map
- Review definitions of land use
- Discuss elements of the policy matrix

Future Land Use:

Notable Conceptual Shifts

1. All public lands are shown under the single, “public” designation (FS, CPW, State Land Board, Etc.)

- Future land use is on parcels that county has control over

2. Mining is mining- All lands that had a current land use as mining were zoned as mining. Separate mining distinctions will be made on a separate map

3. Levels of Multiple Use 1-3

- Do we like this scale? Discussion to follow

4. Changed rural residential to 35 acres or more

- Buffer area changed to rural residential based on sub area plan

5. Echo Mountain was brought in as a park – use is recreation

- Should this be commercial because it is a business even though use is recreation

6. Open space designation is for those areas already obtained as open space.

- Keep this way or open the door to what the county envisions as future open space?

Discussion:

Mining:

The high mountain basins area (Waldorf, Stevens, Geneva) has been marked as “primary purpose to protect mining”. This area is the trail to Grays and Torreys, we would like to preserve this area for the recreation it provides. To put mining on those basins, which is their primary right, some are also zoned as residential- this is problematic.

- What do we do to recognize primary right as mining but protect their additional purposes as recreation/open space?
    - Word smith?
    - Overlay? Is there a way to show what it is zoned as and what we desire it for (i.e open space/recreation). The fear is that someone picks up the future land use map and uses it to further mining housing development by saying “this is the intended use”. Try and combine the two maps to reflect both uses.

Public Lands:

Currently shown on the future land use map if it is owned by a public entity that is county or within the county, if it is owned by someone outside the county or bigger then it is coded as public land. How should we change this?

- Do we designate USFS and then a break everything else out? This could provide added clarity.
    - USFS is hard to regulate but everyone else should comply to county regulations and therefore we should those different land owners. Interspersed ownership within the forest service land.
- Separate layer for forest service and mining claims
    - Value lies in right to mining; no way will they be developed for mining. Should we show these claims within Forest, only things county hold within the forests?
    - Drop all the mines on top of the forest (spikey) on top of blocks

Multiple Use categories:

Is there enough multiple use in the county to have these categories? Yes

MU-1: Floyd hill is being preserved but at the same time isn’t open space, therefore MU1

- Shadows ranch to MU-1, see note on map
- See additions to Stanley road (MU-1)

For Henderson MU 3 seems appropriate as it keeps our options as wide as possible – possibly redefine as: “open to everything from recreation to heavy industry” or “all uses listed in MU1 or MU2” to make it more inclusive.

- Outdoor recreation adds to the economy of clear creek county- do we see those as part of the recreation use or part of the commercial use. Zip lines, rafting, etc. look a more lot like recreation the offices. Fits better with open space than commercial-Open space could include these – in this light do we want to differentiate active and passive recreation on this map. Hard to do this because these are people’s private property. Add recreation to park category- including recreation oriented business.
- Size of cells- good visually appealing, connotes conceptual, and we should describe as “generalized-stated that way people aren’t going to look for tiny spot corrections

Definition of MU-1 (in regards to Floyd Hill) The thought is that there has been a lot of input. We need to find a way to reduce the density. There are constraints to development that weren’t considered when the land was zoned long ago. In the plan we should encourage reduction of use in the Floyd Hill area, many reasons including being a horrible financial burden.

- There are stipulations to developers that limit the development. It doesn’t matter what the property is zoned as. Constrained by the services that exist. If a big enough developer came in they could change these constraints
- Redefining wording of MU1- there is an emotional piece, Floyd Hill only has one way in and out- we don’t want more congestion.
- In terms of the gateway to the county piece, more development or less?
    - Jim supports the idea that less development is better to promote tourism, keep as open as possible, people don’t want to see more of this when they come up from Denver. Economic budget challenges to provide service in such a dense area
- Include text about hazard mitigation concern, being aware and careful about developing areas either in category definition. Use words and phrases like “encouraging limited” development “recognizing site specific conditions”

MU-2 is good as long as you have the potential to have overlay zones

Development Constraint Overlay:

What do we think about the following constraints:

1. Above timberline +9,500

2. Slope

3. Distance from a road

The problem is that almost everywhere fits into one of these 3 criteria, so what do we change?

Suggestions:

Focus on mining and residential and apply more stringent criteria. Put constrained layer on mining and residential, it doesn't need to be on all uses. Take for example recreation which rely elevation and slopes for fun like hiking mountains.

- Bump to at least 10,000 or 10,500 for elevation criteria
- Access is a very big deal regardless of slope and elevation so how do we want to define? Access by existing county maintained roads… we have a list county owned and/or maintained…
- Keep slope
- To be constrained area would have to fit two of the three categories

ACTION ITEMS:

Action Item	*Responsible Party*	*Due Date*
Re-organize Policy Matrix into new themes/fill in and send out electronically.	SE Group	
Pictures to SE Group (follow up with Cindy for pictures of Santiago Mill)	CAC + Interested County Members	
Before next meeting: Revised map, outline of plan, policy framework, re-organized goals and policies	SE Group	
Joint meeting with CAC and County Commissioners	All	May 18th

SE GROUP

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MEETING MINUTES

DATE: 05/18/16

PROJECT: Clear Creek County Master Plan

SUBJECT: CAC Meeting #5 – Joint with Planning Commission

LOCATION: County Commissioners Board Room

DISCUSSION:

Meeting Purpose:

- Review Plan themes, framework and policies with Planning Commission to show work to date and have a larger group discussion on main ideas.

Main Points of Discussion:

Balance between Residents and Visitors

GV began with an overview of the process and discussion on the Vision Statement. Some CAC/PC members wondered if the focus of the vision statement is too skewed toward "residents first". MK noted that the current (2004) vision statement explicitly stated "residents and visitors" but the supportive policy framework in the new plan clearly speak to the balance between visitor and resident objectives.

Need for Additional Policies on Cultural Resources and Natural Resources

Several CAC members wondered why the cultural resources and natural resources elements didn't have policies associated with them in the draft matrix. The concern was a lack of balance of these elements with respect to economic development. The group confirmed that the issue is not "parity" in the number of policies associated with cultural resources and/or natural resource elements, but assuring the policies are sufficient to capture the importance of those resources towards the vision. The group also spoke about the need to make sure the policies address "not if growth but how growth" given the focus on development in smaller areas. MK noted that many of the elements and supportive policies have overlap with recreational objectives set within the economic development framework. SE Group committed to looking at the cultural element and recreational element with a sense of union given the overlap they share and the broader appreciation that cultural tourism and recreation are often related, especially in communities like Clear Creek County.

Housing

GV reviewed the status of housing within the policy framework. The central question posed to the group was whether housing should be established as a part of the framework or handled via goals and strategies within the plan elements. Following some discussion, the group settled in on not adding a policy framework statement, but addressing the need for housing in policies while connecting it to quality of life, intergovernmental agreement and economic development framework.

Concurrency of Services

GV led the group in a discussion of how to handle the issue of "concurrency" for extension of County services in support of development. The policy statement from the 2004 plan was provided which the group felt made it very challenging to extend services in advance of projects; basically the language

indicates that services will only be extended if paid for by developers. CAC/PC members clarified that the only services the County is on the hook for are EMS/Roads. The issue of whether fiscal impact is needed to address such issues was also debated. SE Group suggested a need to find the right triggers to establish to require more rigorous fiscal impact analysis. The consensus of the group seemed to be focused on tools that can help limit development outside of areas where appropriate. MK mentioned the possibility of establishing an "overlay" on the future land use plan that builds on the constrained areas analysis currently presented (slopes >30%, over 10,500 feet in elevation or more than ¼ mile from a 'maintained' road). This overlay could establish different protocols for development and act as a trigger. SE Group will explore this further for the draft plan.

Recreation Working Group

The Recreation Working Group made a presentation of their approach and methodology in coming up with broad goals and "objectives" relative to the Master Plan update. They "returned to the 2004 plan" as a start and had a "generalist" approach to the assignment.

The Recreation Working Group focused on recreation opportunities with an eye towards monetization of recreation. They noted Moab as a good example of a place that found its ability to move from mining to recreation and further noted the position of Clear Creek County is even more favorable (closer to more people).

The Recreation Working Group had a "whole county" perspective; thinking of ways to benefit the entire county. They felt the representation to the process was good and established the need to continue to have recreation represented in planning efforts.

The CAC/PC members had only just received the summary results of the Recreation Working Group and had not had time to fully digest them. Some in the group suggested the focus should be on getting things done. The Recreation Working Group also stressed the importance of simulating entrepreneurial investment and a expansion of the public-private partnership. The opportunity to link cultural resources and cultural tourism with the recreational experience was also discussed. SE Group noted that they would bring elements of the work into the draft plan for consideration.

Natural Resources and the Land Use Toolbox

The group had a discussion about how to leverage concerns about natural resource protection relative to the Master Plan Update. MK noted that the County has a robust process now for review of projects (i.e. the Site Characteristics Analysis) but many in the group wanted more guidance in the Master Plan towards addressing these issues (rural remote zoning, transfer of development rights, etc.).

Future Land Use Plan

GV presented the current draft Future Land Use Plan. The primary discussion point was how to address mining as it relates to future land use planning. Some PC members stressed the need for the Future Land Use Plan to reflect where the county wants to go. The importance of mining and concerns around the perception that changes to the future land use might be misconstrued as a "taking" were also discussed. The idea of the overlay was again discussed that could inform how mining areas are handled as part of the master plan. Although the CAC had suggested keeping the mining parcels shown as parcels on top of the grid for other land uses, it was decided this mixed approach may be confusing. SE Group will review this option and present an updated future land use plan as part of the update.

ACTION ITEMS:

Action Item	*Responsible Party*	*Due Date*
Prepare Draft Plan Boards for Public Meeting #3	SE Group	

Citizens Advisory Committee Meeting #5

May 18, 2016

6:30pm – 9:00pm

Meeting Purpose

What do we need to make sure is included in the plan so that Clear Creek County has a document that will guide them for the next 20 years?

Meeting Purpose

#1 - Review Planning Process

#2 - Review Vision and Policy Framework

#3 - Update from Recreation Working Group

#4 - Review Future Land Use Map

#5 - Review Policies in Plan

#1 Review Planning Process

- Four CAC Meetings between January and May
- Two Public Meetings
- Materials from Economic and Recreation Focus Groups
- 631 Survey Responses
- 10 Stakeholder Interviews
- Revised Vision, Policies, and Land Use Map discussed at CAC and Public Meetings

#2 Vision and Policy Framework

"Improve upon the existing quality of life in Clear Creek County by supporting the development of a diverse economy, protecting natural and cultural resources, becoming a more resilient community encouraging recreation, and recognizing the County's distinct areas."

#2 Vision and Policy Framework

- Policy Framework Themes – directly taken from Vision Statement
- Theme pictures – some policies hit on more than one theme

Quality of Life

Built Environment and Land Use

Economy

Natural Environment

Mining

Recreation

Distinct Areas

Cultural Resources

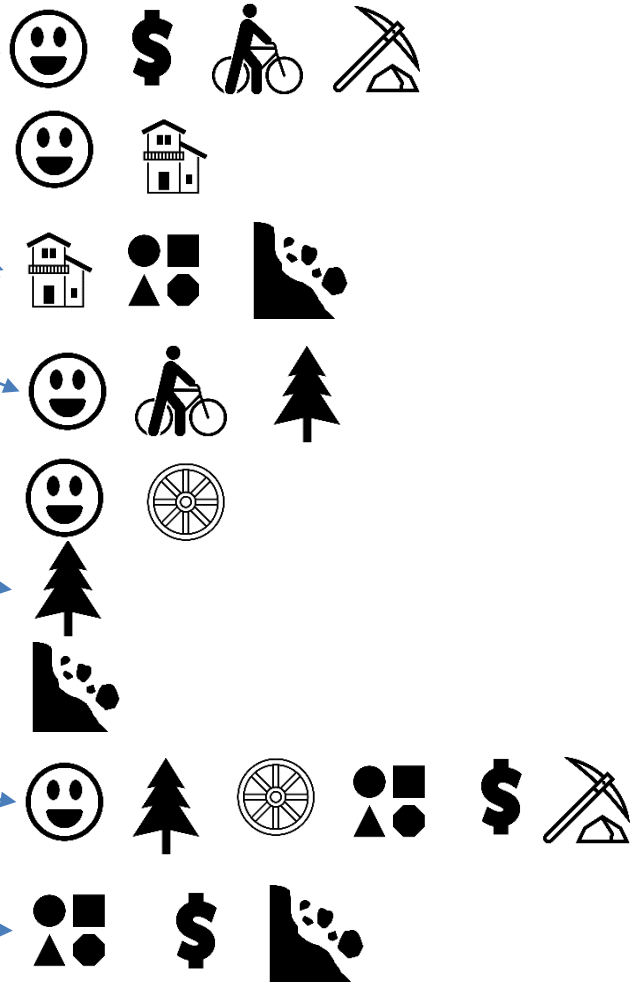
Resiliency

#2 Vision and Policy Framework

- Relationship between Policy Framework and Plan Elements
  - Economic Development
  - Housing
  - Transportation Systems
  - Public Facilities and Services
  - Parks, Recreation, and Open Spaces
  - Cultural Resources
  - Environment and Sensitive Resources
  - Hazards and Public Safety
  - Community Character and Wellbeing
  - Intergovernmental Cooperation and Coordination

#2 Vision and Policy Framework

- Economic Development
- Housing
- Transportation Systems
- Public Facilities and Services
- Parks, Recreation, and Open Spaces
- Cultural Resources
- Environment and Sensitive Resources
- Hazards and Public Safety
- Community Character and Wellbeing
- Intergovernmental Cooperation and Coordination



#2 Vision and Policy Framework

Additional Input Needed:

- Housing policy missing from framework

Quality?
Location?
Affordability?
Theme?

#2 Vision and Policy Framework

Additional Input Needed:

- Concurrency requirement for development

"Adequate public facilities and services shall be provided concurrent with development. Adequate public facilities will be available to new residents of the County. If adequate facilities and services are not available at the time of development, the developer will have several options: wait for facilities and services to be improved, finance needed improvements or select a different site."

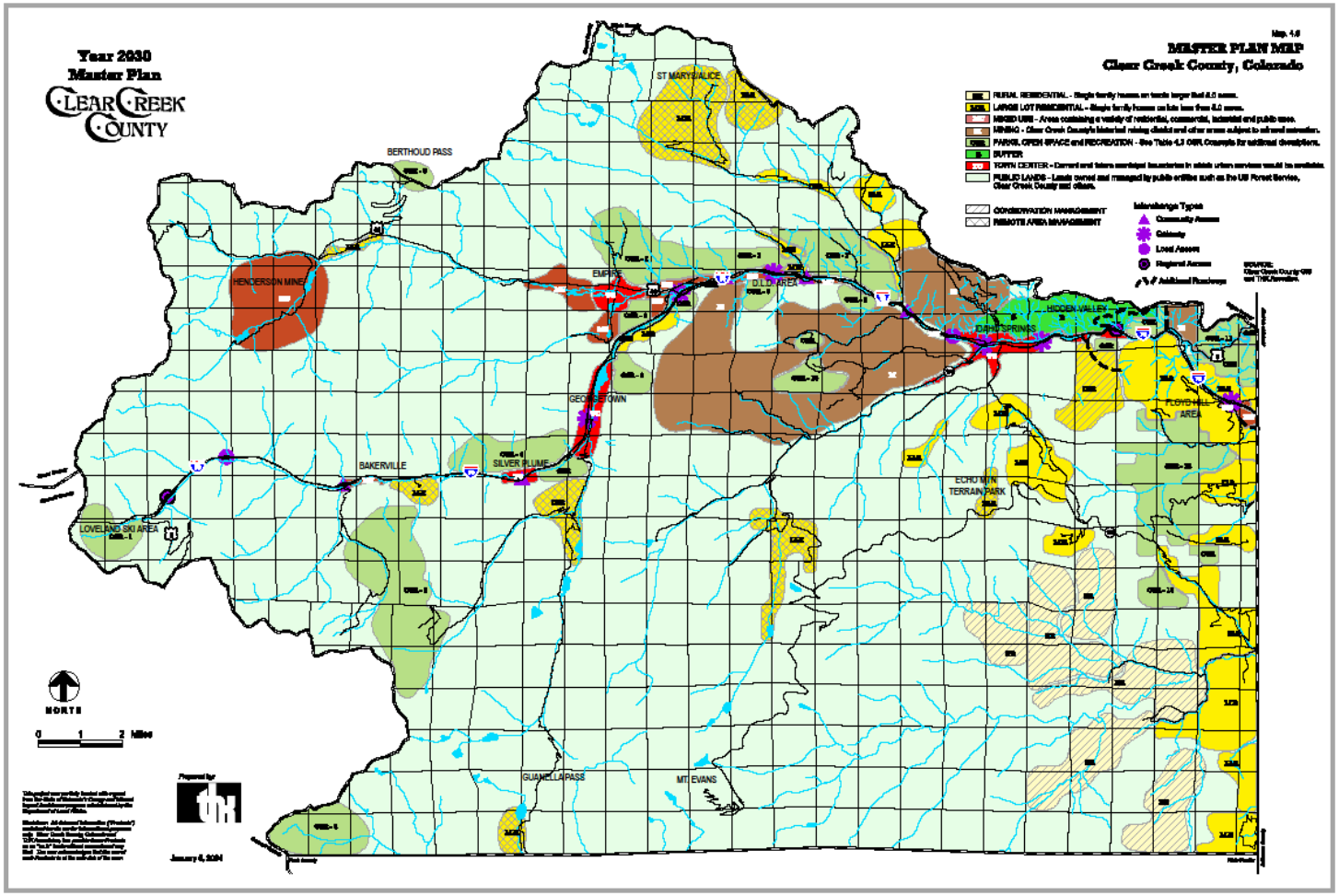
Policy Framework level or Plan Element level? How important is this?

#3 Recreation Working Group Update

Goal 1
Provide regional and connected open space, parks, trails, and recreation facilities which will provide economic benefits to the county while maintaining, preserving, and showcasing the environment and history of the county for its residents and visitors.

Goal 2
Strategize unique and targeted marketing/advertising campaigns to increase tourism from the Denver Metro area while maintaining the quality of life of Clear Creek County residents.

#4 Future Land Use

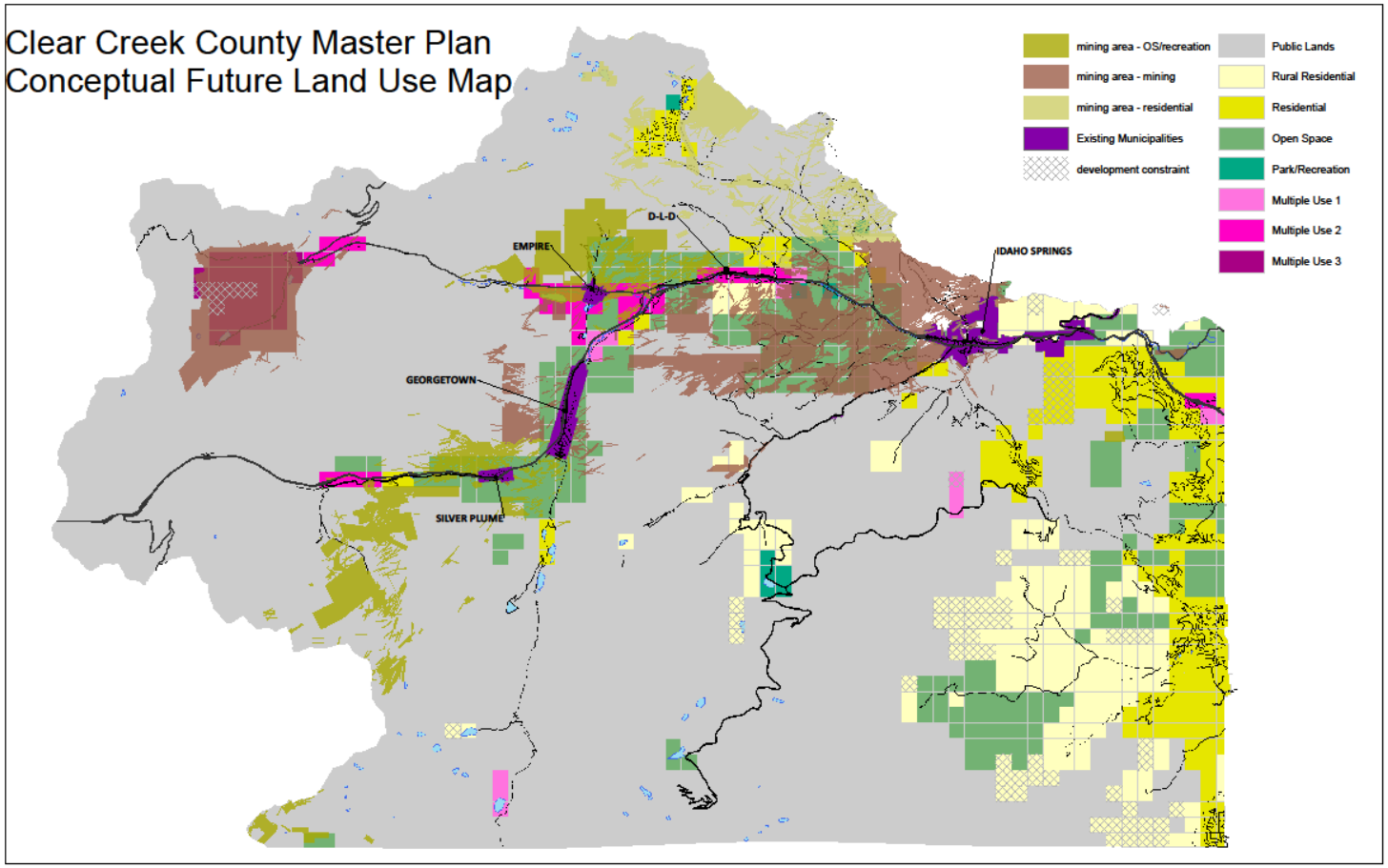


#4 Future Land Use

Major updates to Map:

- Cell grid style instead of bubbles
- No designations for forest service lands – left as gray
- Recreation and Open Space lands from various owners identified
- Residential Categories changes to over and under 35 acres
- Development constraints calculated based on meeting one of three criteria: 0.5 mile from maintained road, elevation over 10,500 feet, or slopes over 30%.
- Multiple Use scale developed to identify areas for context-sensitive development
- Mining depicted as claims, with emphasis in three outcomes: residential, mining, or recreation.

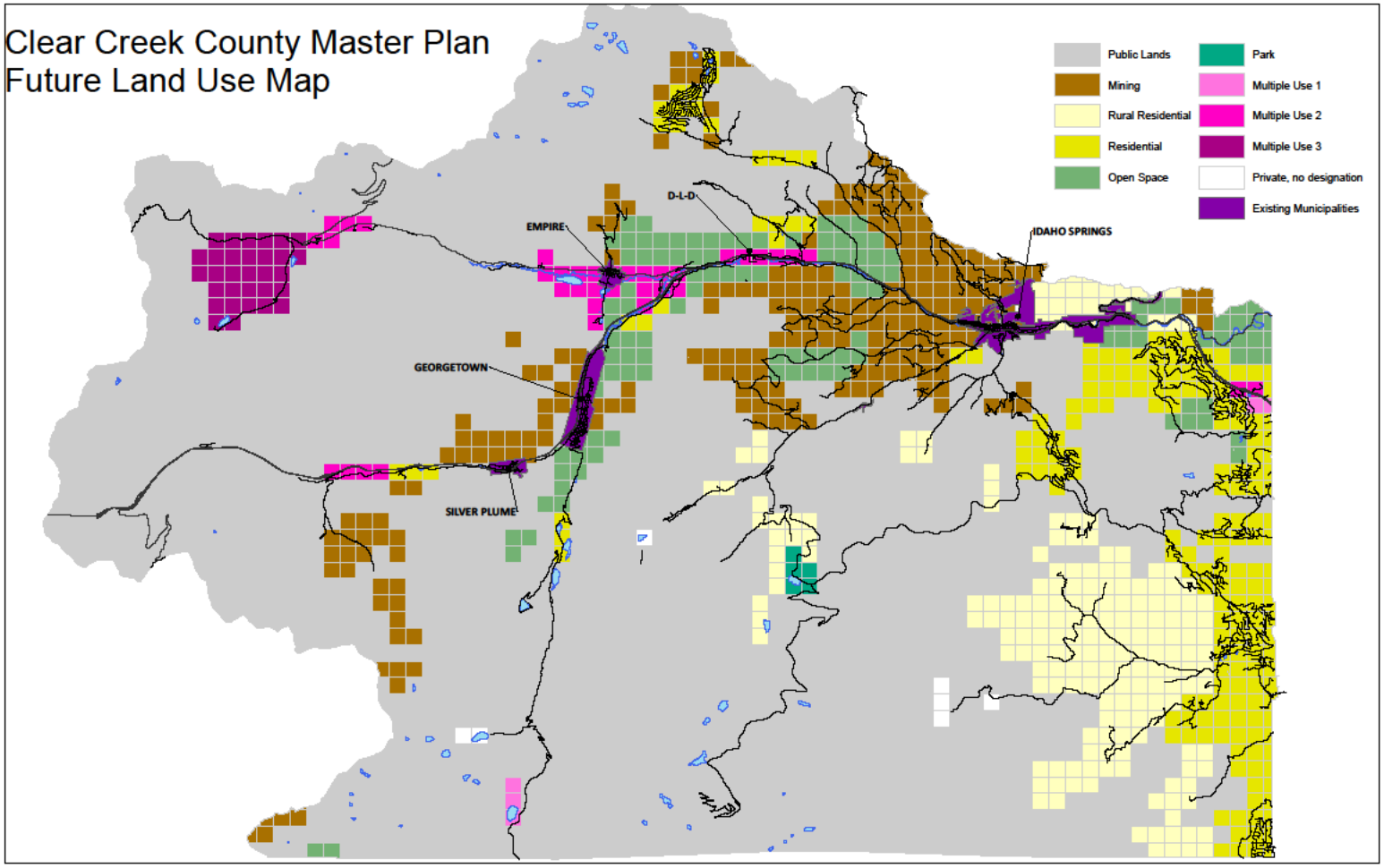
#4 Future Land Use

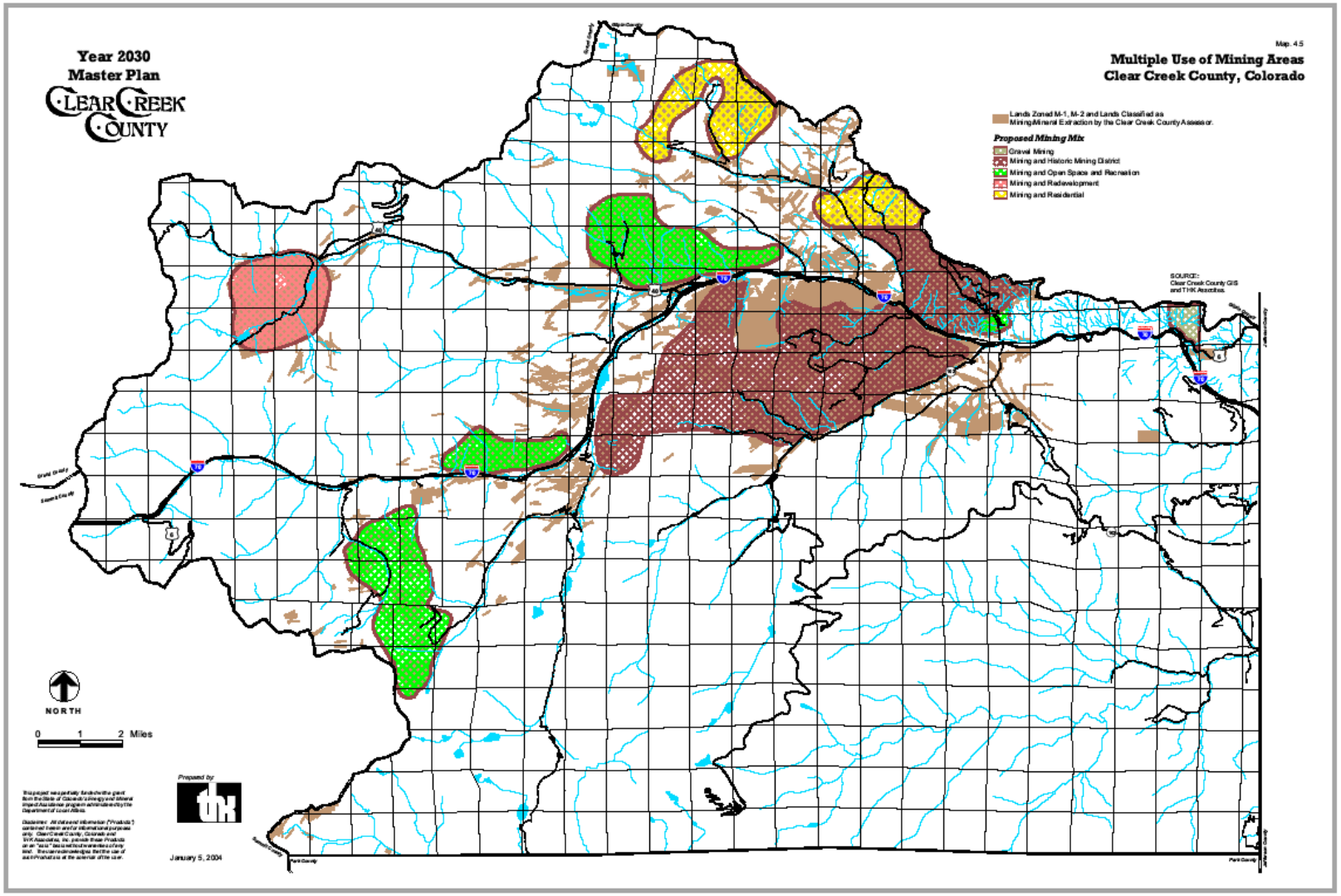


#4 Future Land Use

Additional Input Needed:

- Keep mining categories on Future Land Use map or put on its own map?
- Do categories cover the range of expected land uses?
- Does development constraint work? Need to add to mining areas. How to depict on map?


Clear Creek County Master Plan
Future Land Use Map
Public Lands
Mining
Rural Residential
Residential
Open Space
Park
Multiple Use 1
Multiple Use 2
Multiple Use 3
Private, no designation
Existing Municipalities
D-L-D
EMPIRE
IDAHO SPRINGS
GEORGETOWN
SILVER PLUME


Year 2030
Master Plan
CLEAR CREEK COUNTY
Map. 4.5
Multiple Use of Mining Areas
Clear Creek County, Colorado
Lands Zoned M-1, M-2 and Lands Classified as Mining/Mineral Extraction by the Clear Creek County Assessor.
Proposed Mining Mix
Gravel Mining
Mining and Historic Mining District
Mining and Open Space and Recreation
Mining and Redevelopment
Mining and Residential
SOURCE:
Clear Creek County GIS
and THK Associates.
NORTH
0 1 2 Miles
Prepared by:
January 5, 2004

#5 Policies in Plan

Policy Framework

- Overarching Ideas and themes

Goals

- Specific to each plan element

Strategies

- Actions to support and achieve the goals

All Policies, Goals, and Strategies support the Vision

#5 Policies in Plan

Key Changes

- Incorporation of Hazard Mitigation Plan recommendations
- Alignment of economic policies related to current “thinking”
- Incorporation of Recreation Working Group policy suggestions
- Greater emphasis on importance/value of SubArea Plans
- Elimination of policies that do not support the Vision or Policy Framework (i.e. gaming plan, river access, TOD)
- Amended wording in policies to fit the new organizational structure

#5 Policies in Plan

Additional Input Needed:

- Reorganization of policies into Goals/Objectives and Strategies
- Recognize SubArea Plans and IGA's as part of policy objectives within Master Plan
- Turning "Development Concepts" into Strategies

#4 – Next Steps

Complete Drafting of Plan

Month / Date	Event/Activity
June 6	Public Meeting #3 – Review of Draft Plan Elements
June 17	Draft Plan Document to PC for Review
July	Final Draft Plan for PC Review
August	Adoption Process

Thank You!

Clear Creek County Master Plan

Citizen Survey Results

February 2016

Prepared for:

Clear Creek County

SE Group

Prepared by:

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INTRODUCTION

The purpose of this study was to collect public feedback on a variety of issues in Clear Creek County related to the Comprehensive Plan Update, including economic development, quality of life, recreation, health care, transportation, and other issues. A survey was mailed to a randomly selected list of 3,000 property owners in the county; participants could respond either online or via the mailed paper survey. A total of 631 completed responses were submitted (513 mail surveys returned, and 118 responses via the web survey), for a response rate of 21 percent. Additionally, a separate but parallel online survey was available for anyone in the county to submit their opinions, even if they did not receive a survey in the mail.

EXECUTIVE SUMMARY

SE Group and RRC Associates conducted a citizen survey as a component of the Master Plan Update for Clear Creek County, CO.

The purpose of the study was to collect public feedback on issues related to the Master Plan Update process, including economic development, quality of life, recreation, health care, transportation, and other issues. Data from this survey show that satisfaction with the quality of life in Clear Creek County is high.

Some research highlights follow.

- Satisfaction with the overall quality of life in Clear Creek County is high, including as a place to live, as a place to retire, and as a place to raise children. The exception is for Clear Creek County as a place to work or as a place to start a business, for which satisfaction is lower. Indeed, over half of survey respondents work outside Clear Creek County.
- According to survey respondents, opportunities for improving the economy in Clear Creek County include infrastructure improvements, expanding outdoor recreation and tourism branding/marketing, and expanding the diversity of economic activity.
- Similarly, challenges for Clear Creek County's economy were infrastructure improvements, increasing job availability, and expanding the diversity of economic activity.
- Increasing job availability, incentives for new and startup businesses, and improving the business climate were seen as additional opportunities for improving the economy in the county.
- Wages, housing availability, and housing affordability were seen as additional challenges to economic growth.
- About one-quarter of respondents said that they have found it difficult to find affordable or acceptable housing in Clear Creek County. Of those respondents, 60 percent said that

mortgage payments/rents are too high, 56 percent said locations are too far from employment, and 26 percent indicated poor quality of space.

- In terms of the single most significant home ownership barrier in Clear Creek County, among all respondents, one-third (32 percent) said that rising home prices is the biggest hurdle, followed closely by limited availability of housing (28 percent). Lack of affordable housing and the quality of housing were each selected by about ten percent of respondents.

Additional findings related to trails and open space include the following:

- High support for more trails, trailheads, and trailhead parking areas.
- High support for increased promotion of outdoor recreation for economic development.
- Mixed support for acquisition of more open space, with a blend of the purpose of more open space for outdoor recreation and for wildlife habitat preservation.

Please see the main body of the report for more detail on these and other topics.

METHODOLOGY

The survey was conducted using primarily using a mail survey ("invitation" survey), with a secondary "open link" survey available to those who were not within the survey sampling frame. Those receiving the survey in the mail could respond either by returning the mail survey or by submitting their responses online. The analysis herein primarily focuses on responses from the invitation sample.

The list source used for the mailing was a combination of the Clear Creek County Assessor's Office list and third-party list purchased from Gravis Marketing, a marketing agency that specializes in political polling. Gravis provides consumer lists for U.S. addresses as well as automated robocalls (phone calls reminding respondents to complete their survey). Use of the Gravis list includes renters in addition to homeowners, and residents who are not registered to vote in addition to registered voters. Follow-up robocalls were utilized for this study to further encourage survey response.

A total of 3,000 surveys were mailed to a random sample of Clear Creek County residents in January 2016. The final sample size for the mail-back survey was 631 (21 percent response rate). The resultant margin of error is approximately +/- 3.9 percentage points for questions at 50% response.[1] The open link survey received an additional 116 responses.

[1] For the total invitation sample size of 631, margin of error is +/- 3.9 percent calculated for questions at 50% response (if the response for a particular question is "50%"—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%).

The underlying data were weighted by age to ensure appropriate representation of Clear Creek County residents across different demographic cohorts in the sample. Using the U.S. Census 2013 American Community Survey five-year estimates, the age distribution within the invitation respondent sample was matched to the 2013 demographic profile of Clear Creek County. Due to variable response rates by some segments of the population, the underlying results, while weighted to best match the overall demographics of residents, may not be completely representative of some sub-groups of the population.

Segmentation analysis was conducted on some of the questions in order to illustrate key differences among demographic cohorts. Segments explored include residence within the county and by age group. Results should be interpreted with caution as some segment sample sizes are relatively small.

The survey also asked several open-ended questions to elicit more in-depth comments from respondents on their opinions and experiences. A full listing of comments is provided under separate cover.

DEMOGRAPHIC PROFILE

This section details the demographic and residential characteristics of the invitation sample respondents. The American Community Survey 5-year estimates for Clear Creek County as reported by the Census are illustrated beside the weighted demographic profile of respondents to provide context. All analysis in the remainder of the report focuses on results from the invitation sample, with the exception of the section describing open link results.

- Gender. The invitation sample had a higher proportion of males (56 percent) than females (44 percent).

- Age. About one in three (29 percent) invitation sample respondents are under age 45, with roughly half (54 percent) between the ages of 45 and 64. Seventeen percent are age 65 or older. The average age was 52.5 years old, consistent with the somewhat older age profile of the area.

- Annual Household Income. Annual earnings of less than $75,000 a year were reported by approximately a third (36 percent) of respondent households. An additional 40 percent indicated that they earn between $75,000 and $149,999 each year, and 24 percent reported annual household incomes of $150,000 or more.

Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.

- Number of Years Lived in Clear Creek County. Thirty percent of the invitation sample respondents have been in Clear Creek County for more than 20 years. An additional 27 percent have been in the area between 11 and 20 years, while 21 percent have lived in Clear Creek County between 4 and 10 years. Finally, 22 percent have lived in Clear Creek County three years or less (including 6 percent who have lived in the county less than a year).

- Primary Residency. Eighty-seven percent of invitation survey respondents live in Clear Creek County; the other 13 percent do not live in the County (property owners).

- Location of Residence. The primary areas where survey respondents live (or most closely associate) include Idaho Springs (18 percent), Floyd Hill/Beaver Brook (13 percent), Georgetown (13 percent), and Upper Bear Creek (12 percent). Additionally, 5 percent indicated they most closely associate with Dumont/Lawson/Downieville and Squaw Pass, with an additional 4 percent residing in St. Mary's.

- Total Number of Household Members. The largest share of invitation respondents reported that there are two people living in their home (52 percent), while 18 percent indicated that they live alone. Twenty-nine percent said there are three or more people in their home. On average, 2.3 people live in invitation respondent households.

- Number of Household Members Under Age 18. Two-thirds of the invitation sample (76 percent) do not have household members under the age of 18. Those who do have children have kids of a variety of ages, ranging from under 1 year of age to 18 years old.

- Number of Household Members Over Age 55. Half of survey respondents are not part of a household with members age over 55.

EMPLOYMENT AND COMMUTING

Respondents were asked about their employment and commuting patterns. This section highlights some of those results.

- Over half of the survey respondents work outside Clear Creek County (52 percent), indicating the relative lack of jobs in the county. Nineteen percent work in Clear Creek County outside their home, with an additional 12 percent who work at home/ telecommute. Twenty percent of the respondent sample is retired, while the remaining 2 percent do not work.
- Twenty-nine percent of those who work indicated that they own their own business.
- The average one-way commute is about 21 miles, with 36 percent indicating a one-way commute of over 30 miles.
- Utilization of public transportation for commuting is quite low, with 92 percent saying they do not use any public transportation (including carpooling). Three percent carpool, 2 percent ride RTD from Bergen Park, and 1 percent ride RTD from El Rancho.
- The most important factors for considering public transportation are convenience to home/work, a schedule that runs when needed, and appropriate routes.

ECONOMIC FACTORS

Survey participants were asked about opportunities and challenges for the economy in Clear Creek County. Figure 1 and Figure 2 below illustrate the response patterns to these questions.

- “Infrastructure improvements” was the top factor for both challenges and opportunities to improve the economy in Clear Creek County.
- Expanding outdoor recreation and tourism branding/marketing was the number two opportunity identified by survey respondents for improving the county economy.
- Expanding the diversity of economic activity was both an important challenge and an important opportunity for improving the economy Clear Creek County.
- Increasing job availability, incentives for new and startup businesses, and improving the business climate were seen as opportunities for improving the economy in the county.
- Wages, housing availability, and housing affordability were seen as challenges to economic growth.

FIGURE 1
BEST OPPORTUNITIES FOR CLEAR CREEK COUNTY TO IMPROVE ECONOMY

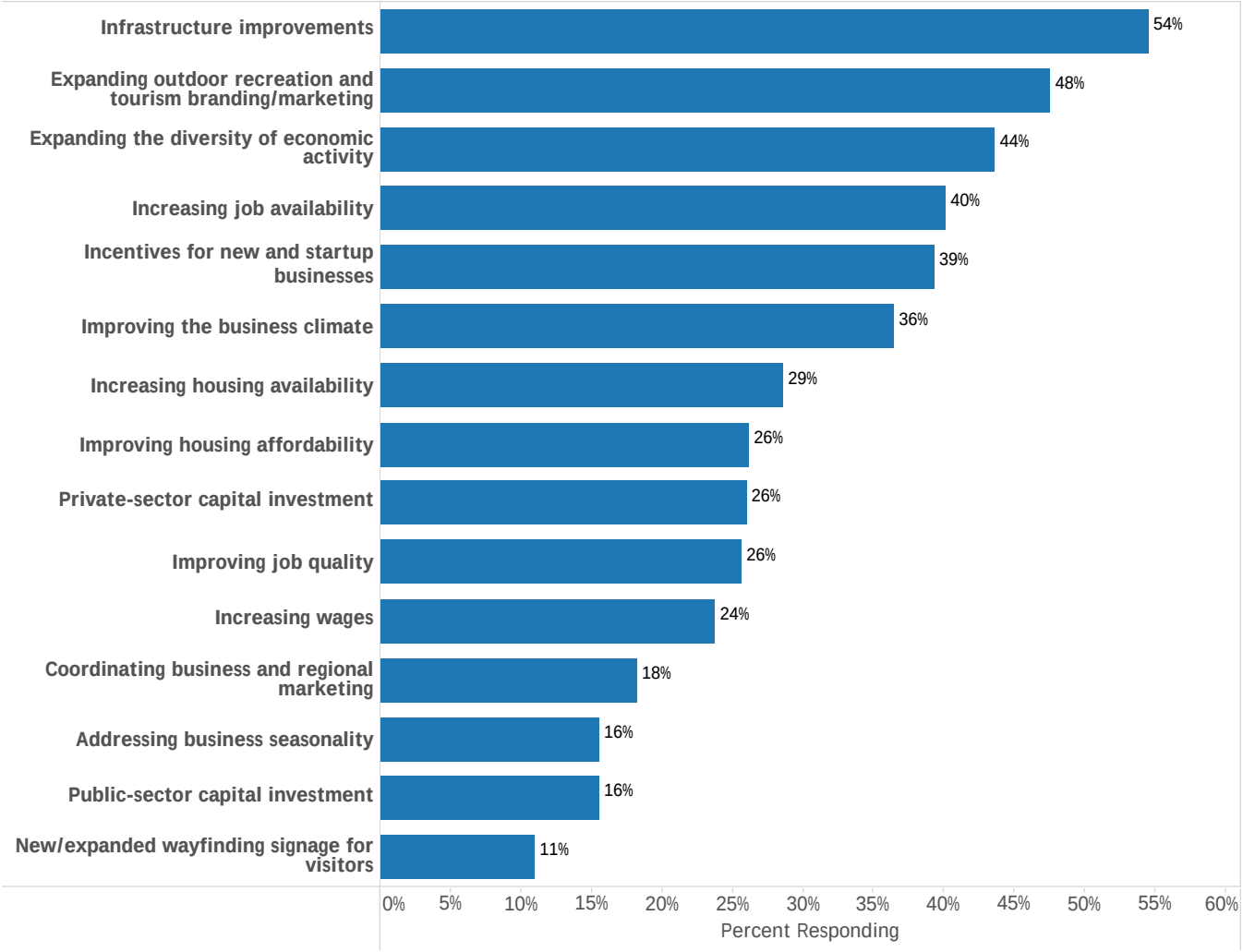
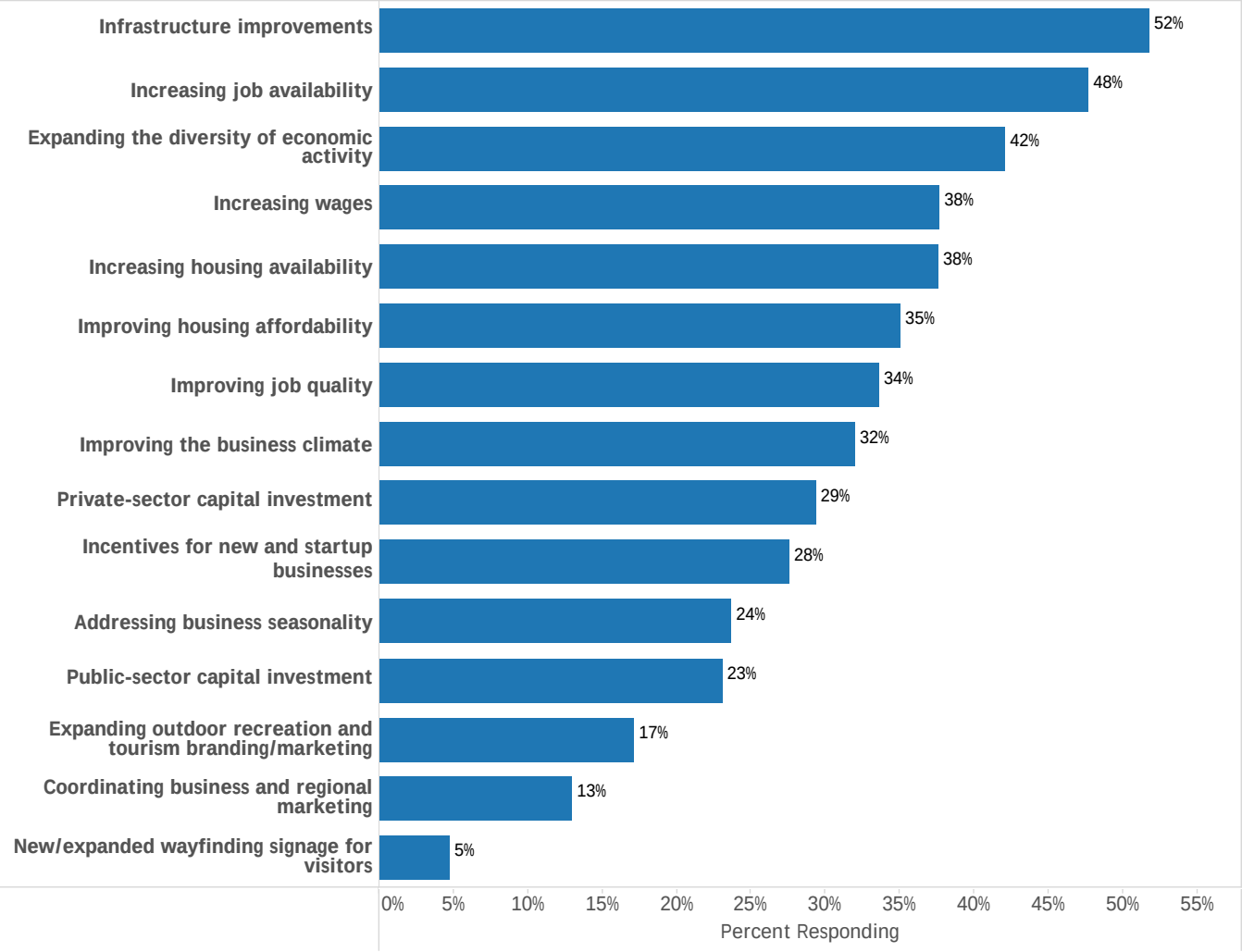


FIGURE 2
BIGGEST CHALLENGES FOR CLEAR CREEK COUNTY TO IMPROVE ECONOMY



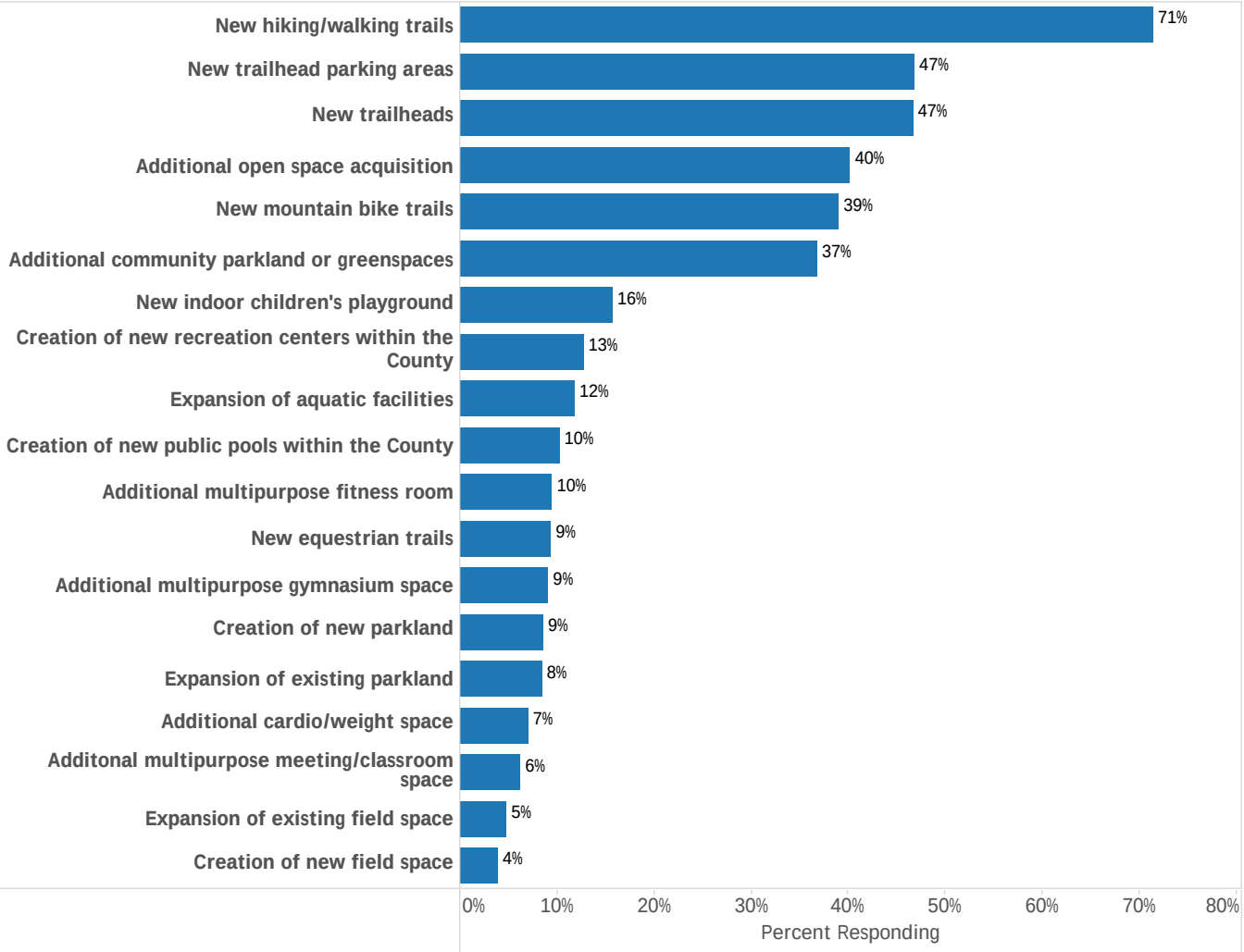
RECREATION OPPORTUNITIES

Recreation was identified as “very important” by a strong majority (79 percent) of survey respondents. An even higher percentage (89 percent) engage in recreation in Clear Creek County.

The most popular recreational activity by far that survey respondents participate in is walking, jogging, or hiking (85 percent). Also popular are skiing/snowboarding (47 percent), snowshoeing/cross country skiing (36 percent), fishing (34 percent), camping (31 percent), mountain biking (29 percent), off-highway vehicle use (25 percent), and bird/wildlife watching (23 percent), among others.

New recreational opportunities that survey participants would like to see are presented in Figure 3 below. New hiking/walking trails, new trailhead parking, and new trailheads were the most popular improvements to recreational opportunities identified in the survey research.

FIGURE 3
NEW RECREATIONAL OPPORTUNITIES YOU WOULD LIKE TO SEE



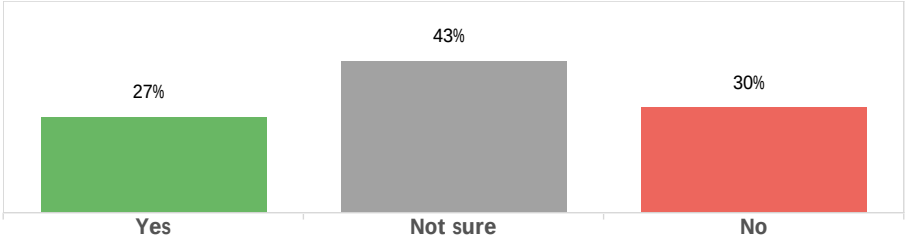
OPEN SPACE

The respondent pool was split as to whether the county has enough Open Space. Thirty percent said that the county does not have enough Open Space, 27 percent thought the county does have enough Open Space, and the plurality (43 percent) were not sure.

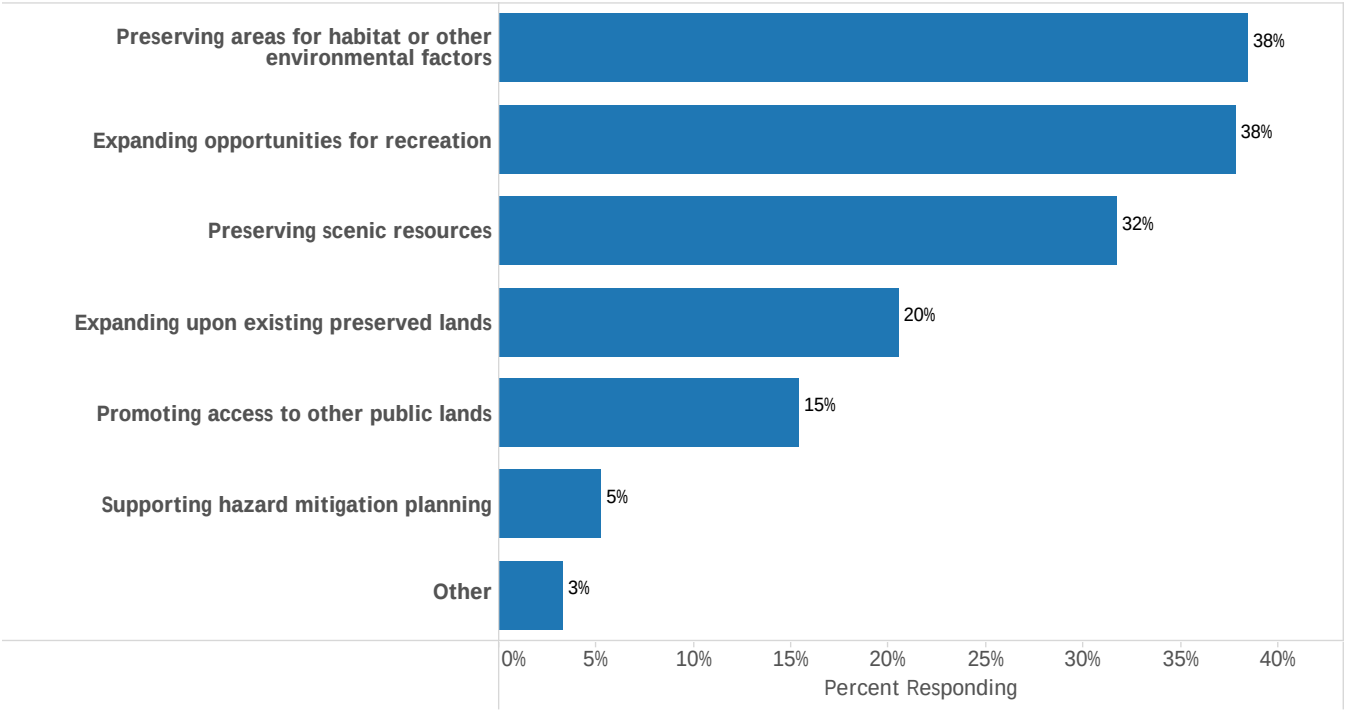
The purpose for newly acquired Open Space, according to survey results, is split between preserving areas for habitat/other environmental factors and expanded opportunities for recreation (38 percent each). Preserving scenic resources (32 percent), expanding upon existing preserved lands (20 percent), and promoting access to other public lands (15 percent) were also identified as important purposes of newly acquired Open Spaces.

FIGURE 4

DO YOU FEEL THE COUNTY HAS ENOUGH OPEN SPACE?



PRIMARY PURPOSE OF ACQUIRING NEW OPEN SPACES



HOUSING

Among survey respondents, 95 percent own their home, and 4 percent rent (1 percent have "other" housing tenure). The age of the housing stock varies, with the majority constructed prior to 1980. Seventeen percent were built since 2000 and 26 percent between 1980 and 1999.

The typical respondent spends 20 to 30 percent of their monthly income on housing. The average percentage is 23 percent (including those who spend nothing on housing).

About one-quarter of respondents said that they have found it difficult to find affordable or acceptable housing in Clear Creek County. Of those respondents, 60 percent said that mortgage payments/rents are too high, 56 percent said locations are too far from employment, and 26 percent indicated poor quality of space.

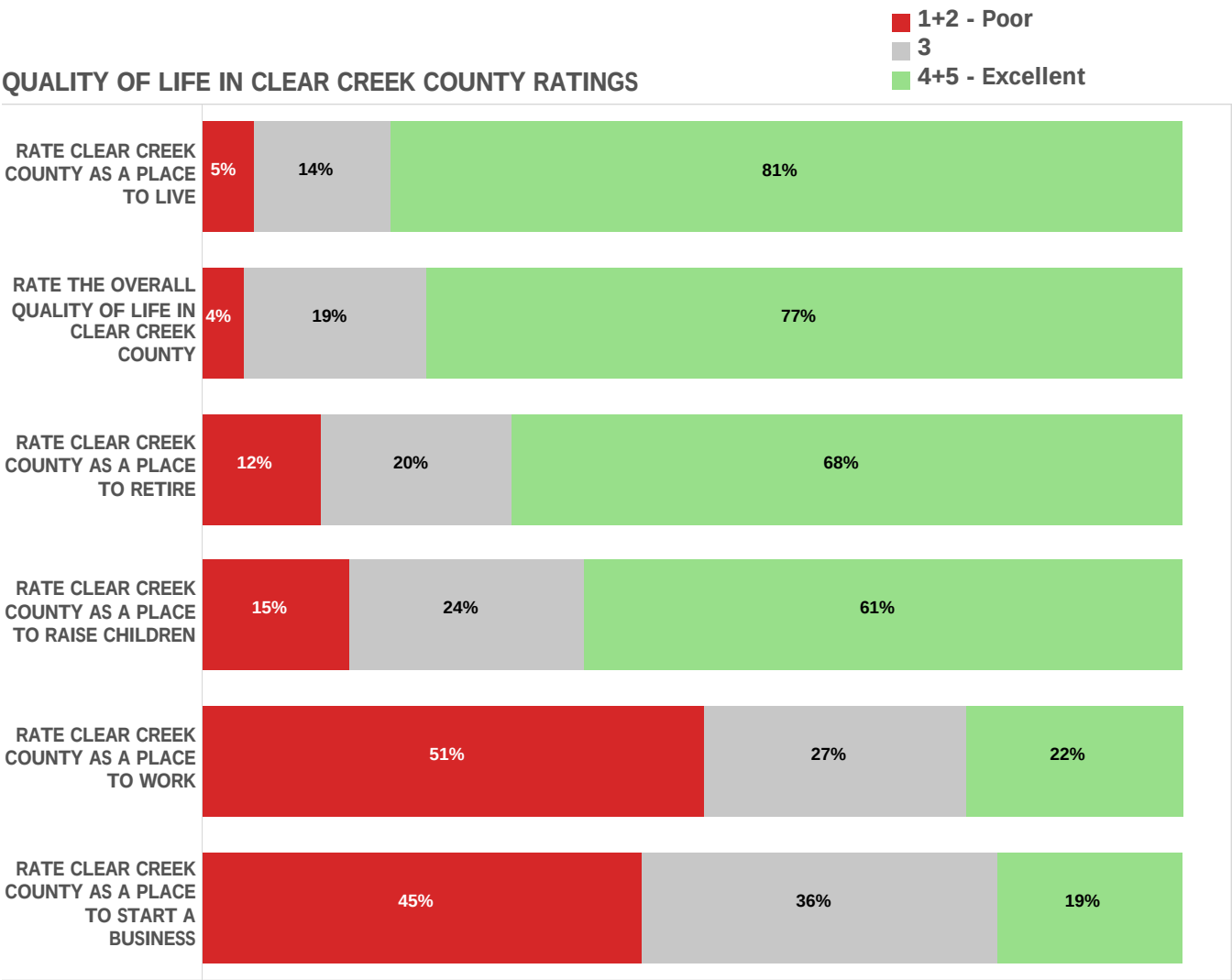
In terms of the single most significant home ownership barrier in Clear Creek County, among all respondents, one-third (32 percent) said that rising home prices is the biggest hurdle, followed closely by limited availability of housing (28 percent). Lack of affordable housing and the quality of housing were each selected by about ten percent of respondents.

QUALITY OF LIFE

Overall Quality of Life

The satisfaction with the quality of life in Clear Creek County is high, including as a place to live, as a place to retire, and as a place to raise children. The exception is for Clear Creek County as a place to work or as a place to start a business, as presented in Figure 5 below.

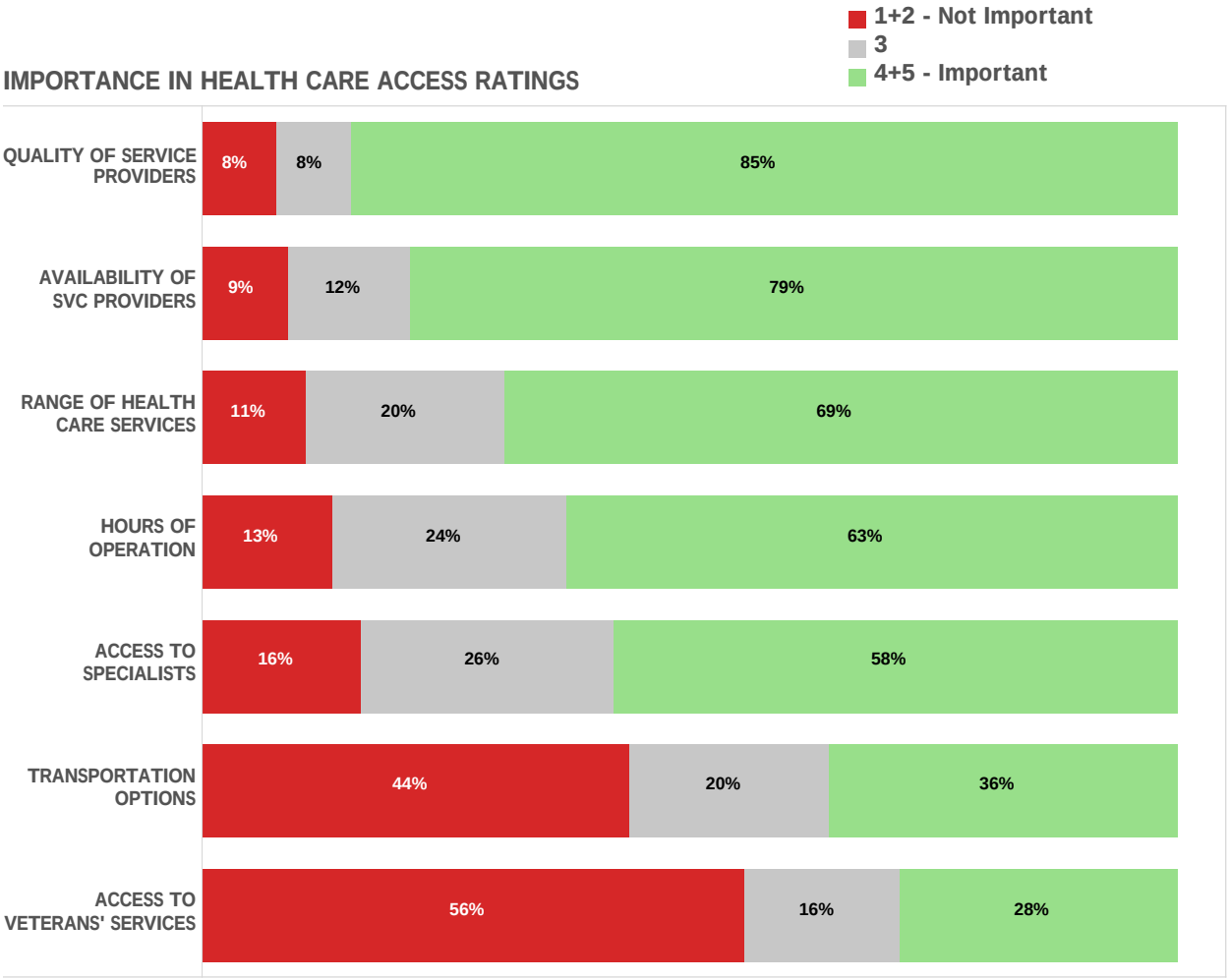
FIGURE 5



Health Care

In terms of the importance to access to health care, the most important factors are the quality of the service providers, the availability of service providers, the range of health care services, the hours of operation, and the access to specialists. Transportation options and access to veterans' services were relatively less important, at least to the overall respondent sample, as seen in Figure 6 below.

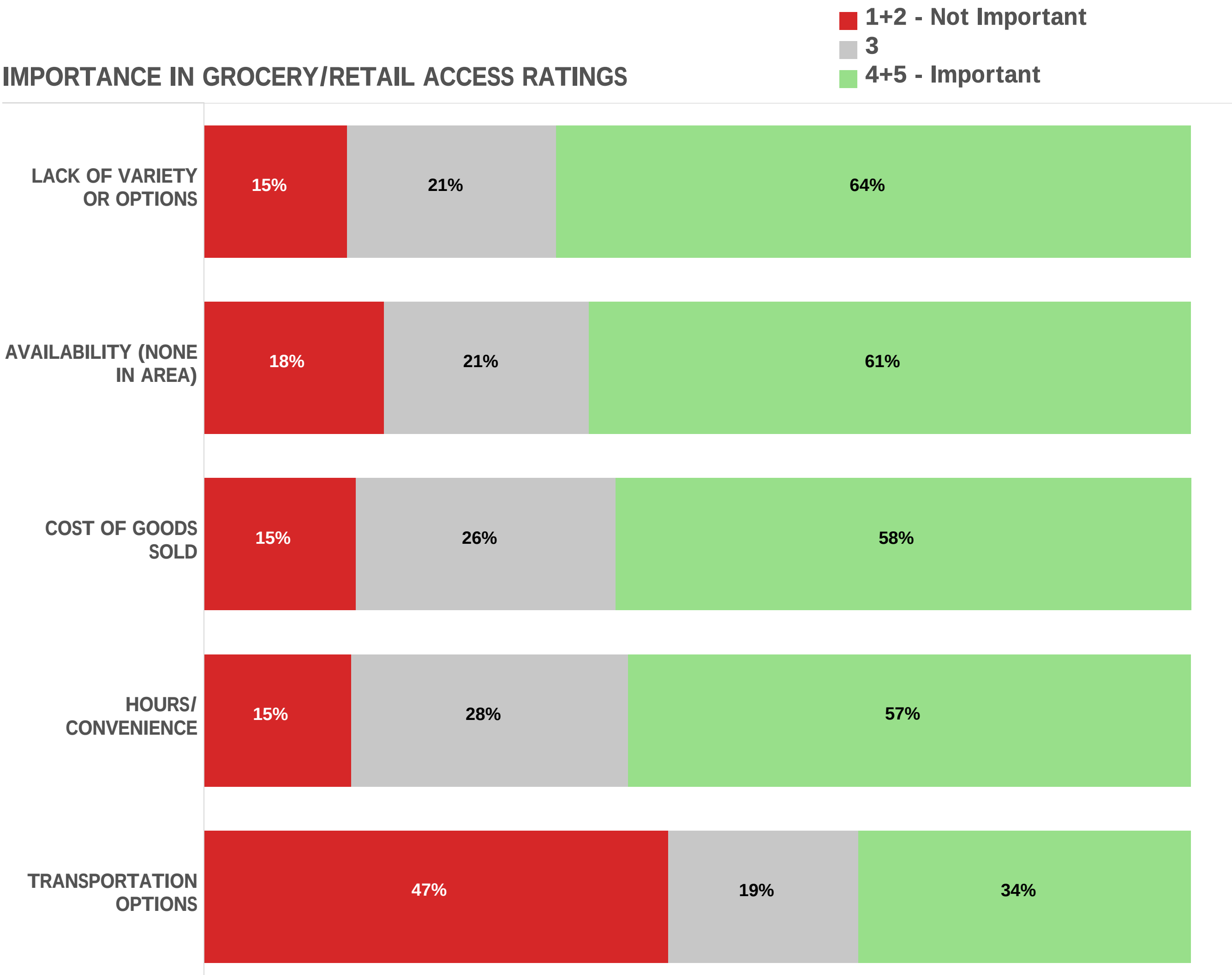
FIGURE 6



Retail/Grocery Stores

The importance in access to grocery stores and other retail stores was queried on the survey. The most substantial issues with grocery/retail shopping are the lack of variety, the availability, the costs, and the hours of the stores. These each had a similar response rate, as illustrated in Figure 7 below.

FIGURE 7



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SE GROUP

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Office: 970.668.3398 | www.segroup.com

MEETING SUMMARY

TO: Fred Rollenhagen

FROM: SE Group

CC:

DATE: February 24, 2016

RE: Public Meeting #1

PLEASE CONTACT THE AUTHOR IMMEDIATELY IF THERE ARE ANY DISCREPANCIES IN THE CONTENTS OF THIS DOCUMENT.

Public meeting #1 was held at the Clear Creek Metropolitan Recreation Center in Idaho Springs on February 16, 2016. 45 community members provided contact information on the sign-in sheet at this meeting, although the public polling exercise indicates that there were over 50 people in attendance.

The meeting covered the following topics:

- What is a Community Master Plan?
    - Key Elements of a Plan
    - Why Update the Plan?
    - Who is Participating in this Update?
    - Project Process and Timeline
- Defining the “Baseline” Conditions
    - Community Profile
    - Community Survey Summary
    - Current Issues
- Key Pad Polling
    - Exploring the Vision for Clear Creek County
- Workshop Sessions – Economy/Housing/Recreation/Transportation/Land Use and Open Space

SE Group led the presentation, familiarizing community members with the planning process and the major elements to be included in Clear Creek County’s updated Master Plan. The baseline conditions for the different municipalities and sub-areas within the county as well as the county as a whole were then presented to community members. Included in the baseline conditions was data from the American Census Survey, the Colorado Department of Local Affairs, and the Clear Creek County Community Survey that was conducted for this project in 2016. While baseline conditions helped to identify current issues within the county, an audience polling exercise was done to elaborate on these

conditions. Keypad polling devices which had been distributed to audience members at the start of the presentation were utilized to record answers in real-time during this part of the presentation. The results of the polling exercise are attached.

The polling exercise highlighted notable information about the audience, including:

- The largest percentage of the audience was from the Evergreen area
- Adaptation and change should be the primary planning goals
- The largest percentage of the audience considered the economy to be the highest priority issue, followed by transportation and future land use.

After the polling exercise, the workshop session of the meeting began where community members moved throughout the room speaking with the team of consultants and community planners while viewing boards with data and prompts.

Prompts included:

Economy

- Is the regional population growing? Is it aging? How will demographic trends affect the long-term economic condition in Clear Creek County?
- What is the composition of the regional workforce? How is it structured now and how will it be influenced by ongoing trends?
- What is your Economic Vision for Clear Creek County?

Recreation and Lifestyle

- What elements of recreation in Clear Creek County are most important? What are missing?
- How do you stay active and healthy?

Transportation

- Where do the people of Clear Creek County work and how do they get there?
- What would improve transportation in your everyday life?

Housing

- What types of housing exists within the County? What is the age/quality of this housing? Does it meet the needs of Residents?
- How affordable is housing within the County? What are the barriers to afford-ability that the County Master Plan should address?

Land Use and Open Space

- What is the current pattern of growth and where should growth be encouraged/discouraged or shaped?
- Does the pattern of open space serve the community? What should be the priorities for acquisition of new or management of existing open spaces?

Comments generated during this exercise were compiled and are available in the attached document. Mirroring the keypad polling exercise which identified the economy as the highest priority issue, this sentiment was echoed throughout many of comments. In general, comments went a step further and tied the economy into other pertinent topics such as infrastructure, transportation, and growth. Others used this opportunity to elaborate on nuances or subtleties of the county's character that had not been previously discussed.

In preparation for the next public meeting, community members suggested that notification of the meeting should be published in the Firestarter, a free newspaper that the majority of citizens utilize for their information. Additionally, the recommendation of posting event details on the bulletin boards of the post offices was also provided. It was noted that the county website should not be relied on heavily for communicating the details of events to the public, however it will still be used while other methods of distributing information will be expanded.

Session Name
Current Session

Date Created
2/16/2016 1:53:26 PM

Active Participants
50

Total Participants
50

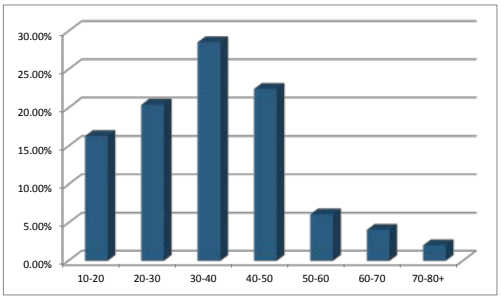
Average Score
0.00%

Questions
6

Results by Question

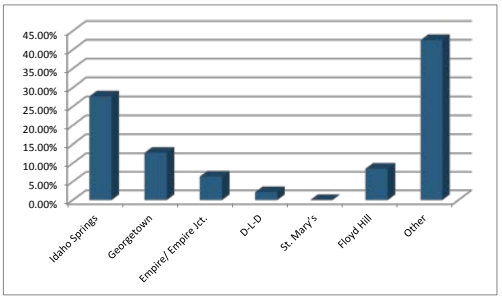
1. Q1 – WHAT IS YOUR AGE? (Multiple Choice)

	Responses	
	Percent	Count
10-20	16.33%	8
20-30	20.41%	10
30-40	28.57%	14
40-50	22.45%	11
50-60	6.12%	3
60-70	4.08%	2
70-80+	2.04%	1
Totals	**100%**	**49**



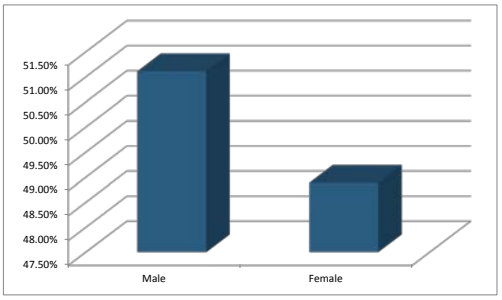
2 . Q2 – WHERE IN THE COUNTY DO YOU LIVE? (Multiple Choice)

	Responses	
	Percent	Count
Idaho Springs	27.66%	13
Georgetown	12.77%	6
Empire/ Empire Jct.	6.38%	3
D-L-D	2.13%	1
St. Mary's	0.00%	0
Floyd Hill	8.51%	4
Other	42.55%	20
Totals	**100%**	**47**



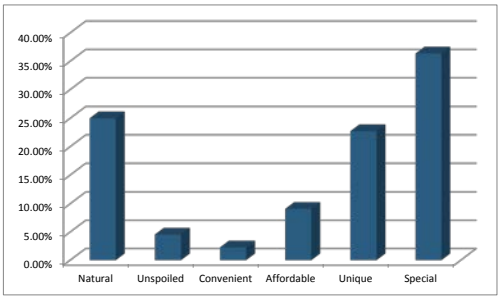
3. Q3 – WHAT IS YOUR GENDER? (Multiple Choice)

	Responses	
	Percent	Count
Male	51.11%	23
Female	48.89%	22
Totals	**100%**	**45**



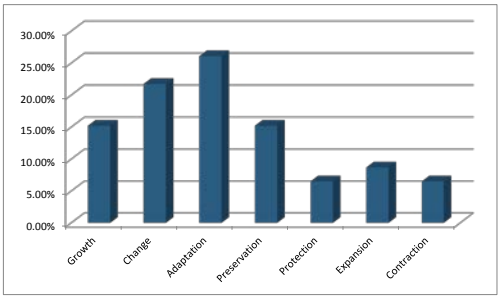
4. Q4 – WHICH WORD BEST CAPTURES YOUR ATTITUDE ABOUT LIVING IN CLEAR CREEK COUNTY? (Multiple Choice)

	Responses	
	Percent	Count
Natural	25.00%	11
Unspoiled	4.55%	2
Convenient	2.27%	1
Affordable	9.09%	4
Unique	22.73%	10
Special	36.36%	16
Totals	**100%**	**44**



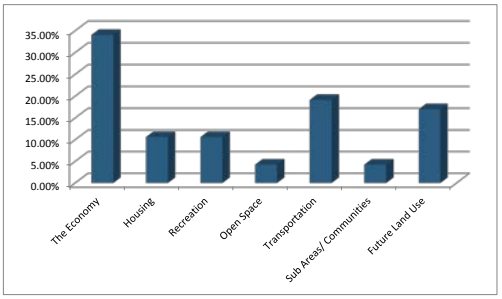
5. Q5 – WHICH OF THE FOLLOWING WORDS BEST DESCRIBES WHAT YOU THINK SHOULD BE THE PRIMARY PLANNING GOAL? (Multiple Choice)

	Responses	
	Percent	Count
Growth	15.22%	7
Change	21.74%	10
Adaptation	26.09%	12
Preservation	15.22%	7
Protection	6.52%	3
Expansion	8.70%	4
Contraction	6.52%	3
Totals	**100%**	**46**



6. Q6 – WHICH OF THE FOLLOWING ISSUES WOULD YOU CONSIDER THE HIGHEST PRIORITY FOR CLEAR CREEK COUNTY? (Multiple Choice)

	Responses	
	Percent	Count
The Economy	34.04%	16
Housing	10.64%	5
Recreation	10.64%	5
Open Space	4.26%	2
Transportation	19.15%	9
Sub Areas/ Communities	4.26%	2
Future Land Use	17.02%	8
Totals	**100%**	**47**



Public Meeting #1- 2/16/16

Notes and Comments – Workshop Session

General

"What is the demographic breakdown of respondents to the survey? Particularly-geographic income…"

"I think the 2004 vision statement needs a re-write. It reads more like a set of strategies or actions rather than a vision for the county."

"1. Have county employees live in the county 2. Make planners be development friendly not place impediments to people/businesses that come to the county 3. When a business comes to planners the planners need to encourage business and not say we cannot let you do that… think outside the box!"

"Find a way to entice/encourage high-tech start-ups. Place for incubator-office space for startups. Our benefit is our location- 1 hour from airport, ½ hour away from skiing."

"Need a high-tech innovation center. Broadband access is very important for high-tech."

"I'd like to see a more inclusive look at the need for better housing. There is a huge homeless & hotel living population so the statistic showing 75%(ish) say there's no housing issue us highly suspect to me. I realize it's the total # & not specific to other demographics, but we need to find a way to make sure they are also sampled."

"How many thousands of dollars did the county spend for these little key pads? How many planners like this are on the county payroll- they make nice fancy charts."

"County's values are congruent- Rural Mountain regardless of geographic location."

"Has the business community been surveyed about specifics regarding improving the business climate?"

"Is the targeted industry study being incorporated in the master plan effort?"

"How can the master plan foster environmental stewardship and make Clear Creek County a model for sustainability?"

""The county should improve its image along the I-70 corridor to entice motorists off the road. Beautification and increase curb appeal!"

"Better mottos like: "Stay and play in Clear Creek County" "All your outdoor passions are here!" "How about a "Riverwalk" as in Salida".

"The master plan needs to focus on economic growth. If the county is to survive it needs to be wide open to any and all growth. It will start with utilities and transportation, without these nothing else can be sustained. New business and employment growth cannot happen if they do not have water, electric, sewer, trash, etc. it also can't happen without the ability to commute. Both a third lane on I-70 and a light rail must go through the county. Growth of new business and employment must be encouraged anywhere they want to build and grow. I understand the old structures are historical and people's need to keep those structures intact. It is difficult to say we need to ignore that. Maybe we should not. It must stop there though. For growth and the

survival of the county to be achieved we must allow new big business to develop in any unused space. If we don't allow this then the untouched areas will remain. So due to the fact no one will be left here to do anything to those spaces anyway. Which brings me to my next point. New housing. Again developers must be allowed to develop anywhere if not housing will be unaffordable and unsustainable to support a new bigger workforce. Lower income affordable housing must be made and unimpeded development is the only way to achieve this. If you don't think this is serious watch the documentaries about the towns that had 1 mill or factory close and then a year later the town is gone. If you don't grow you die out!"

"Are recommendations or options being developed regarding business incentives? Has the business community been surveyed on this question?"

"How can job quality be improved?"

"Floyd Hill volunteered to buy the Williams property and commissioners vote it down. How can you go do that when the majority of people in the neighborhood wanted to keep that property as open space? CCC is like the Wild West-It does what it wants to do despite a master plan or zoning."

"If you allow recreation shooting in CCC you will scare off hiking, biking, horseback riding, 4WD, skiing, and rafting."

"Have next meeting somewhere with better acoustics. Cannot hear most of the conversations in the gym. Will there be a transcript available?"

"How can we assume CCC water quality is preserved and that residential and/or commercial development do not grow faster than the available water?"

Recreation

"Emphasis on road bike events"

"Let more people know about Floyd Hill playground and shelter and saddleback mountain trailhead"

Open Space

"No shooting in Beaver Brook Watershed- too highly used, too close to residences, too dangerous for potential accidents"

"So much land cannot be developed. OSC should be strategic and think about land uses"

"Preserve Floyd Hill meadow, the eastern gateway to CCC"

Where Should Growth Occur?

"Floyd Hill's commercial fails-Don't expand there! Leave it as open space"

"Growth ok in municipalities (such as Empire, Idaho Springs, Georgetown, and Dumont only)"

"Need mix of development and protection"

"Develop business environment for high-value creating businesses that desire to work with NREL and mines"

"Develop and re-develop in municipalities not rural areas with no infrastructure. Sprawl will hurt the county"

Transportation

"Emergency vehicle circulation"

"Monorail-expensive but it's the ultimate vision"

"Shuttle service to DIA"

"Internal transit for employees without cars"

"What about Uber or facilitating carpooling online"

Housing

"Young and old can't afford, want low income housing"

"Why not encourage work from home?"

"Want affordable housing to be apartments not trailers"

"Families can't find affordable housing"

"How to house seasonal employees"

"2nd home, not rentals-want more info!"

"Dumont-Lawson is a good spot for affordable housing"

"Transit service to Denver"

Most Important

"Mountain recreation and hospital, need to be competitive with Grand and Summit counties. Need golf course to be competitive"

"Finishing the Greenway from Loveland to Golden will bring much $ into CCC- Hotels, food, equipment rentals, souvenirs"

"Need infrastructure to be hand in hand with development"

"Maintain viewshed"

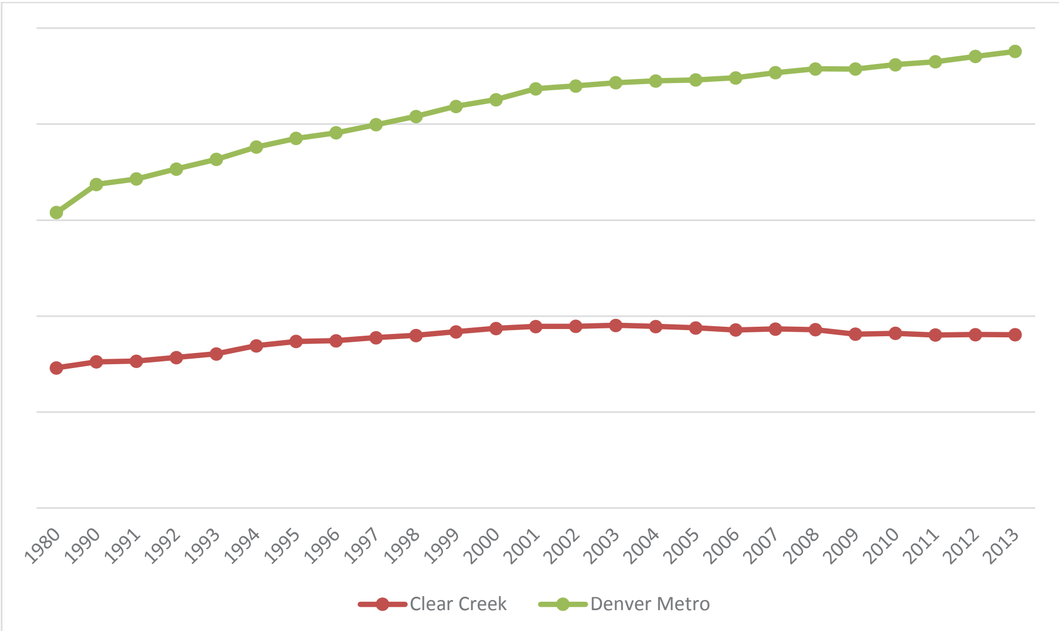
"More educational opportunities aka community college, events center, conference center"

The Economy

Population and Income

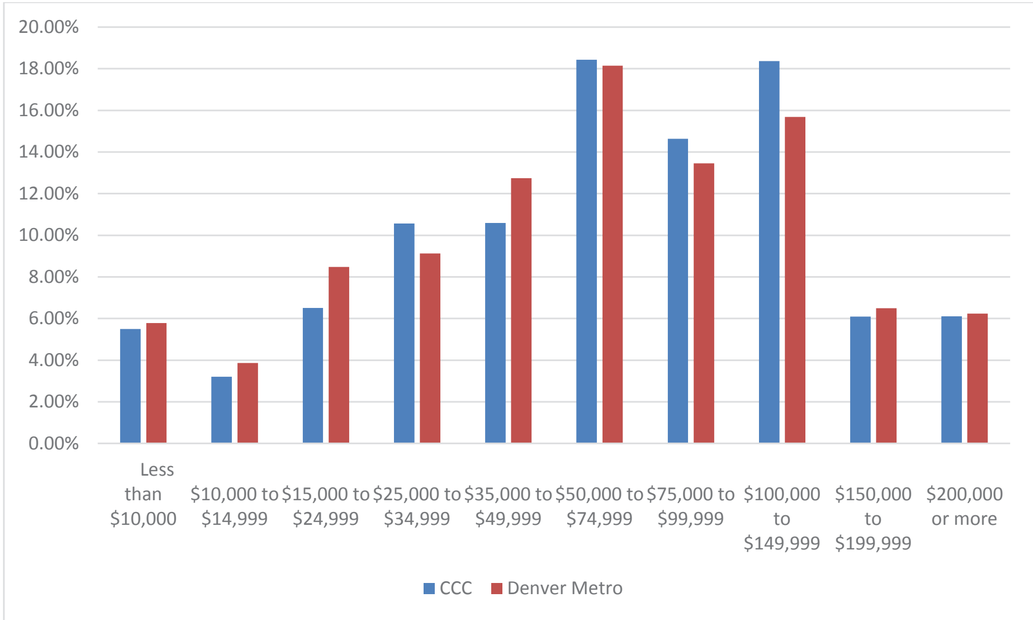
Is the regional population growing? Is it aging? How wil demographic trends affect the long-term economic condition in Clear Creek County?

HISTORIC POPULATION GROWTH 1980-2013



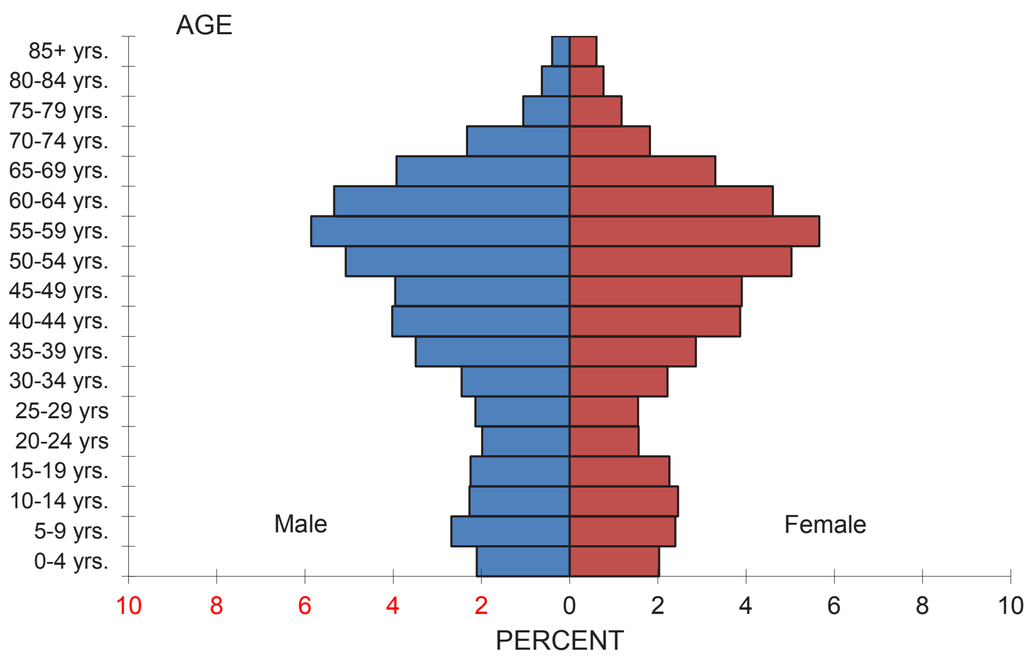
Source: Colorado Division of Local Government, Demography Section.

DISTRIBUTION OF HOUSEHOLDS BY INCOME BRACKET

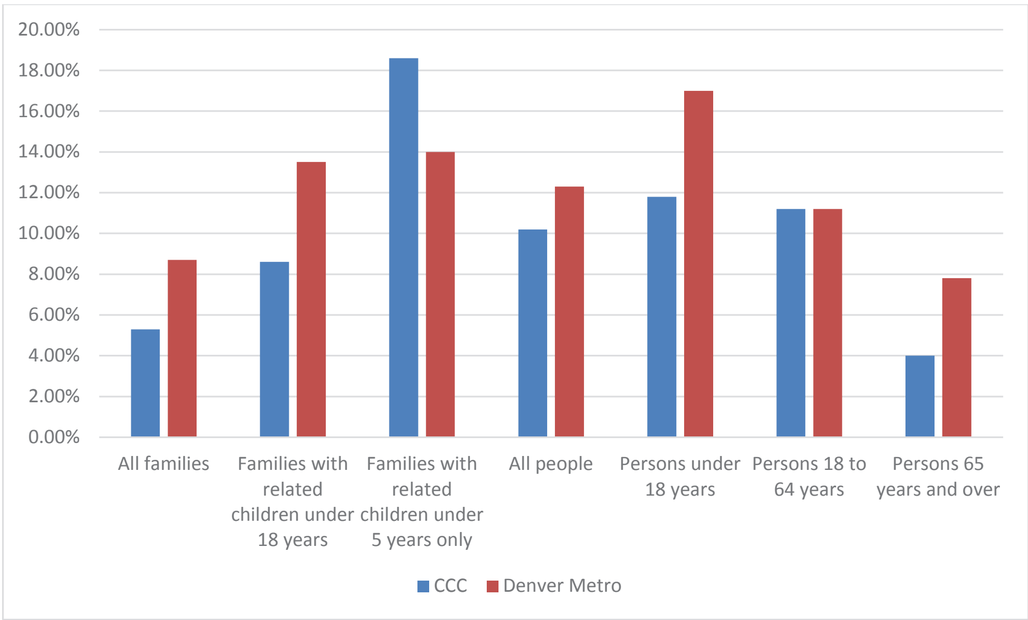


Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

CLEAR CREEK COUNTY POPULATION PRYAMID

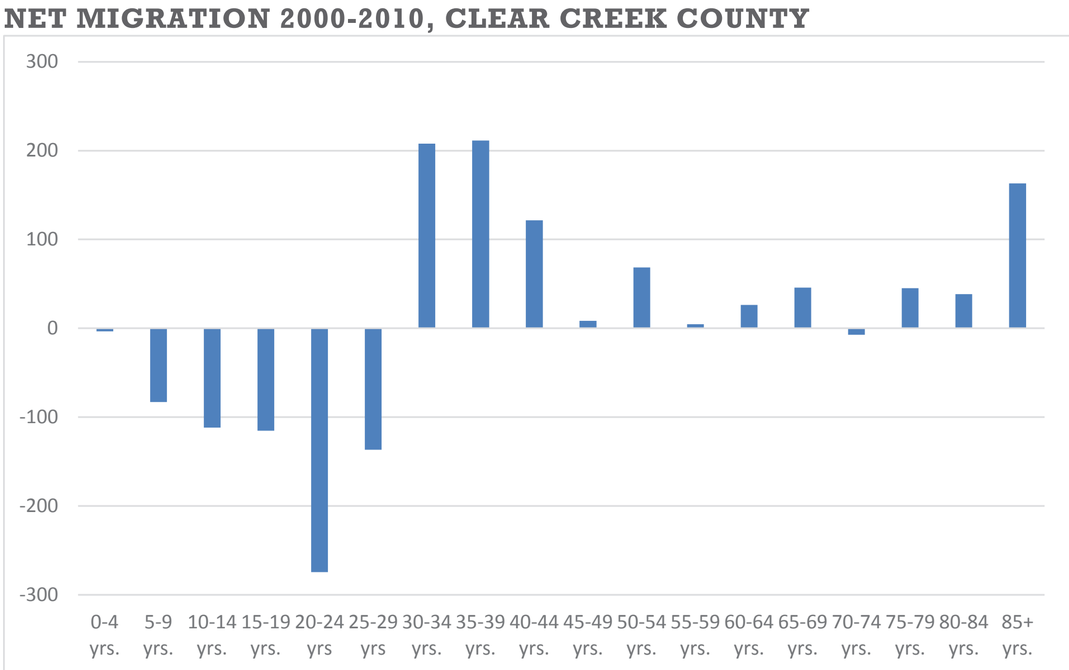


PERCENT OF POPULATION GROUPS WHOSE INCOME IN 2012 WAS BELOW THE FEDERAL POVERTY LEVEL



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

NET MIGRATION 2000-2010, CLEAR CREEK COUNTY



Source: Colorado Division of Local Government, Demography Section.

The Clear Creek Economic Development Corporation (CCEDC)

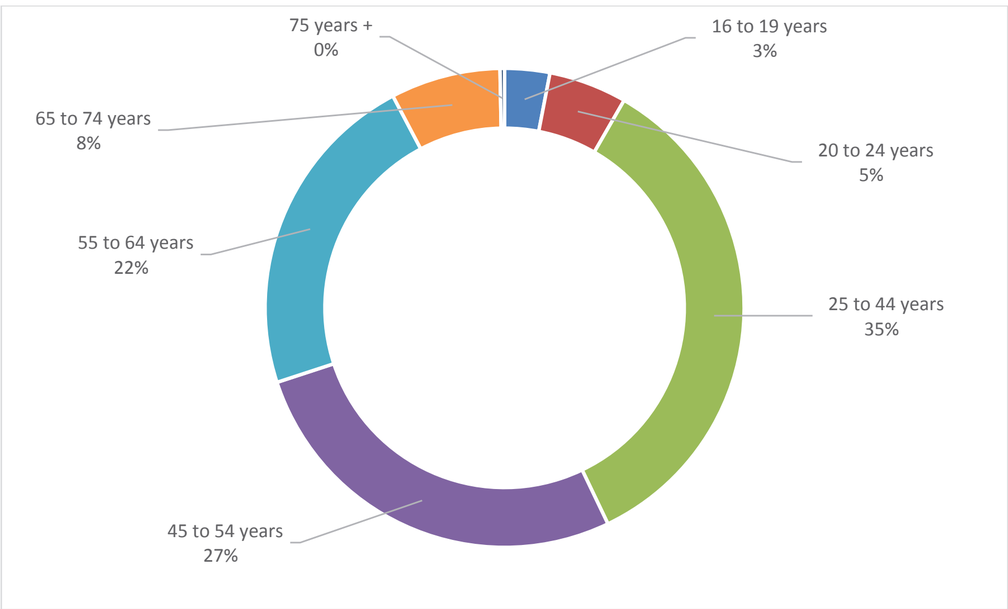
- Non-profit organization tasked with ensuring a diversified economy in CCC
- Currently working on economic goal setting with the CCC community
- Produced the CCC Economic Agenda in 2014 with the following strategies:
  - Land Bank Limited Commercial Properties
  - Enhance Infrastructure
  - Create Business-friendly Climate
  - Create an Impact Hub
  - Identify and Reuse Under-utilized Properties
  - Build a Real Estate Property Portfolio and Develop a Business Case
  - Create Outdoor Brand
  - Support Tourism by Attracting Artisans
  - Create long-term Reuse Plan for the Henderson Mine

The Economy

The Clear Creek County Workforce

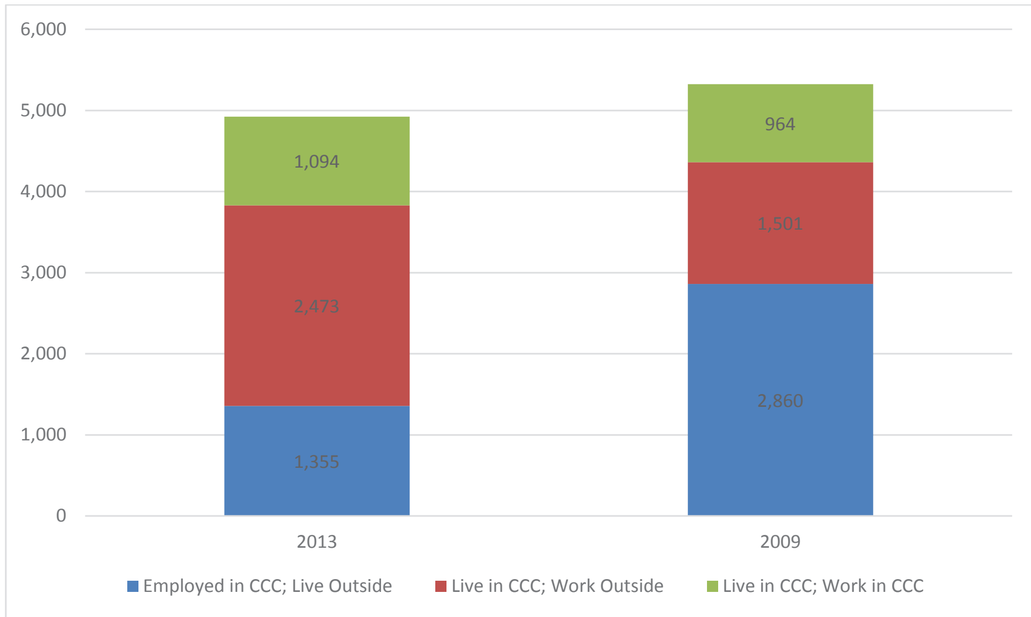
What is the composition of the regional workforce? How is it structured now and how will it be influenced by ongoing trends?

AGE OF CLEAR CREEK COUNTY WORKFORCE



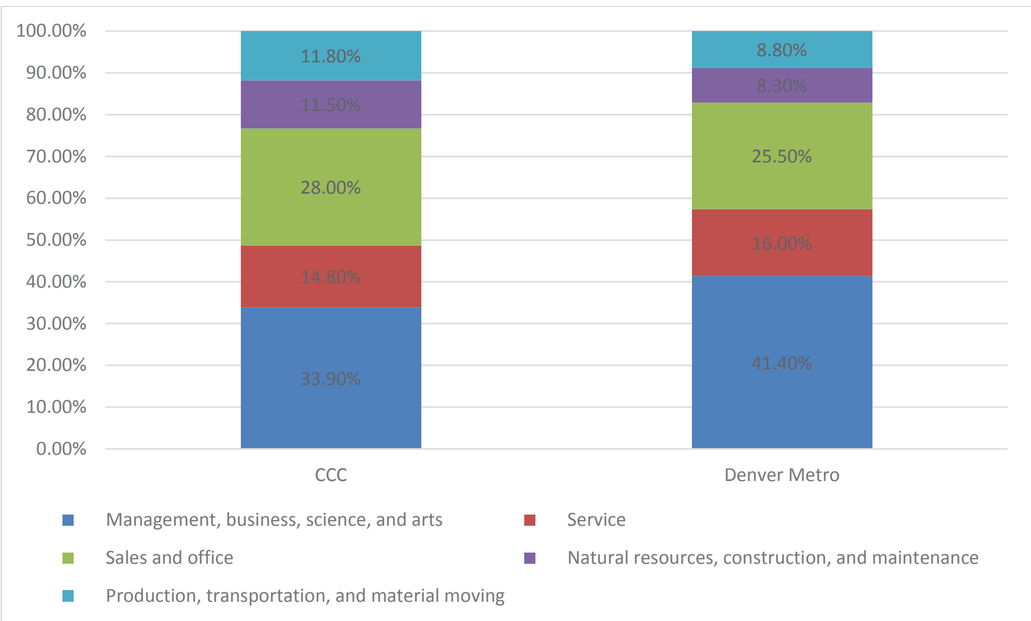
Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

WORKER FLOWS IN CLEAR CREEK COUNTY (2009 & 2013)



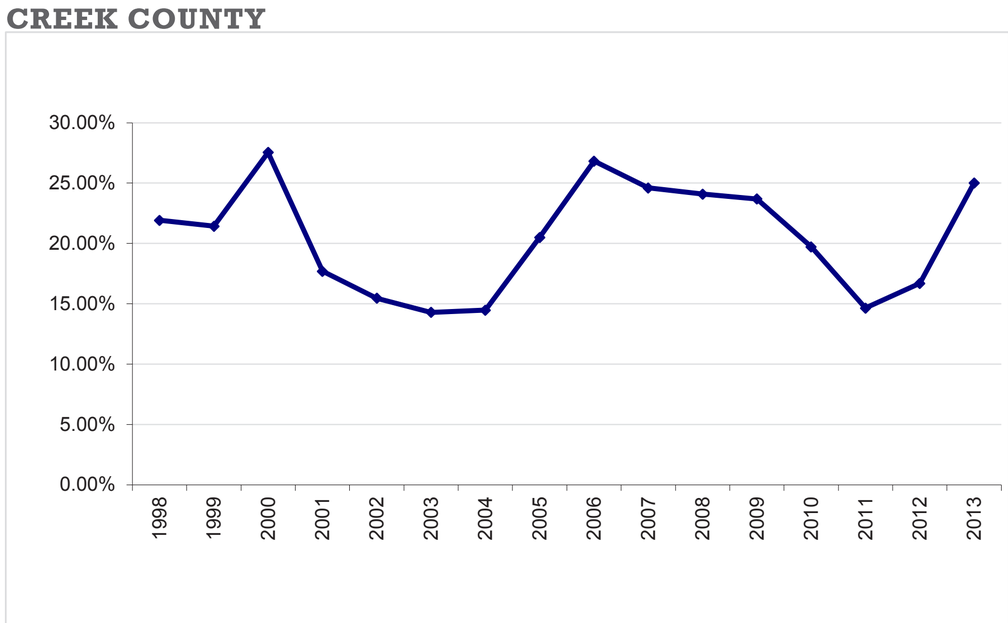
Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

WORKER DISTRIBUTION BY OCCUPATION



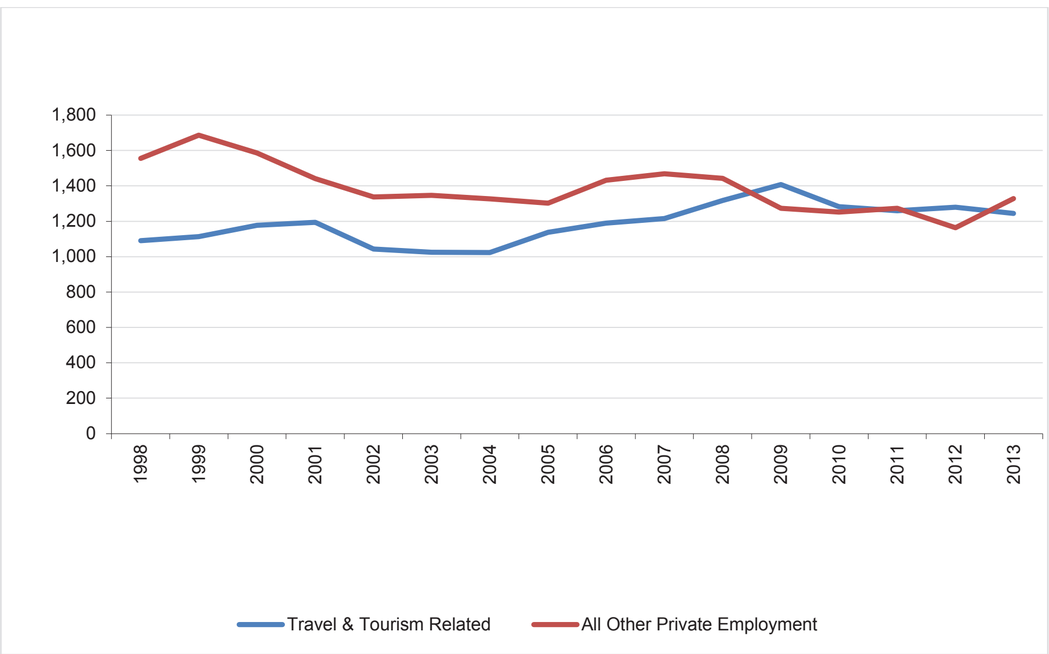
Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates.

MINING AS A PERCENT OF TOTAL PRIVATE EMPLOYMENT IN CLEAR CREEK COUNTY

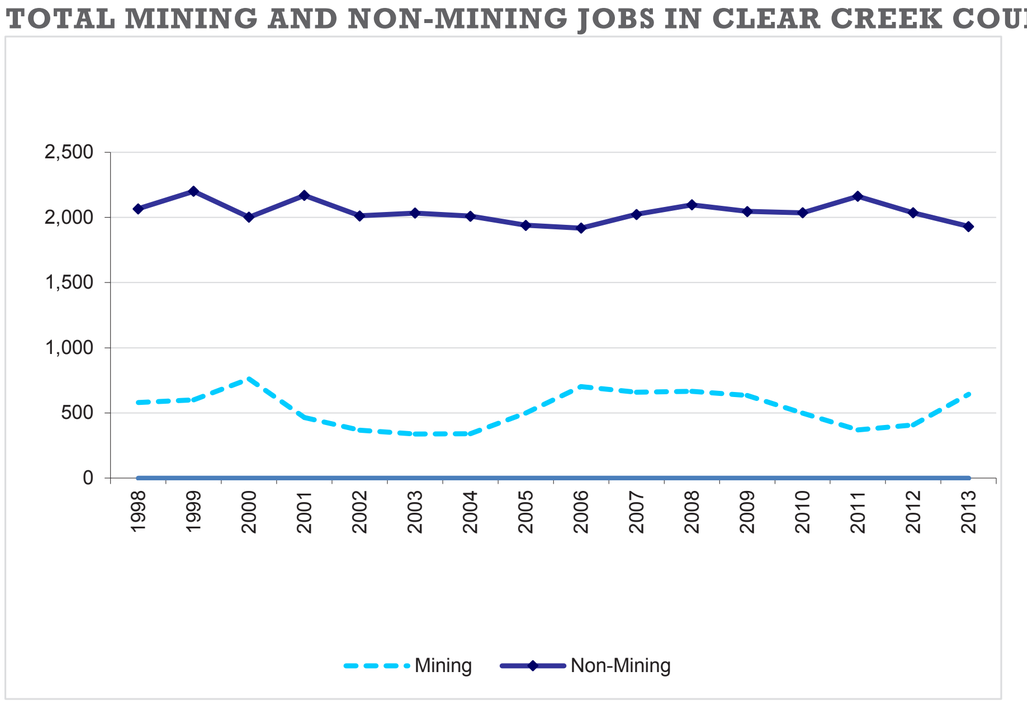


Source: U.S. Census Bureau, 2013 County Business Patterns.

TOTAL PRIVATE EMPLOYMENT AND TOURISM ECONOMY EMPLOYMENT IN CLEAR CREEK COUNTY



TOTAL MINING AND NON-MINING JOBS IN CLEAR CREEK COUNTY



Source: U.S. Census Bureau, 2013 County Business Patterns.

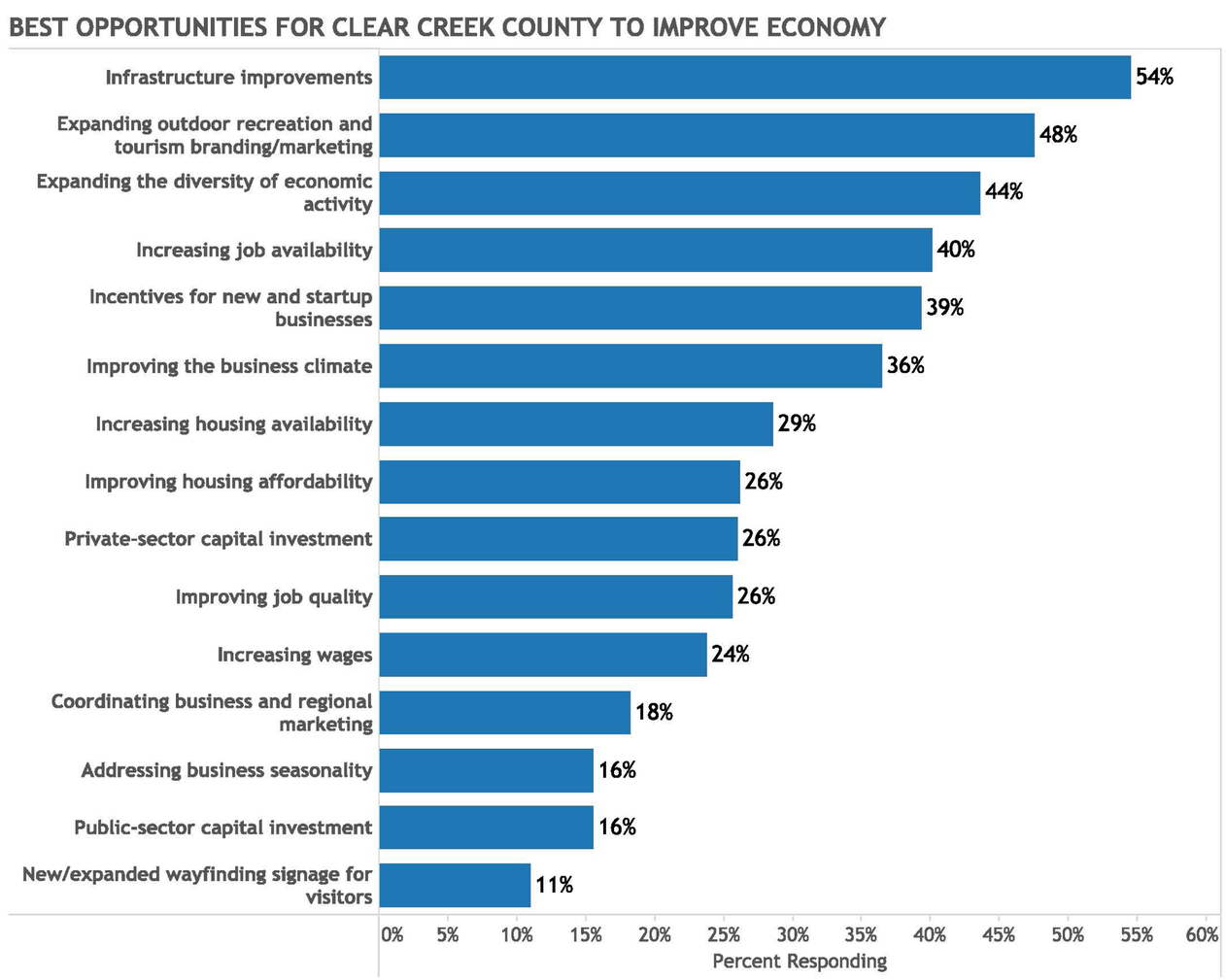
The Mining Economy

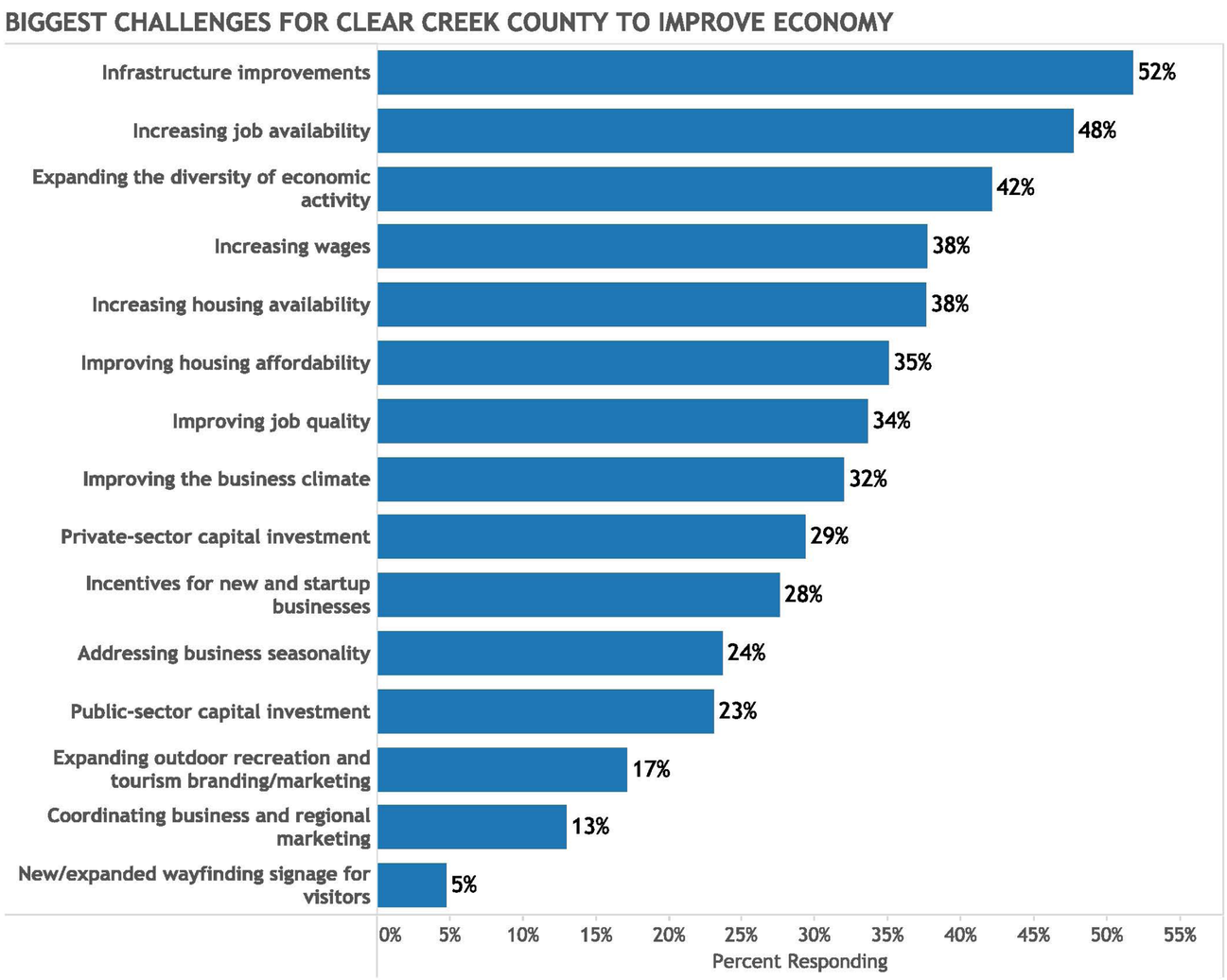
- **Mining (primarily at Henderson) represents 25% of all employment in CCC**
- **Henderson Mine accounts for approximately 70 percent of all property taxes in CCC**

The Economy

What is your Economic Vision for CCC?

Add your comments below.





Source: 2016 Clear Creek County Community Survey

- Information from the 2016 Community Survey is above.
- Biggest Opportunities are also the Biggest Challenges!
- What do you think?

Recreation and Lifestyle

Having Fun

Recreation and Lifestyle – What elements of recreation in Clear Creek County are most important? What are missing?

Key Players in Recreation:

Clear Creek Metropolitan Recreation District

Clear Creek County Open Space Commission

Clear Creek Greenway Authority

US Forest Service

Municipalities

School District

Private Sector

Key:

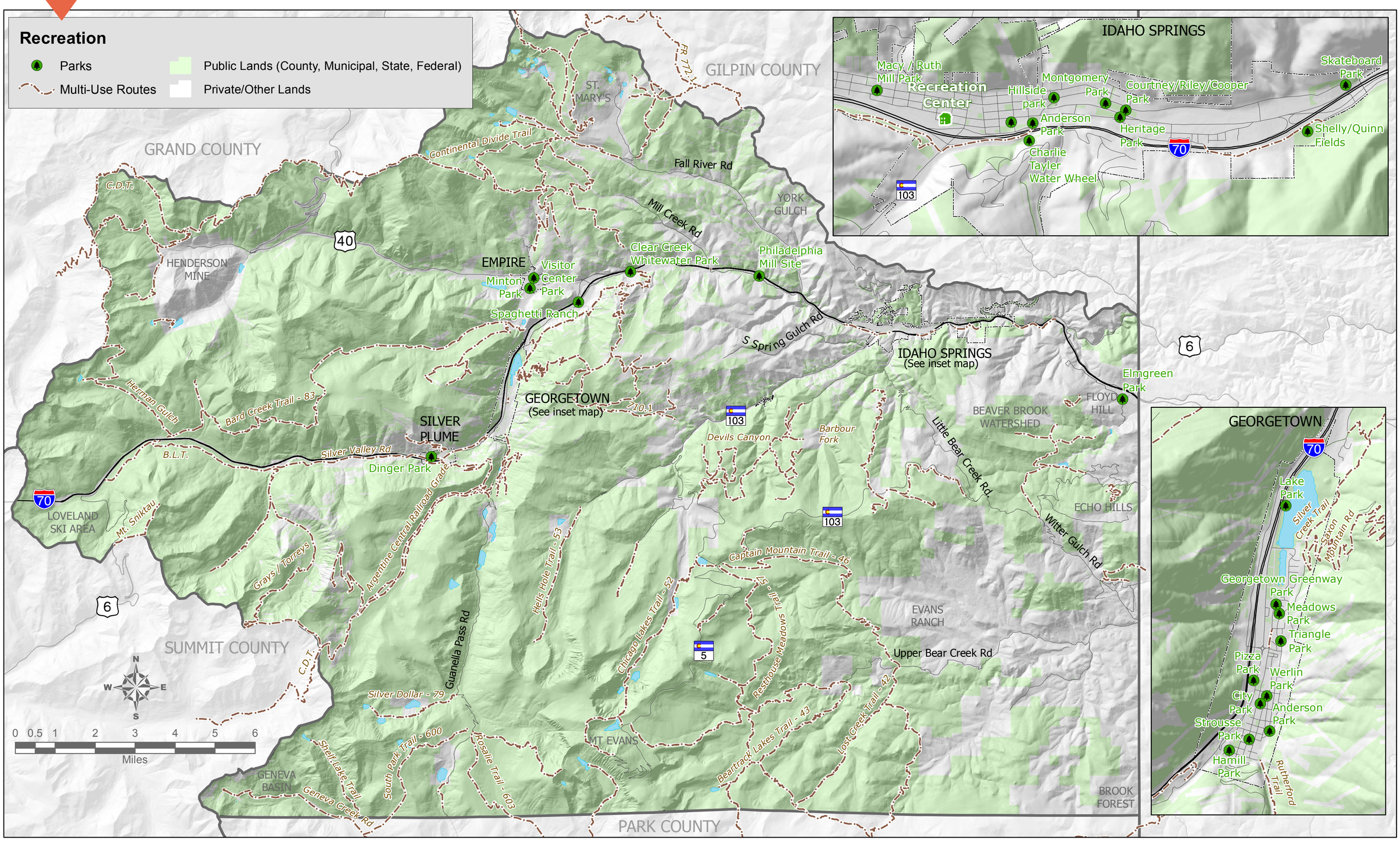
- Ball Fields, Outdoor Rec Facilities, Parks
- Town Parks, Rec Facilities and programs
- Indoor Recreation Facilities, Gym
- Special Events and Festivals
- Programs
- Trailheads
- Trails
- Open Space Management
- River Access
- Pocket Parks, Rest Areas, Picnic Shelters and other Recreation Facilities
- Clear Creek Greenway
- Outdoor Recreation
- Campgrounds
- Off-Highway Vehicle Use
- Rafting

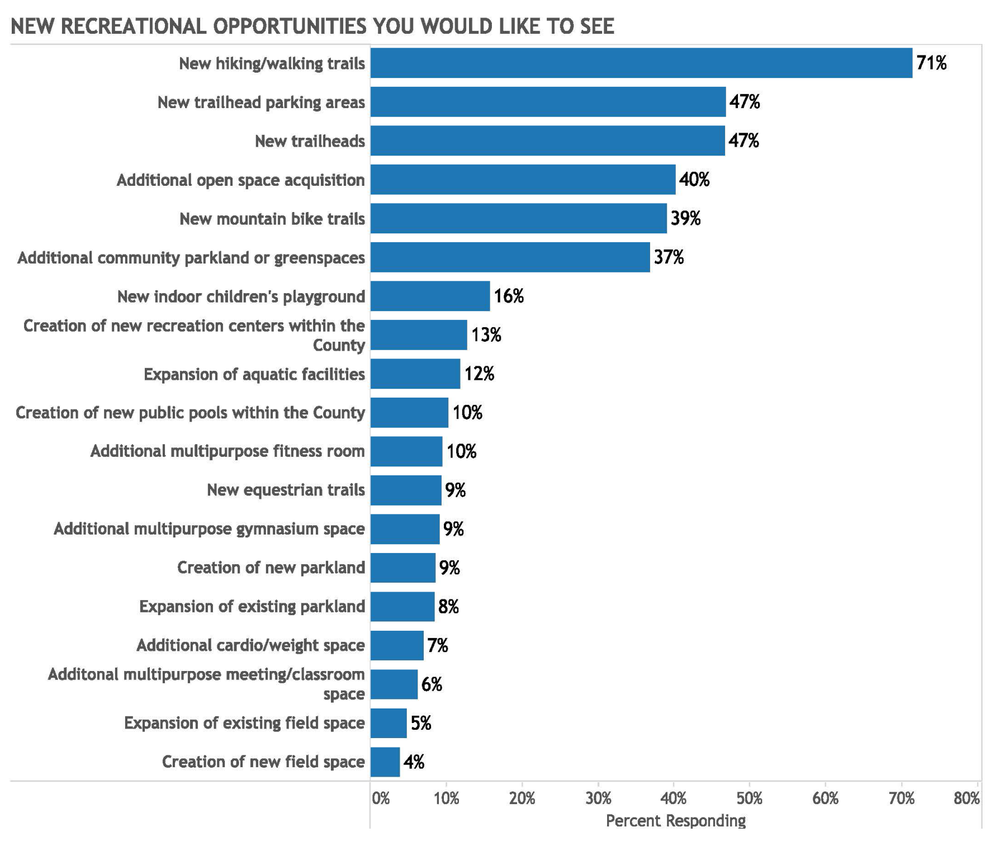
- **93% of municipal residents live within 1/3 mile of a pocket or neighborhood park**
- **Most residents of unincorporated areas of the County are not within walking distance of a park**
- **Clear Creek Recreation Center in Idaho Springs serves most of the needs for indoor recreation facilities, with limited community space also available in the School District and municipal facilities**

Recreation and Lifestyle

How do you stay active and healthy?

Add your comments below.



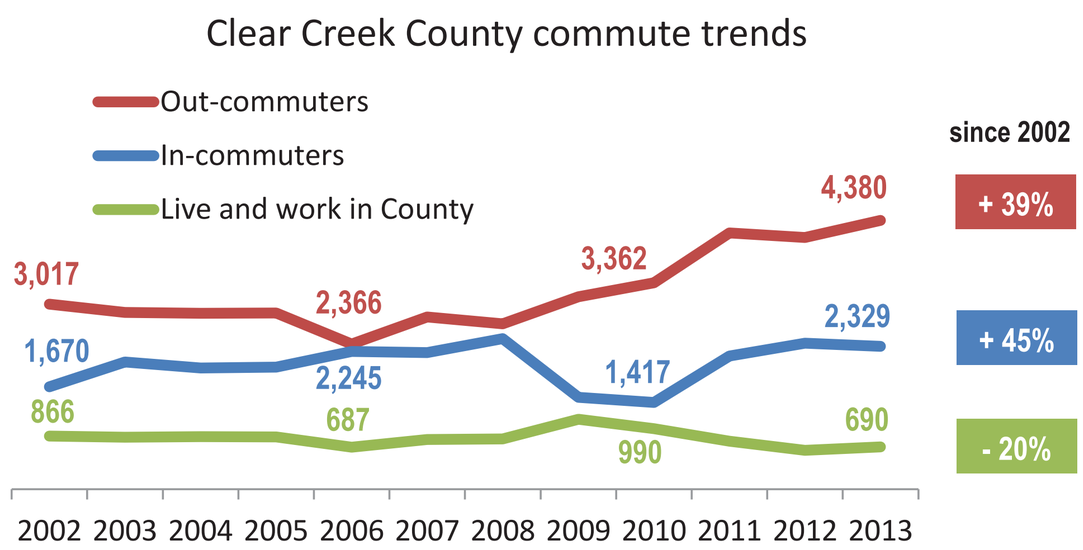


Source: 2016 Clear Creek County Community Survey

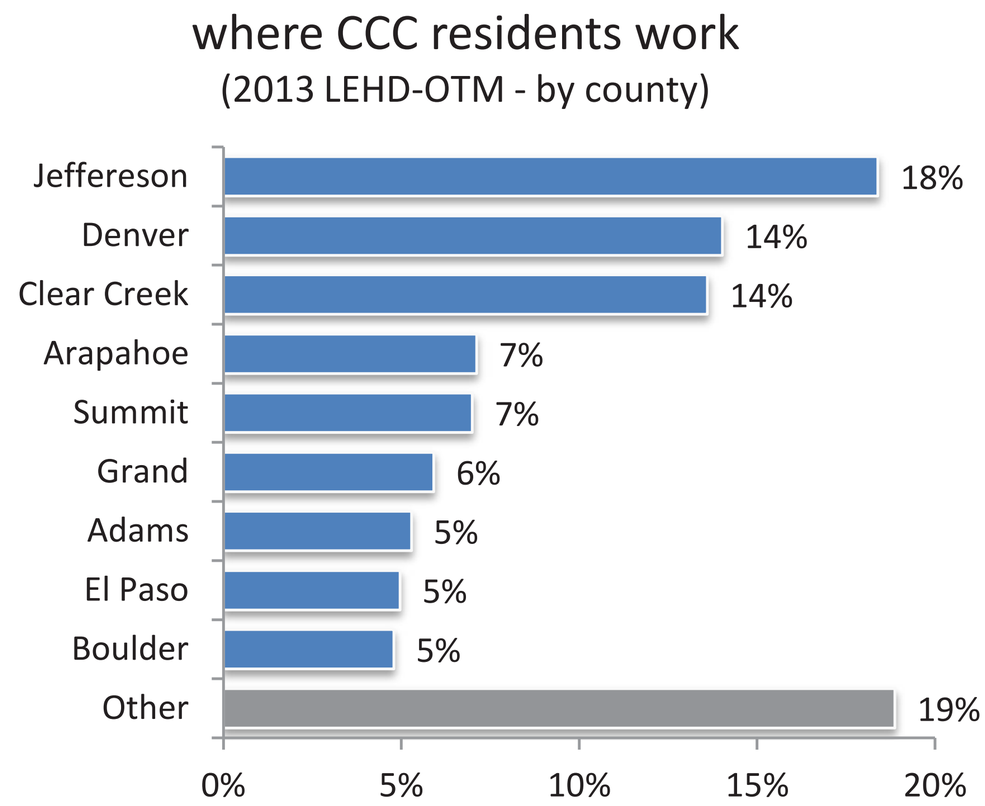
Transportation

Getting to Work

Where do the people of Clear Creek County work and how do they get there?



source: LEHD-OTM
*note: excludes self-employed, federal workers and a few others



source: LEHD-OTM
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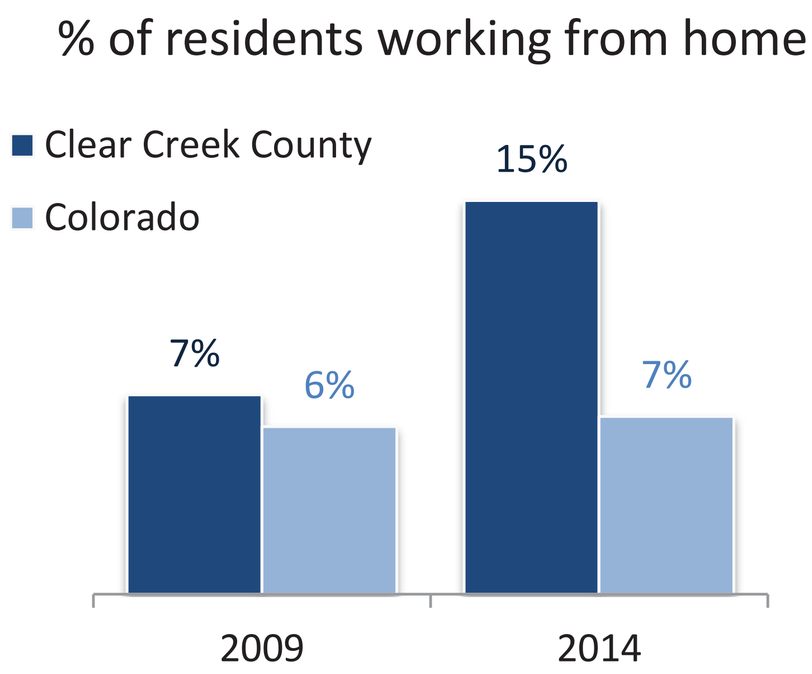
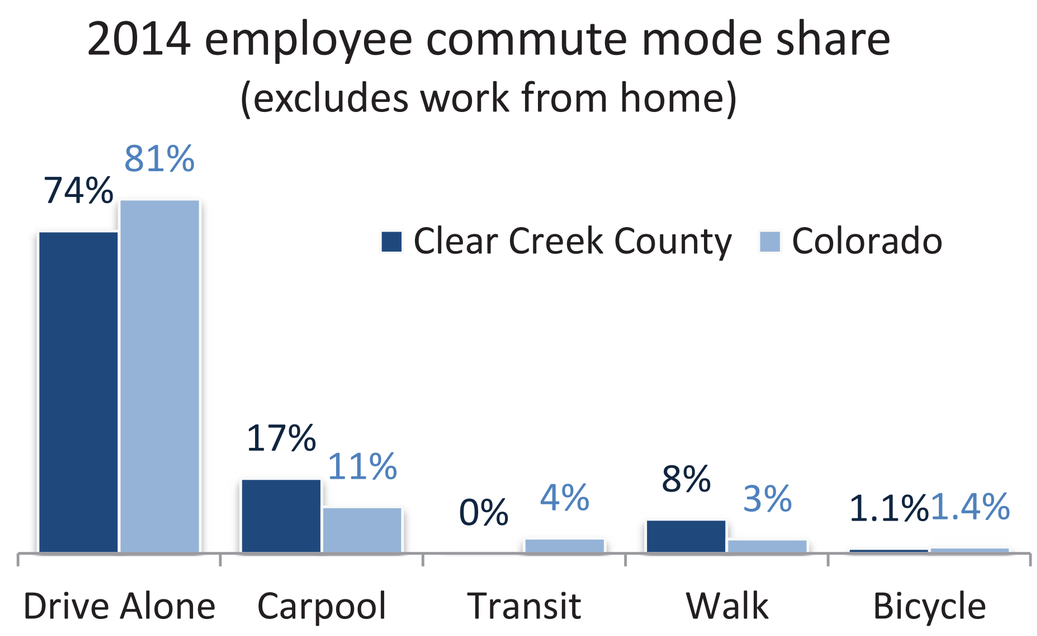
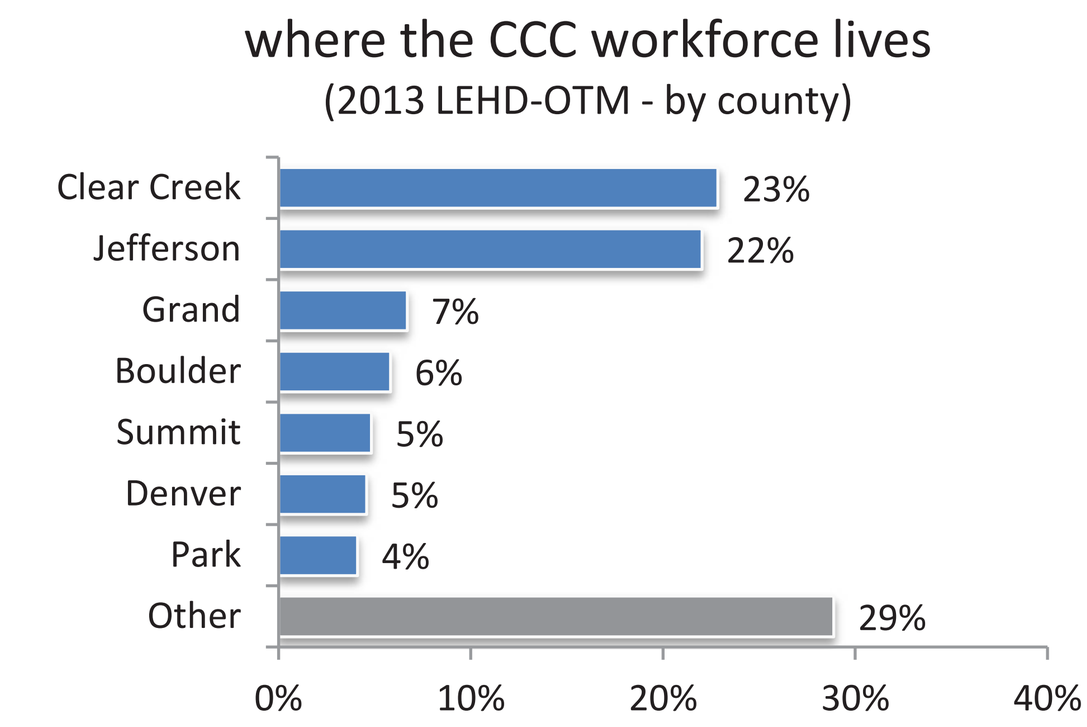


source: 2005-2009 & 2009-2014 ACS



source: 2009-2014 ACS



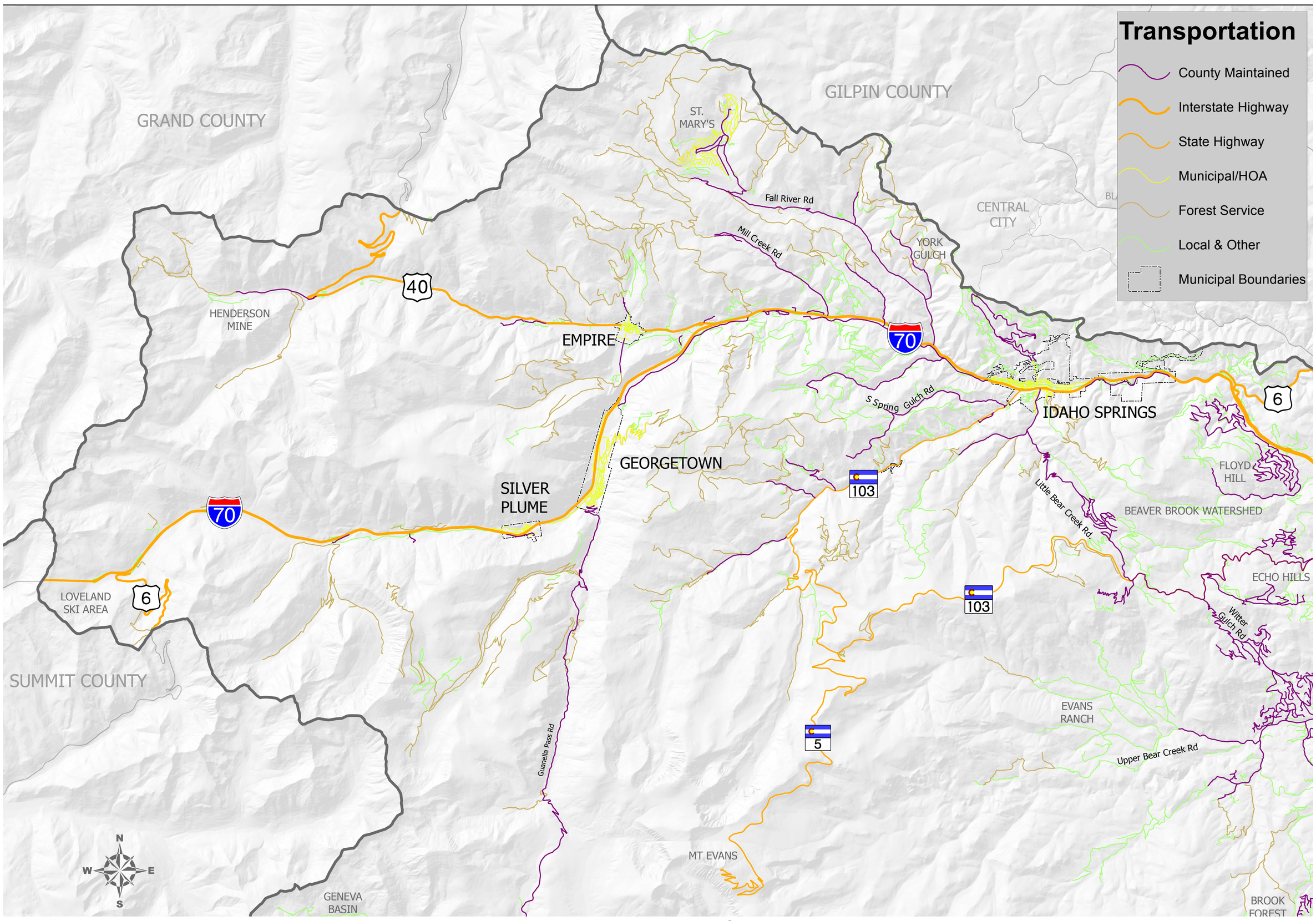
source: LEHD-OTM
*note: excludes self-employed, federal workers and a few others

- **Mean travel time to work in CCC is 34.4 minutes [1]**
- **15% of Residents work at home; double the State rate!**

[1] U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

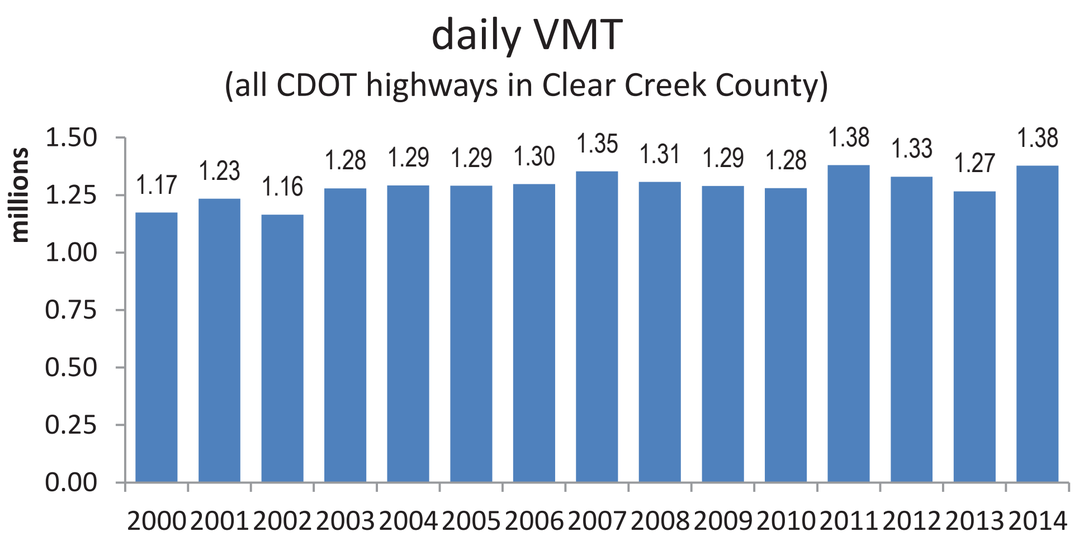
Transportation

Moving Around

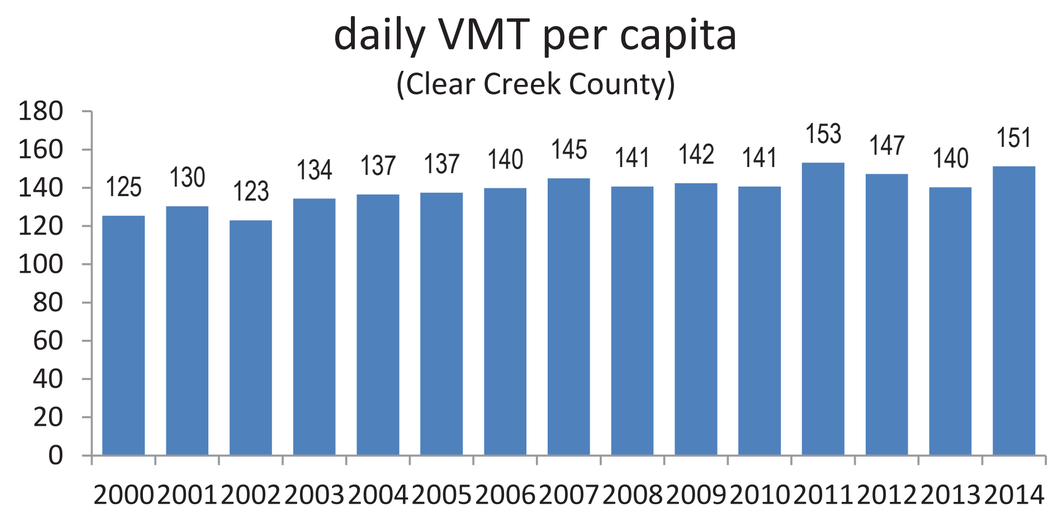


Clear Creek County Maintained Roads (from Public Works)

- **Paved – 68.08 miles**
- **Unpaved – 67.58 miles**
- **Total Maintained Roads – 135.66 miles**



source: CDOT



source: CDOT; US Census

Transportation

What would improve transportation in your everyday life?

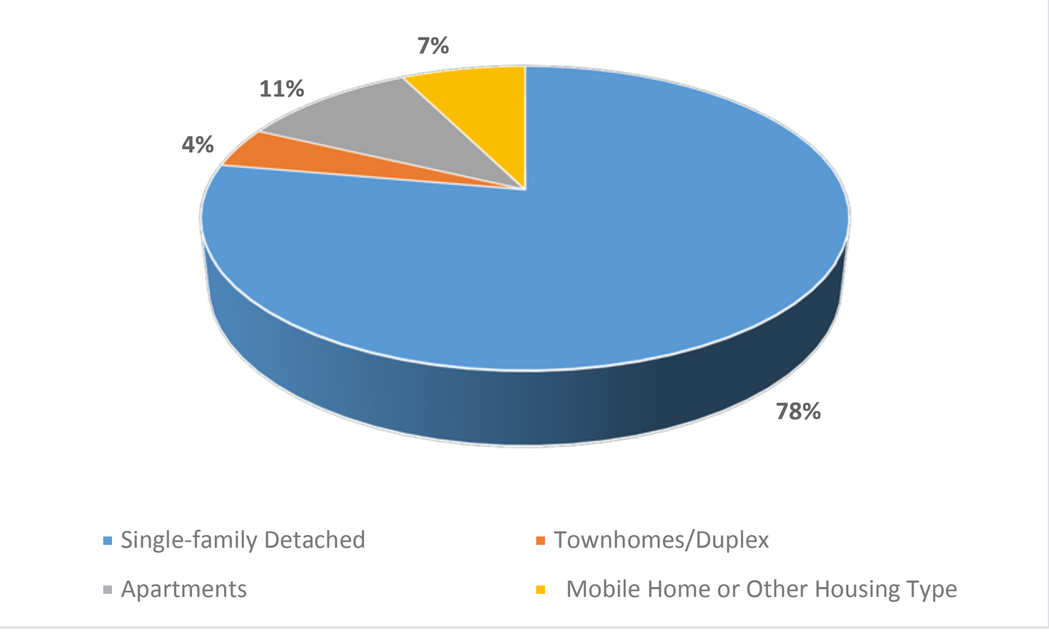
Add your comments below.

Housing

Availability and Quality

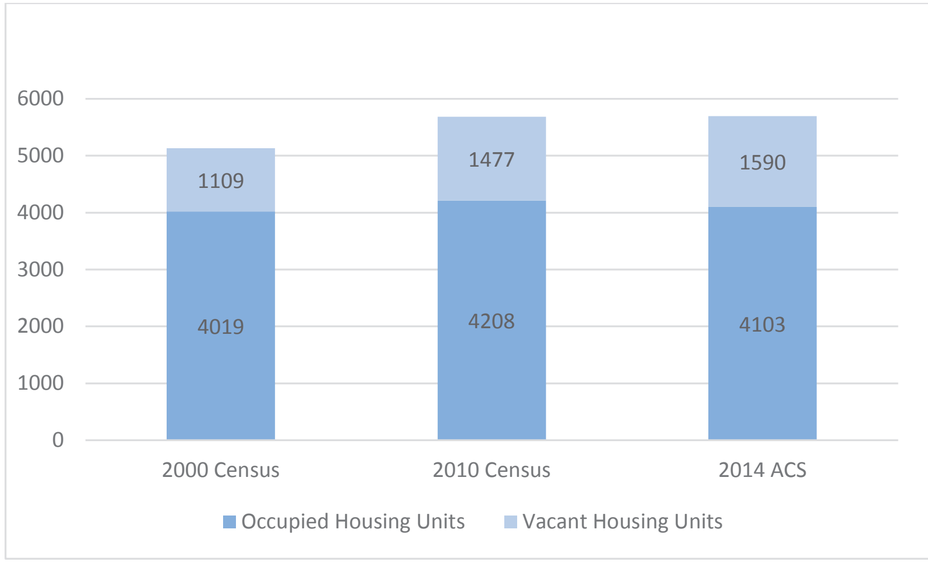
What types of housing exists within the County? What is the age/quality of this housing? Does it meet the needs of Residents?

HOUSING TYPES



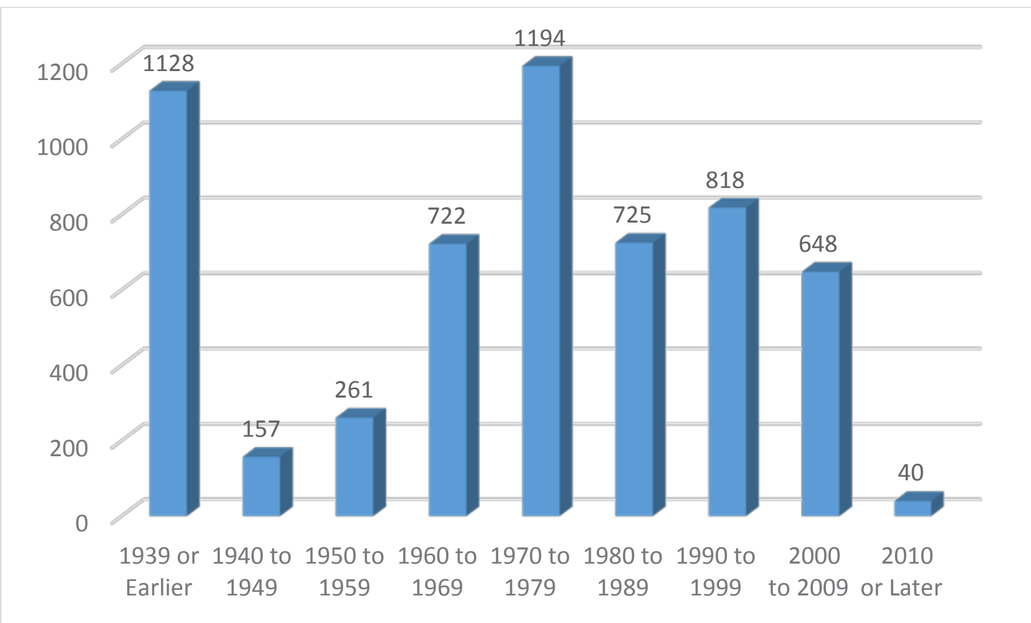
Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

OCCUPIED AND VACANT HOUSING UNITS



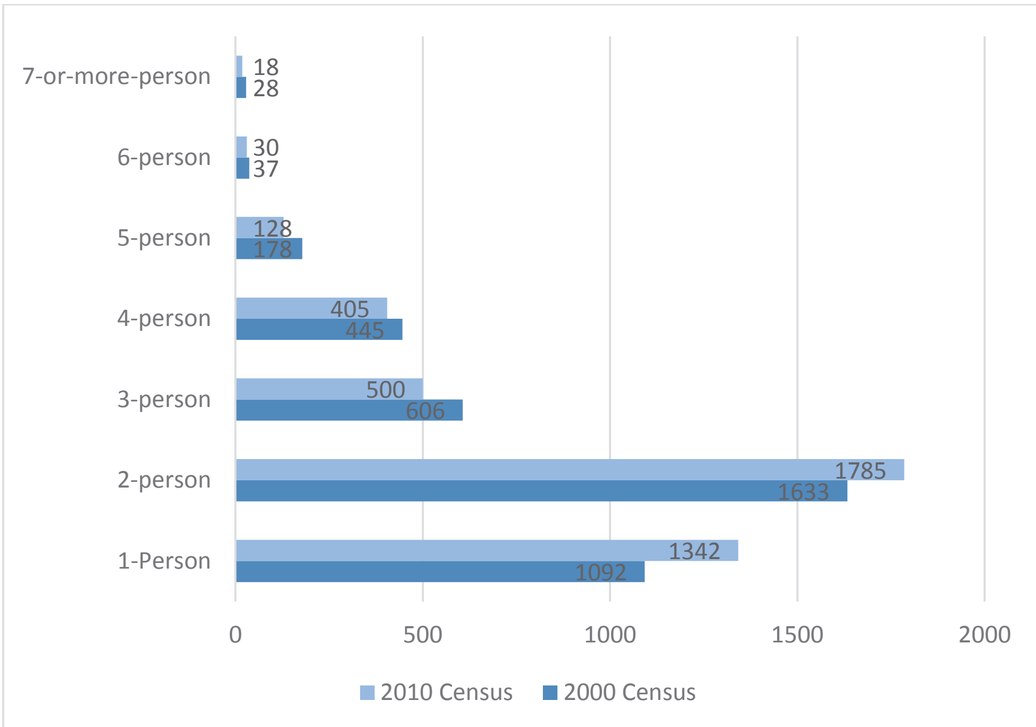
Source: U.S. Census Bureau, 2000 Census, 2010 Census and 2010-2014 American Community Survey 5-Year Estimates

YEAR STRUCTURES WERE BUILT



Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

HOUSEHOLD SIZE



Source: U.S. Census Bureau, 2000 Census and 2010 Census

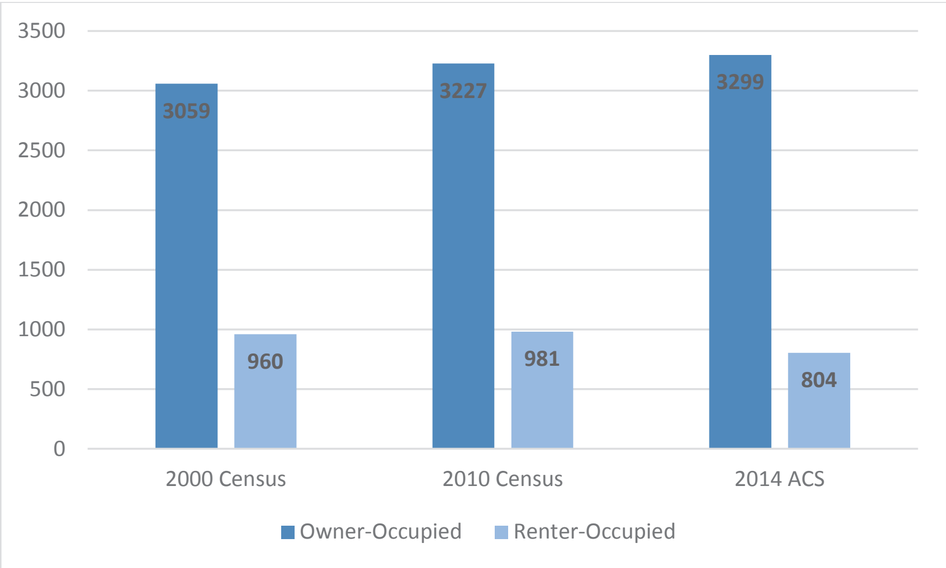
- 61% of all housing in CCC was built prior to 1980
- 86% of all households are 3 persons or less; 96% of all households are 4 persons or less
- 28% of all housing units in CCC are reported as vacant, and 71% of those are recorded as "vacant" for seasonal, recreational and occasional use
- 20% of all housing units in CCC are second homes, reported as being used for seasonal, recreational and occasional use
- 27% of occupied housing units (full-time residents) are estimated to have paid more than 30% of their monthly income for housing costs

Housing

Access and Affordability

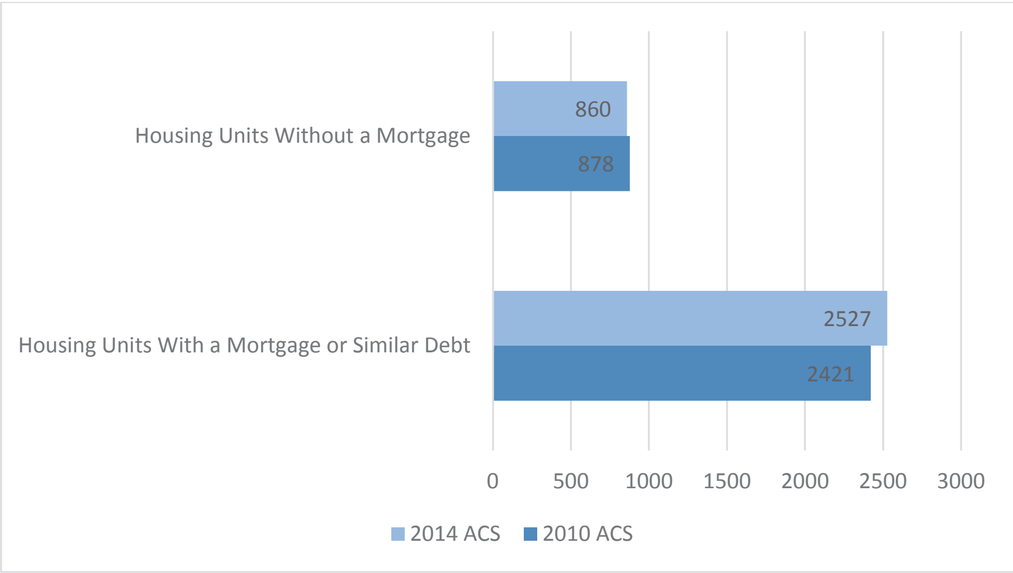
How affordable is housing within the County? What are the barriers to affordability that the County Master Plan should address?

OWN VS. RENT



Source: U.S. Census Bureau, 2000 Census, 2010 Census and 2010-2014 American Community Survey 5-Year Estimates

MORTGAGE STATUS



Source: U.S. Census Bureau, 2010-2014 and 2006-2010 American Community Survey 5-Year Estimates

Land Use and Open Space

Patterns of Land Use

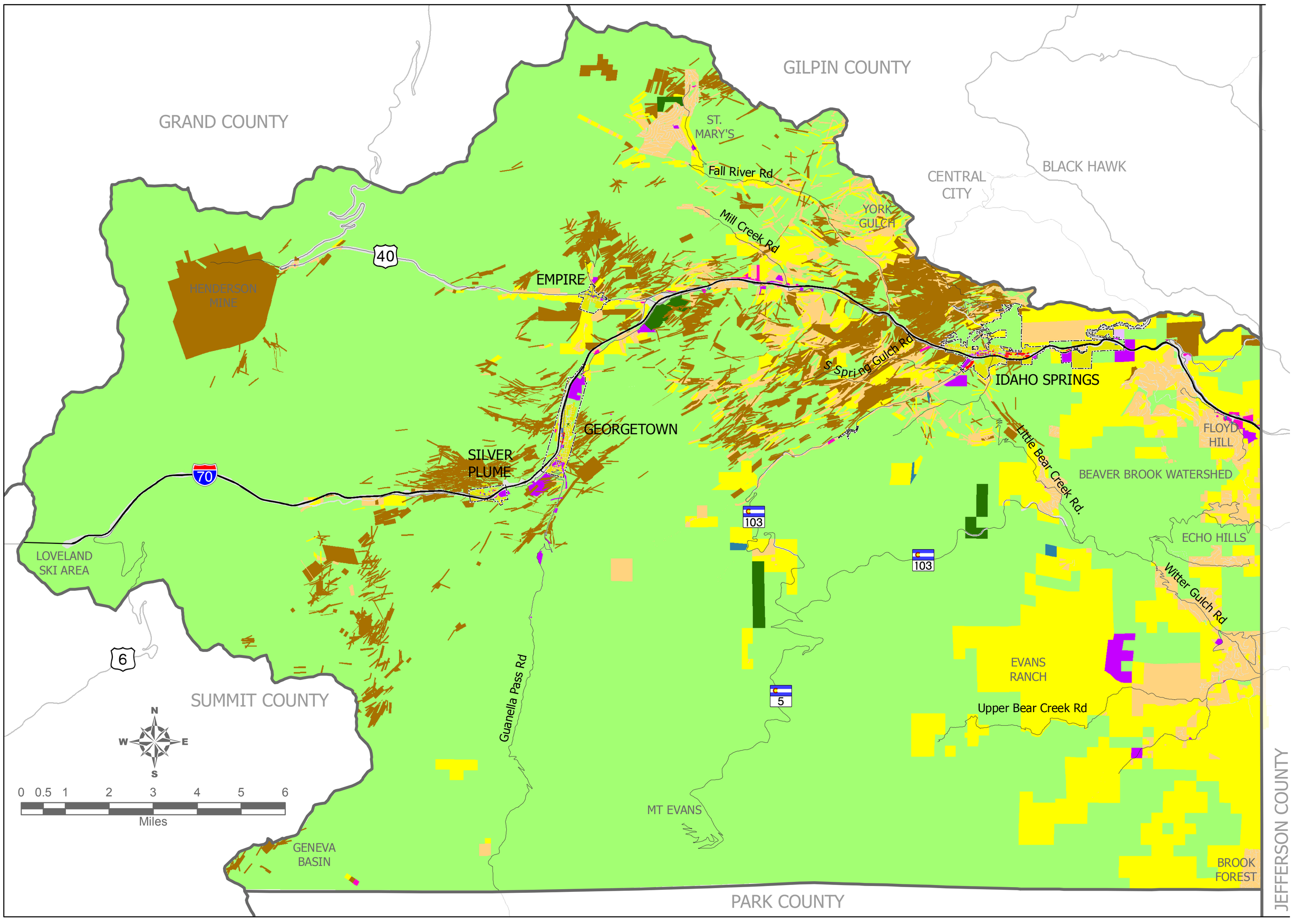
What is the current pattern of growth and where should growth be encouraged/ discouraged or shaped?

- Approximately 80% of the county land is within public ownership
- The USFS alone owns 66% of the land in the county
- CCC Open Space Commission is responsible for the management of 8,195 acres (3% of the land area)

Add your comments below.

Existing Land Use

- Gateway Commercial
- Regional Commercial
- Light Industrial
- Mining or Historic Mining
- Mixed Use
- Mixed Use - Downtown - Historic Downtown
- Parks, Open Space, Recreation
- Public Lands
- Semi Public, Public Facility
- Right of Way
- Residential Large Lot
- Residential Mixed Density - Municipal
- Rural Residential

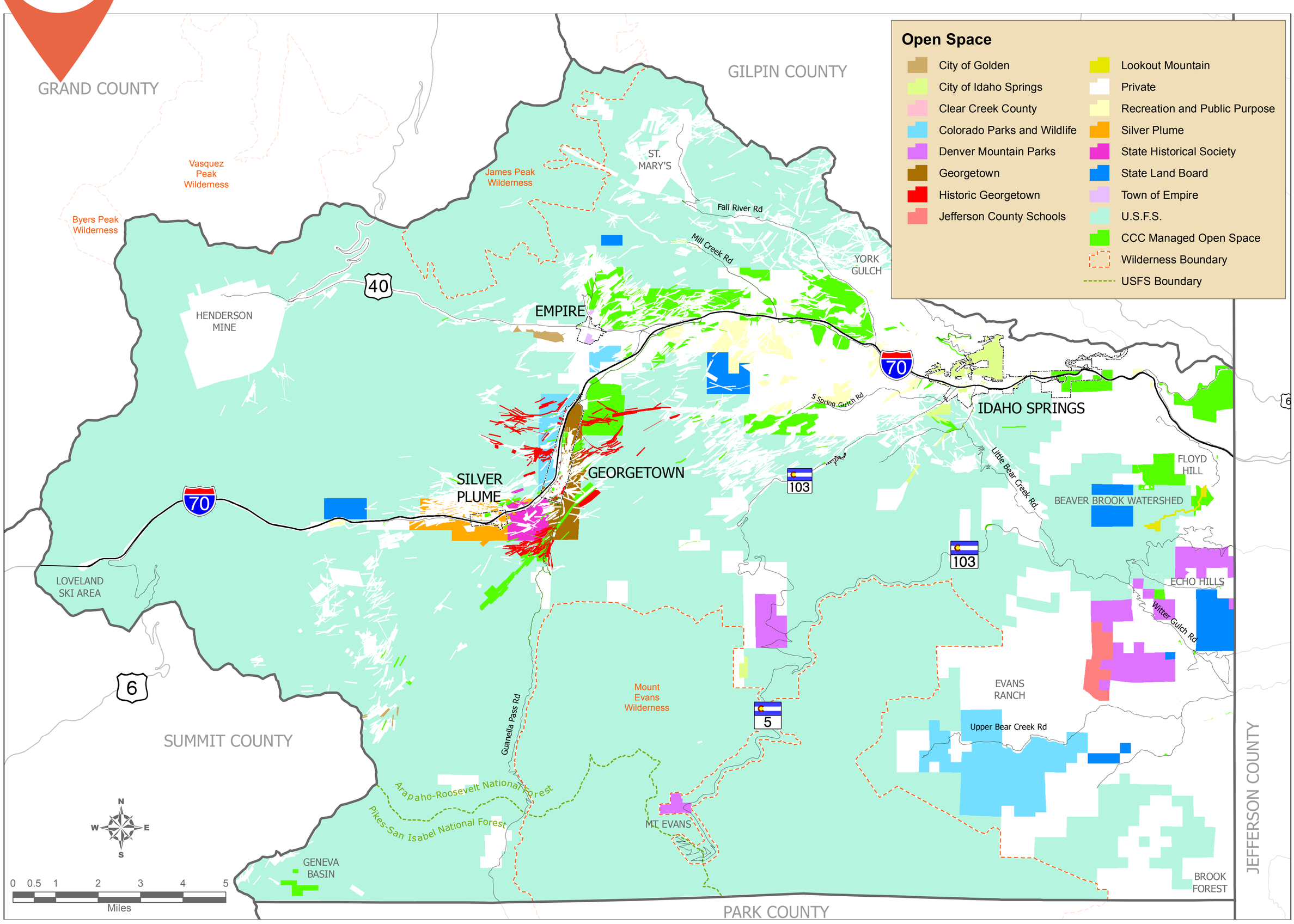


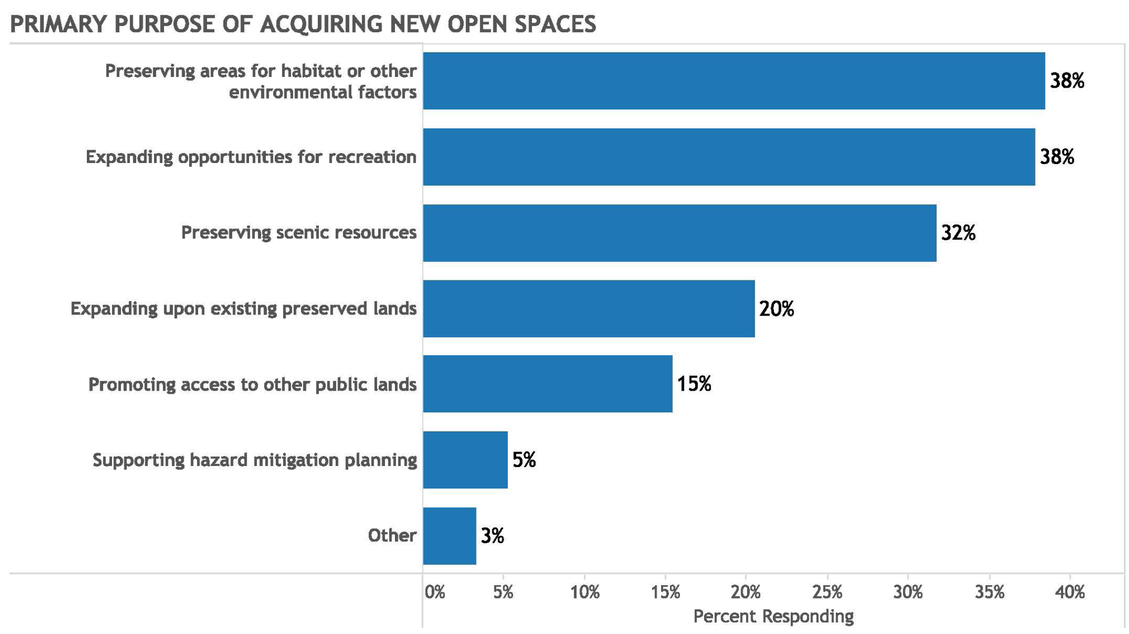
Land Use and Open Space

Open Space

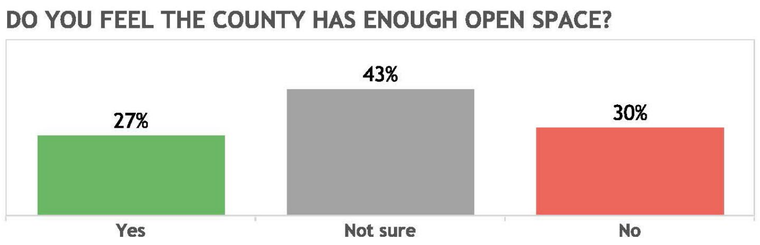
Does the pattern of open space serve the community? What should be the priorities for acquisition of new or management of existing open spaces?

Add your comments below.





Source: 2016 Clear Creek County Community Survey



Source: 2016 Clear Creek County Community Survey

Clear Creek County

"A Vision for Clear Creek County"

Public Meeting & Workshop

WELCOME!

AGENDA

6:00 - 6:10	Welcome and Introductions
6:10 - 7:00	Presentation and Key Pad Polling
7:00 - 7:10	Break
7:10 - 8:00	Workshop - Information Stations

“A Vision for Clear Creek County”

Community Master Plan
Public Meeting and Workshop

February 16th 6:00 PM

Welcome and Introductions

Agenda for the Meeting

- **What is a Community Master Plan**
  - Key Elements of a Plan
  - Why Update the Plan?
  - Who is Participating in this Update?
  - Project Process and Timeline

- **Defining the "Baseline" Conditions**
  - Community Profile
  - Community Survey Summary
  - Current Issues

- **Key Pad Polling**
  - Exploring the Vision for Clear Creek County

- **Workshop Sessions – Economy/Housing/Recreation/Transportation/Land Use and Open Space**

What is a Community Master Plan?

What is a Community Master Plan?

PURPOSE OF A MASTER PLAN

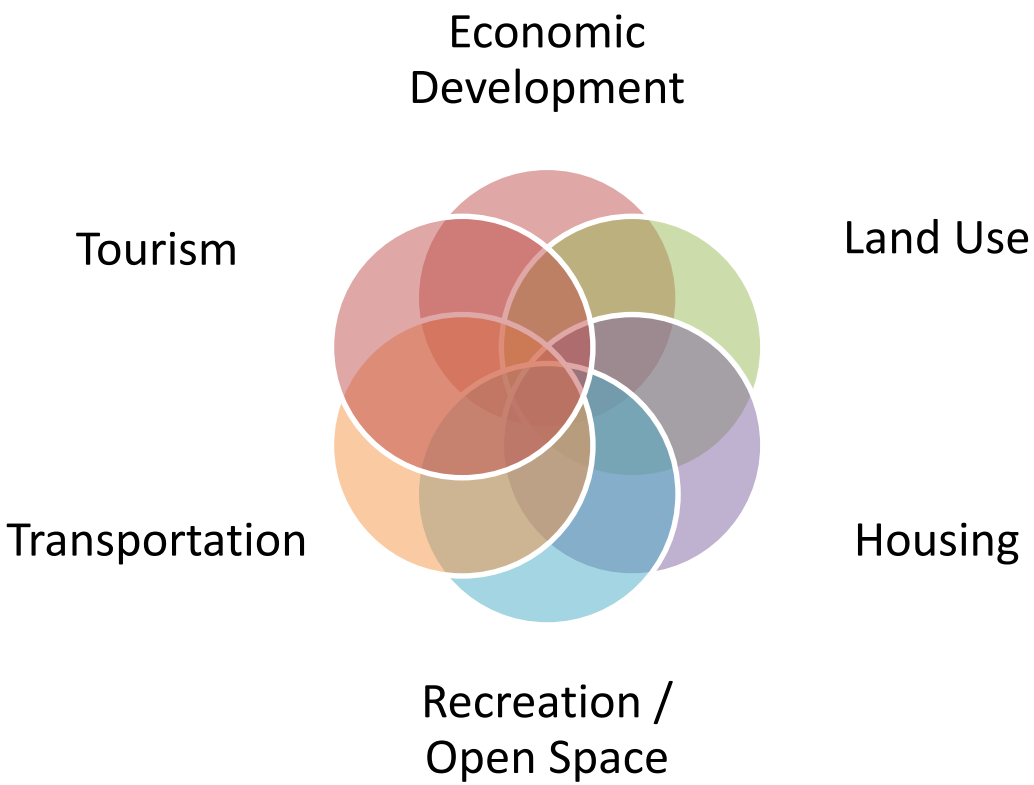
(Re)Establish a Shared Community Vision

Define Goals/Policies and Objectives to Support that Vision

Act as a Framework for Regulatory Tools Like Zoning

What is a Community Master Plan?

MAJOR ELEMENTS OF THE PLAN



What is a Community Master Plan?

WHO IS PARTICIPATING IN THIS PROCESS?

- County Departments and Staff
- Citizen Advisory Committee (CAC)
- Economic Focus Group
- Stakeholders
- YOU!

What is a Community Master Plan?

PROJECT PROCESS

Establish Foundation

- Gathering Data
- GIS/Mapping
- Public Meetings
- Economic Focus Group
- Community Survey

Complete Baseline Analysis

- Economic
- Housing
- Transportation
- Policy Review
- Future Land Use

Draft Policy

- Review Goals
- Align to Inputs
- Revise Policies
- Establish Objectives
- Define Metrics

What is a Community Master Plan?

PROJECT TIMELINE

Establish Foundation → Complete Baseline Analysis → Review and Update Policy

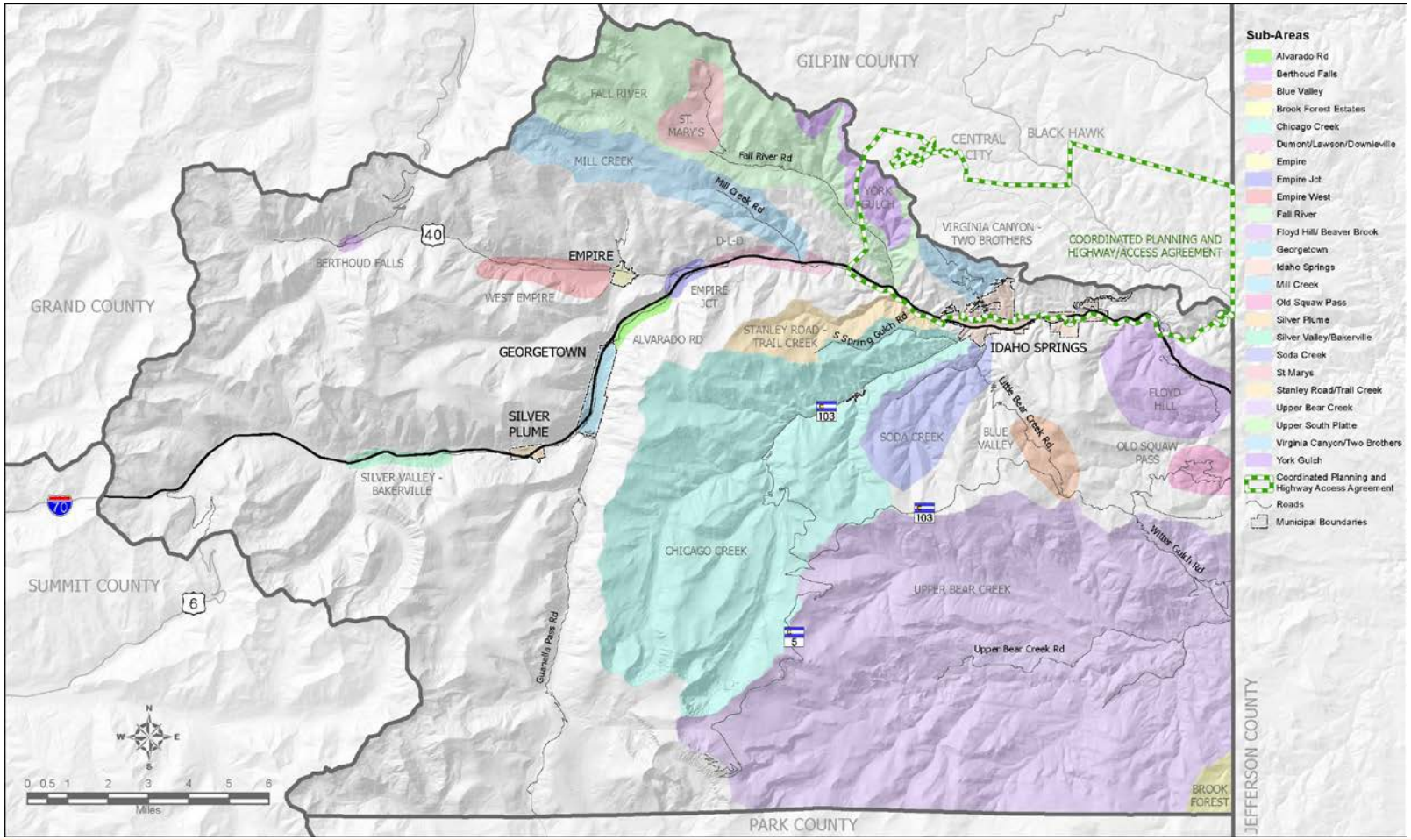
Stakeholder Meetings **CAC** **Surveys** **Public Meetings**

October- March → April - May → June - July

Defining the Baseline

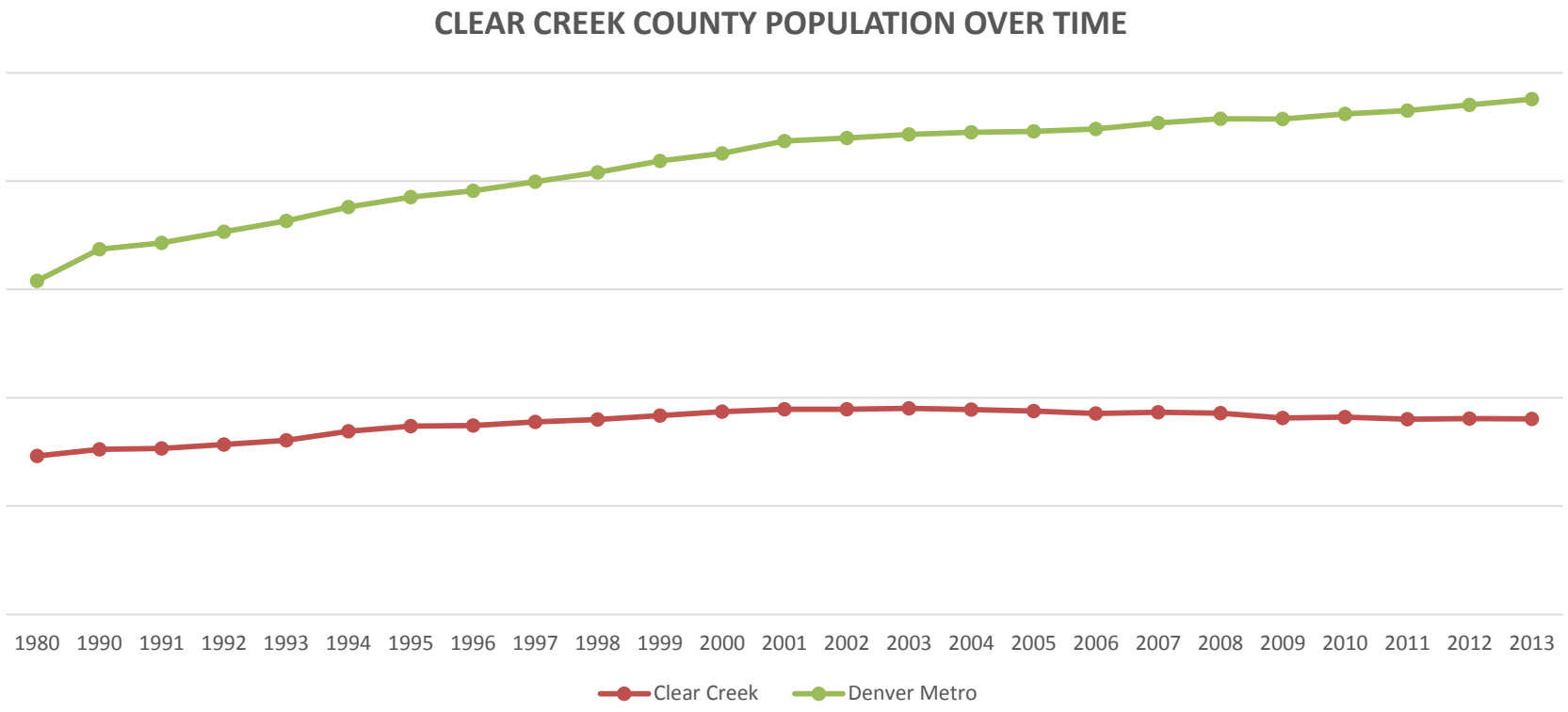
Defining the Baseline

COMMUNITY PROFILE | Geography



Defining the Baseline

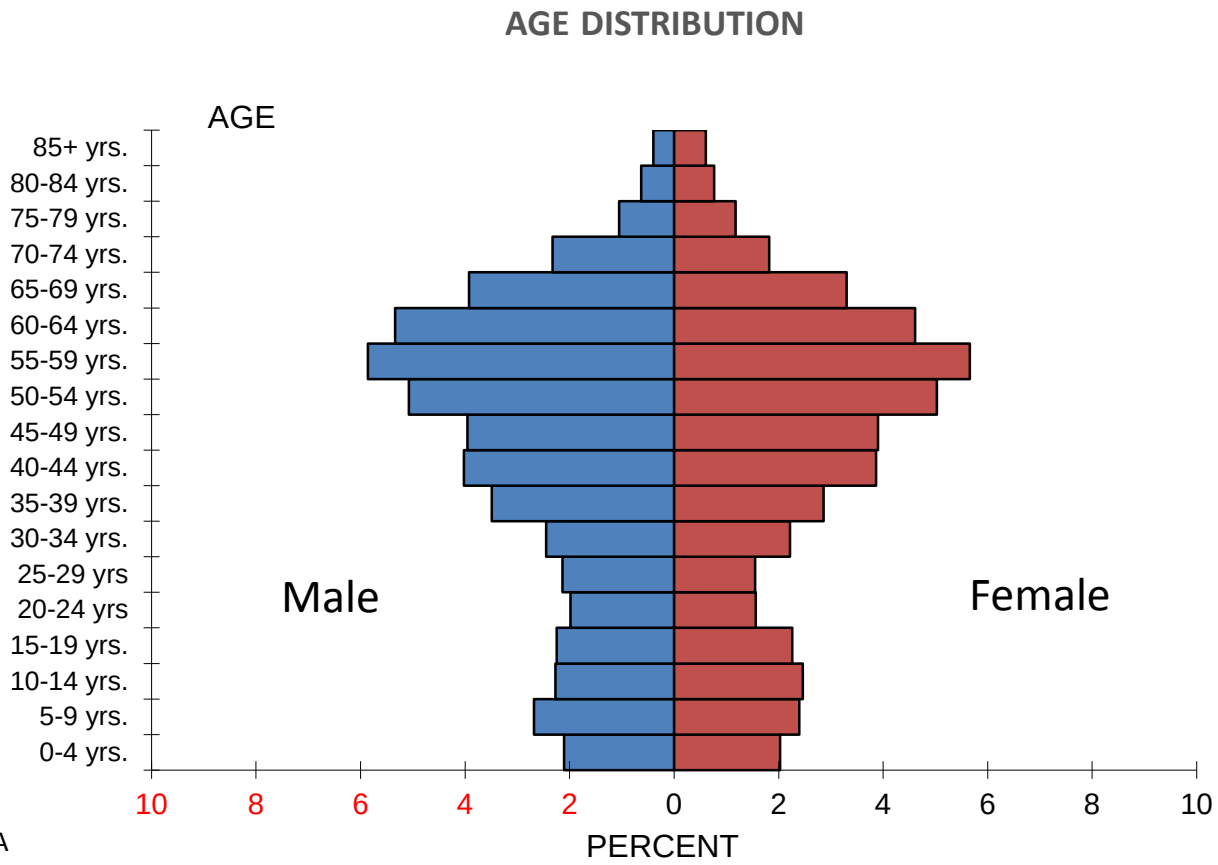
COMMUNITY PROFILE | Population



Source: ACS / DOLA

Defining the Baseline

COMMUNITY PROFILE | Population

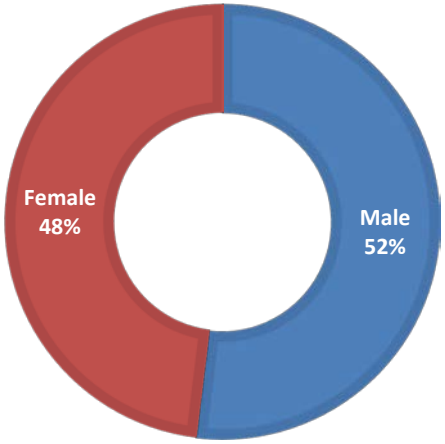


Source: ACS / DOLA

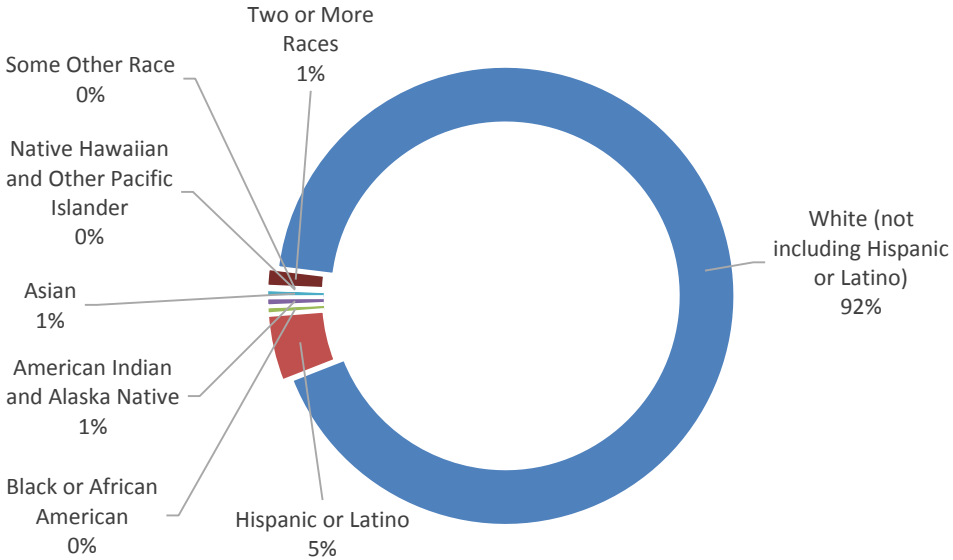
Defining the Baseline

COMMUNITY PROFILE | Population

GENDER



ETHNICITY

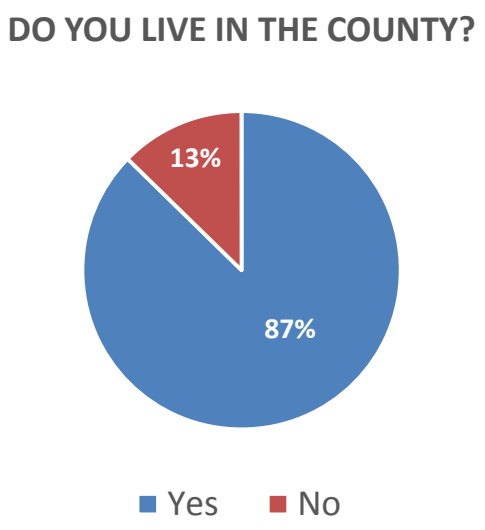


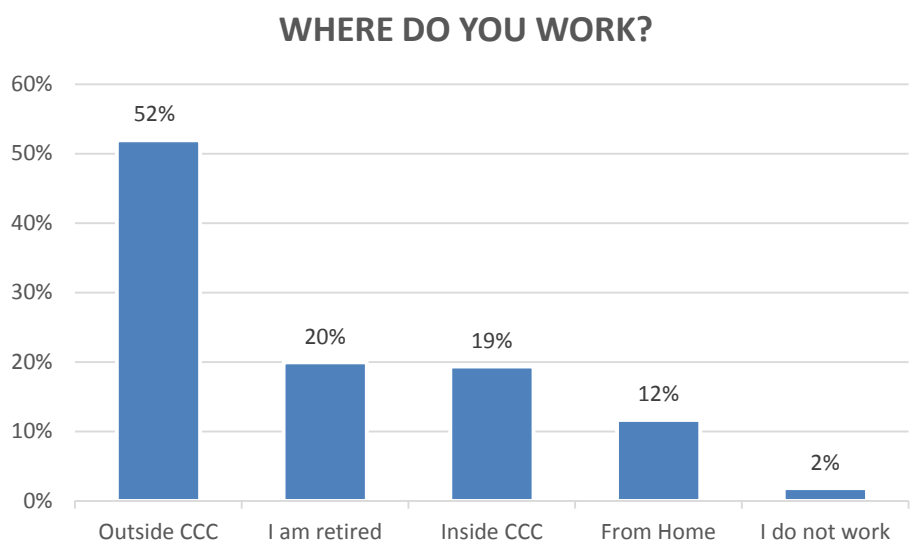
Source: ACS / DOLA

Defining the Baseline

COMMUNITY SURVEY RESULTS

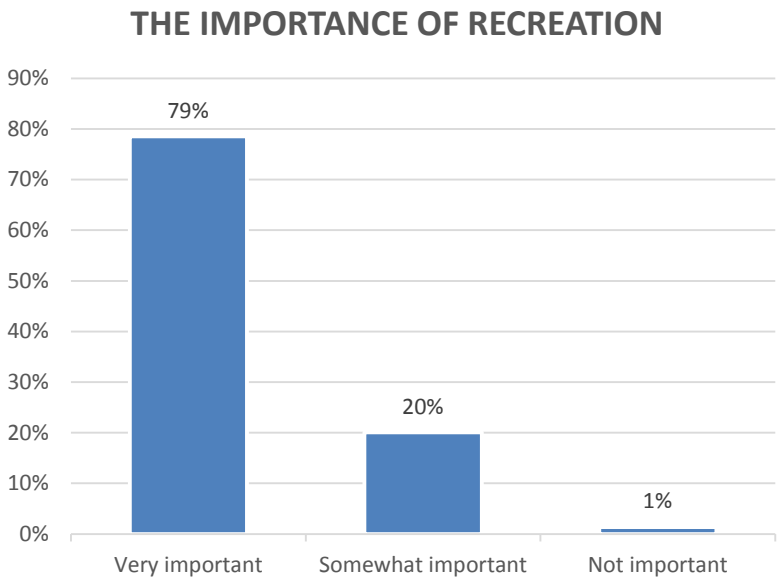
- **Two-Part Survey Completed in Early February**
  - 506 Mail-in Responses – 30% return rate!
  - 116 Web-Surveys
  - Overall **622 RESPONSES**

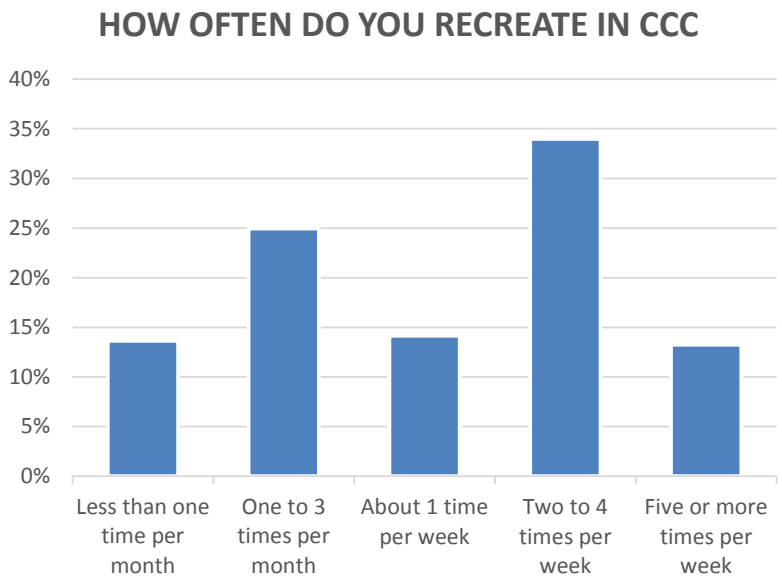




Defining the Baseline

COMMUNITY SURVEY RESULTS

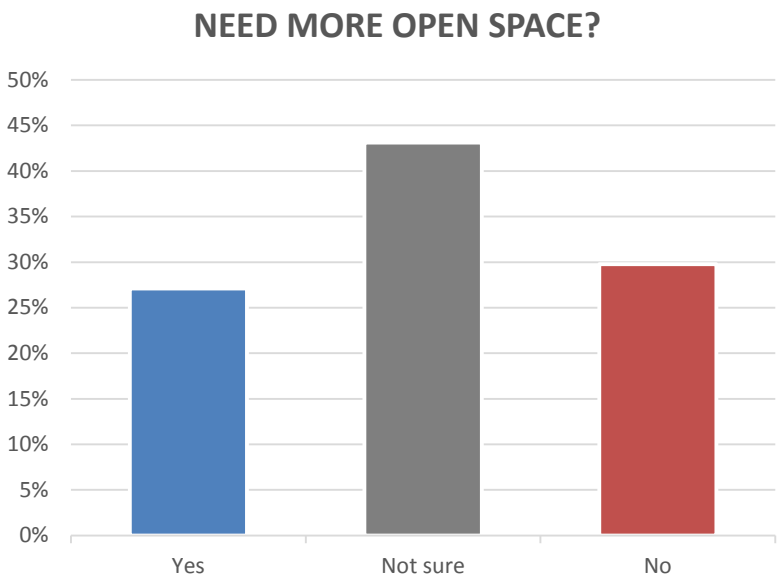


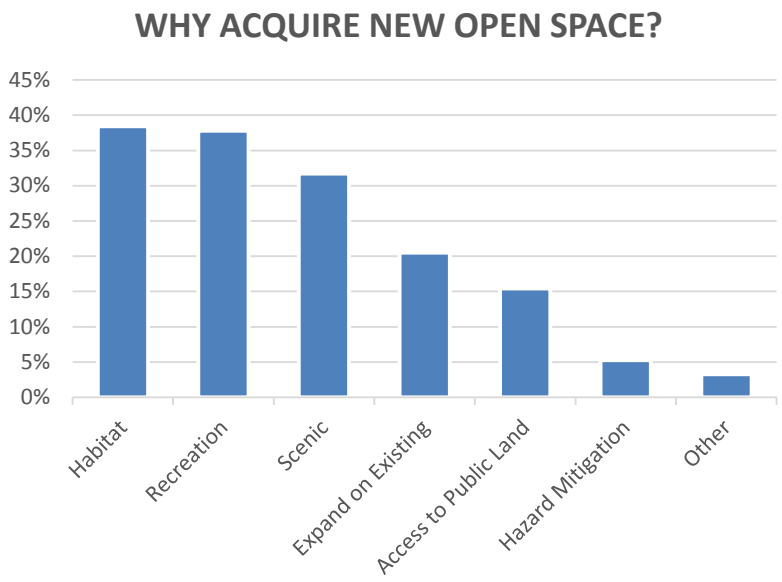


Source: 2016 Clear Creek County Community Survey

Defining the Baseline

COMMUNITY SURVEY RESULTS

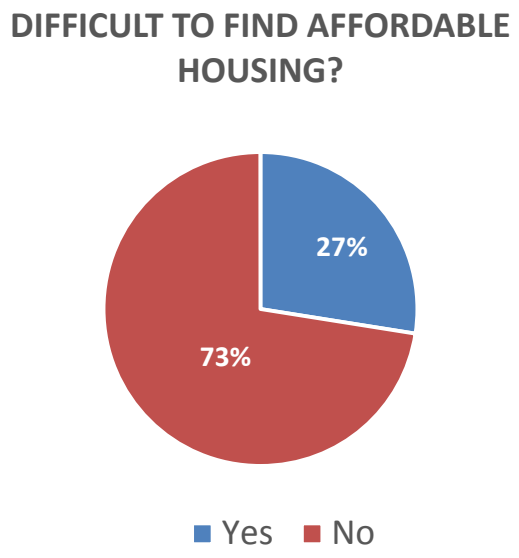


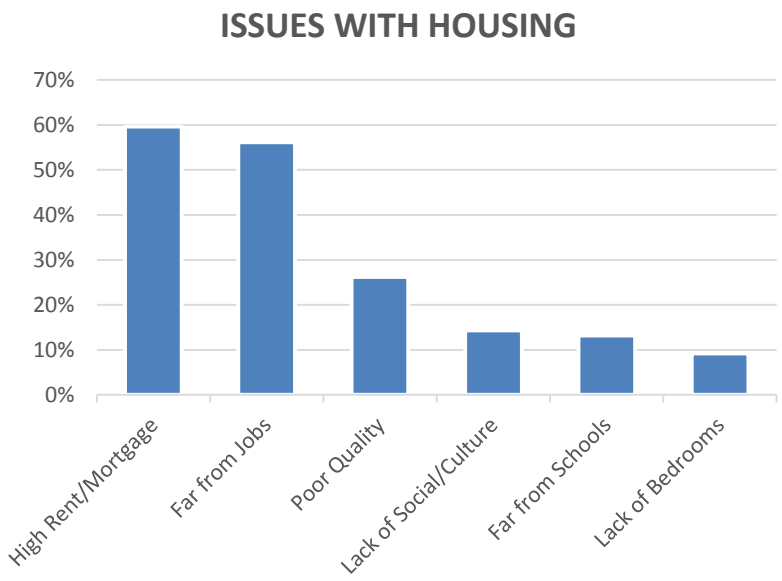


Source: 2016 Clear Creek County Community Survey

Defining the Baseline

COMMUNITY SURVEY RESULTS





Source: 2016 Clear Creek County Community Survey

Defining the Baseline

CURRENT MAJOR ISSUES

- Economic Development
- Housing
- Transportation
- Recreation
- Open Space
- Land Use
- Hazard Mitigation

Defining the Baseline

CURRENT ISSUES | Economic Development

- **Employment**
  - Quality, quantity and location of jobs
  - Labor force & commuting labor force
- **Mining and Resource Extraction**
  - Henderson Mine production levels
  - Energy development
- **Tourism and Recreation**
  - Common identity, wayfinding and signage
  - Interface with I-70 corridor
  - Recreational connectivity and the Clear Creek Greenway
- **Economic Diversity**
  - Large share of employment attributed to industries with a few large employers
  - 73% of all employment in Mining (25%) and Tourism (48%)

Defining the Baseline

CURRENT ISSUES | Housing

- **Housing Availability**
  - Seasonal housing (2nd homes) account for majority (71%) of unoccupied units
  - Only 9 % of vacant properties were recently sold or offered to sale or rent
- **Existing Housing Stock**
  - 61% of total housing inventory built prior to 1980
  - Significant portion of the housing is aged with deteriorating conditions and quality typically associated with housing unit age
- **Housing Affordability**
  - Average listing price $588,782, median listing price of $262,500, and median sales price of $291,000
  - Estimated median monthly housing cost in the county of $1,095
  - 27% of occupied housing units spent 30% or more of monthly income on housing

Defining the Baseline

CURRENT ISSUES | Transportation

- **Geography, Topography and Size of County**
  - East/west connections
  - North/south connections
- **Lack of Public Transit**
  - Inter and intra-county connectivity
  - Park and ride, bus, Ride to Denver (RTD), train opportunities
- **Thinking "Multi-Modal" in Transportation**
  - Greenway Authority and regional connectivity
  - Park and ride, carpool and other multi-modal transitions
- **I-70 Corridor and Interchanges**
  - How do state efforts impact localities?
  - Opportunities for economic development enhancement
  - Coordination with municipalities and local places
- **Local Road Networks**
  - Ensuring economic and transportation efficiency in the road system
  - Providing for adequate safety, operations and maintenance

Defining the Baseline

CURRENT ISSUES | Recreation

- **Recreation Partnerships and Coordination**
  - Many players including CCMRD, municipalities, schools, US Forest Service, and others
  - Interconnectivity between the County and trails in adjacent jurisdictions, including the Forest Service
- **Clear Creek Greenway**
  - Regional recreational connectivity + Recently formed Greenway Authority
  - Interface with identity/wayfinding and river access strategies
- **Clear Creek River Access**
  - Connect residents and tourists to the resource that gave the county its name
  - Improve personal and commercial rafting and whitewater opportunities
  - Important asset for many different recreational uses (not just rafting)
- **Public/Private Sector Cooperation**
  - Ongoing development of recreation and tourism opportunities
  - Consistency with overall recreation vision and identity of county

Defining the Baseline

CURRENT ISSUES | Open Space

- **Open Space Commission (OSC)**
  - 1 mill tax levy for acquisition and management of open space lands
  - Manages 4,892 acres
  - Priorities for acquisition
- **Important OSC Holdings and Projects**
  - Clear Creek Greenway
  - Sheep Keep
  - Beaver Brook Watershed
  - Shadows Ranch/Events Center Property in Georgetown
- **Clear Creek Greenway**
  - Newly formed Greenway Authority and relationship with OSC

Defining the Baseline

CURRENT ISSUES | Land Use

- **Maintaining Community Character**
  - Focusing development in municipalities and unincorporated communities
  - Buffers between communities to maintain separation
  - Land uses that are compatible with natural and rural character of County
- **Supporting Local Decisions and Self-Determination**
  - Shared land use visions with municipalities, adjacent counties, and others
  - Supporting Unincorporated community/sub-area planning
- **Public Services and Facilities**
  - Annexation that benefits both the County and the respective community
  - Infill development that uses existing infrastructure and services
  - Developer financed services and facilities

Defining the Baseline

CURRENT ISSUES | Hazard Mitigation

- **FEMA Approved Hazard Mitigation Plan**
  - Necessary to receive FEMA funding
  - Reviewed annually and updated at least every 5 years
  - Update currently underway
- **Protecting Critical Facilities**
  - Schools, emergency services, dams/levees, community infrastructure
- **Wildfire**
  - 12% of county listed as “Medium Threat” or “High Threat” areas
  - Area of highest threat located close to Echo Lake Park
- **Flooding**
  - 100-year and 500-year flood zones are almost completely identical
  - 445 residents exposed to risk within 100-year floodplain
- **Landslide, Mud/Debris Flow, Rockfall**
  - Risk focused on the western portion of the County in areas of high slope
  - I-70 corridor: road closures and vehicle accidents

Key Pad Polling

Key Pad Polling

THE CURRENT VISION

Using the Key Pad System

- For each question select a response when indicated. The options are 1/A, 2/B, etc.
- At the end of each round of questions the results from the polling will be shown
- Each polling device only gets 1 vote.

Key Pad Polling

THE CURRENT VISION

What is the current community vision?

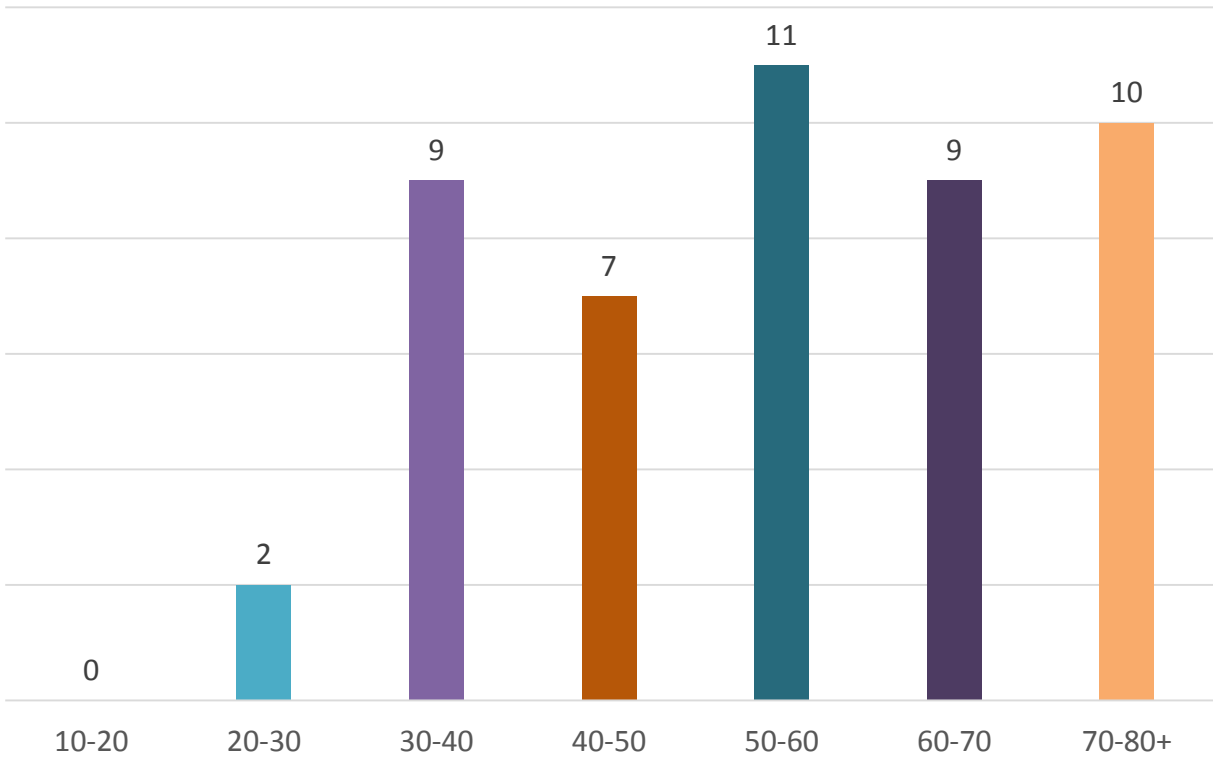
" Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens. "

- 2004 Clear Creek County Master Plan

Key Pad Polling

Q1 – WHAT IS YOUR AGE?

PLEASE SELECT
A. 10-20
B. 20-30
C. 30-40
D. 40-50
E. 50-60
F. 60-70
G. 70-80+

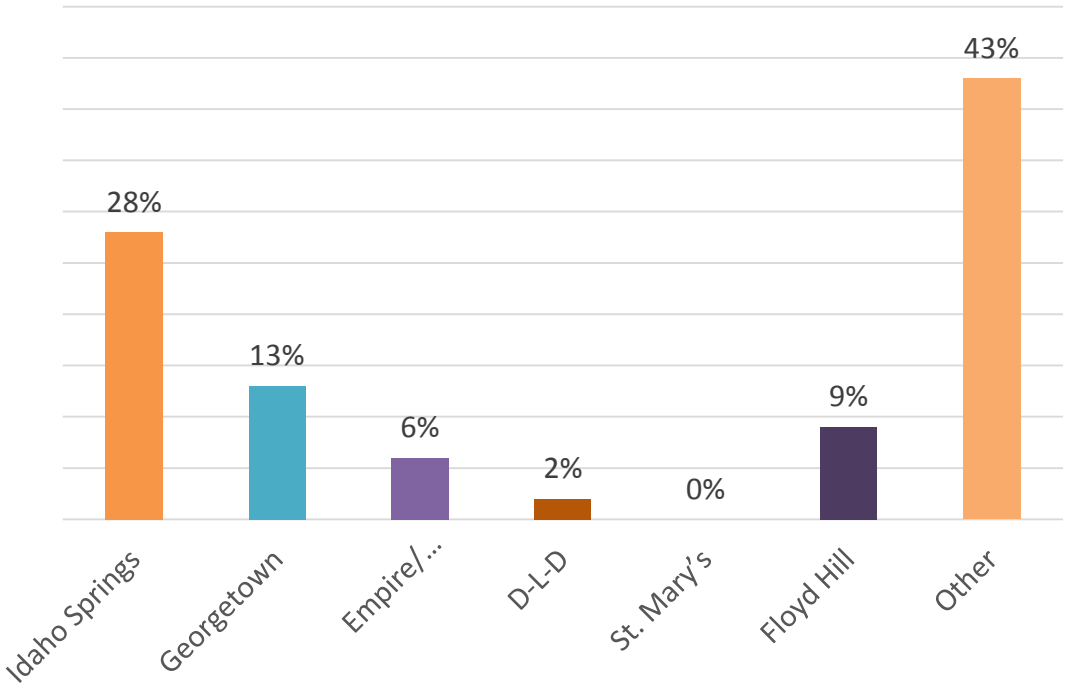


Key Pad Polling

Q2 – WHERE IN THE COUNTY DO YOU LIVE?

PLEASE SELECT

A. Idaho Springs
B. Georgetown
C. Empire/ Empire Jct.
D. D-L-D
E. St. Mary's
F. Floyd Hill
G. Other



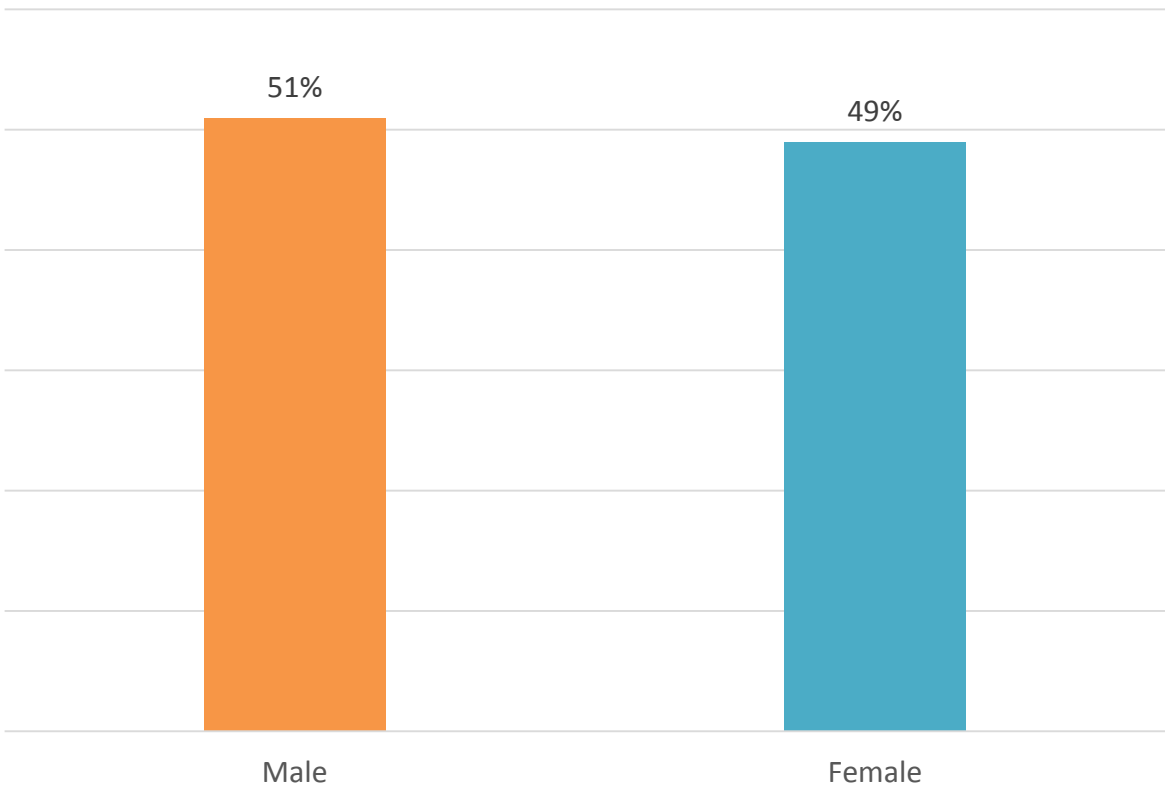
Key Pad Polling

Q3 – WHAT IS YOUR GENDER?

PLEASE SELECT

A. Male

B. Female

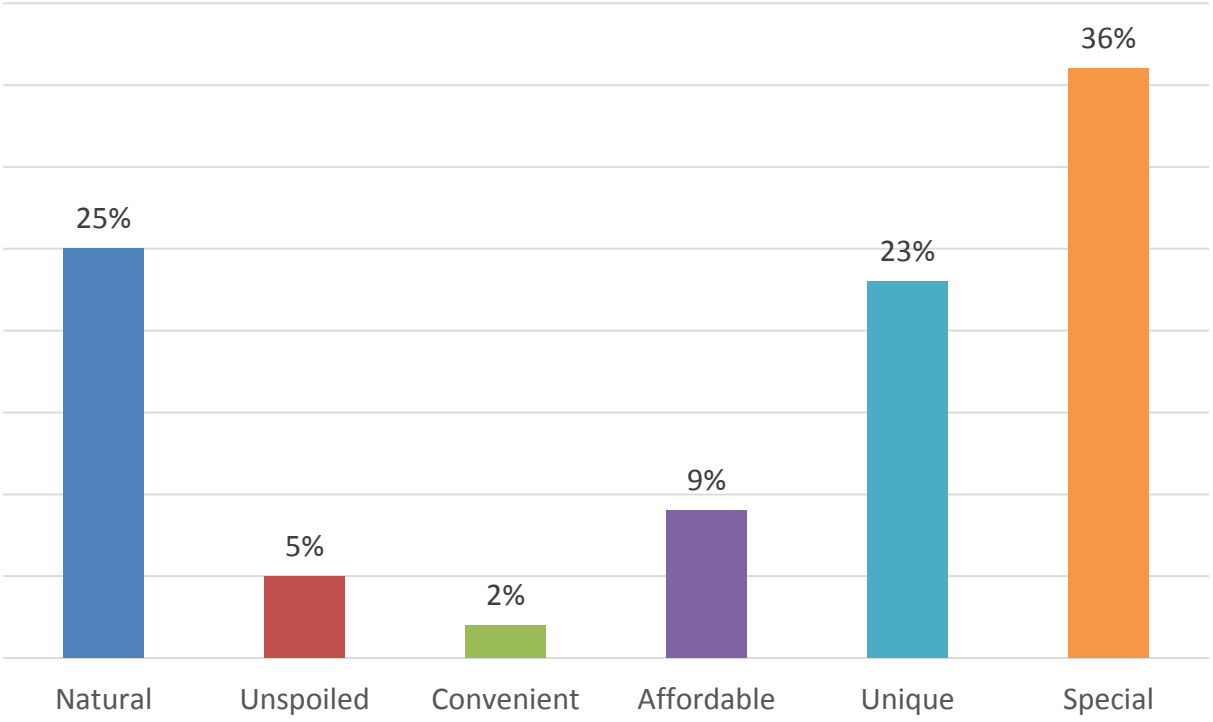


Key Pad Polling

Q4 – WHICH WORD BEST CAPTURES YOUR ATTITUDE ABOUT LIVING IN CLEAR CREEK COUNTY?

PLEASE SELECT

A. Natural
B. Unspoiled
C. Convenient
D. Affordable
E. Unique
F. Special

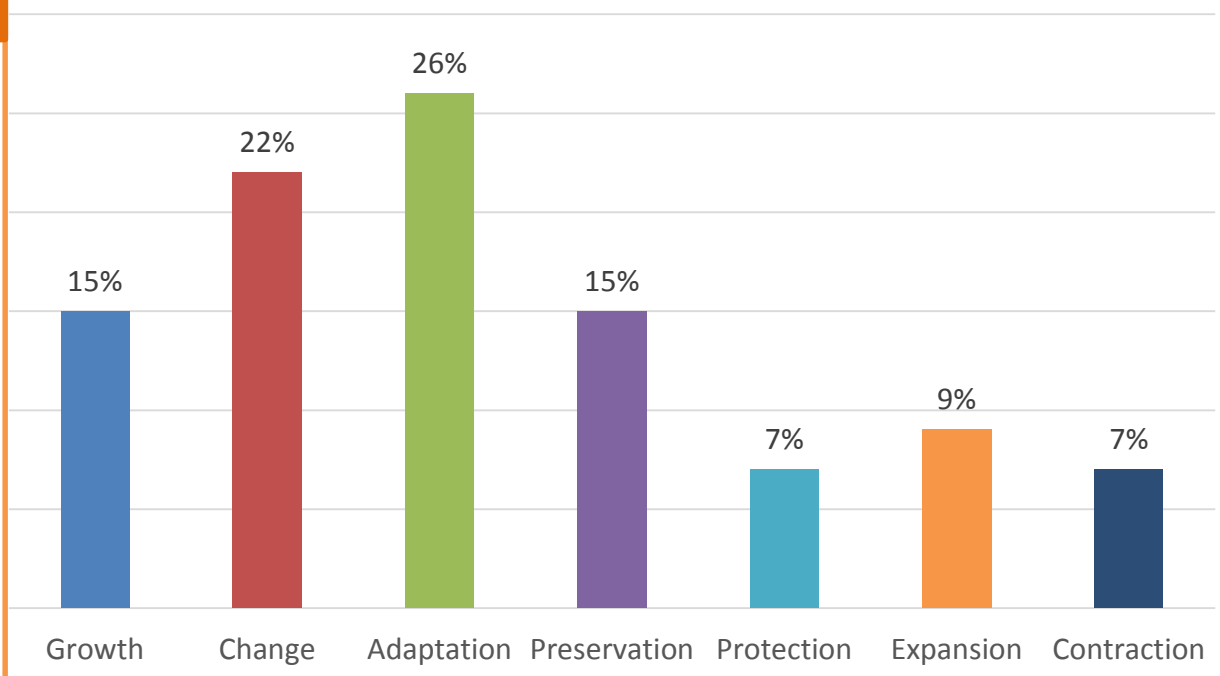


Key Pad Polling

Q5 – WHICH OF THE FOLLOWING WORDS BEST DESCRIBES WHAT YOU THINK SHOULD BE THE PRIMARY PLANNING GOAL?

PLEASE SELECT

A. Growth
B. Change
C. Adaptation
D. Preservation
E. Protection
F. Expansion
G. Contraction

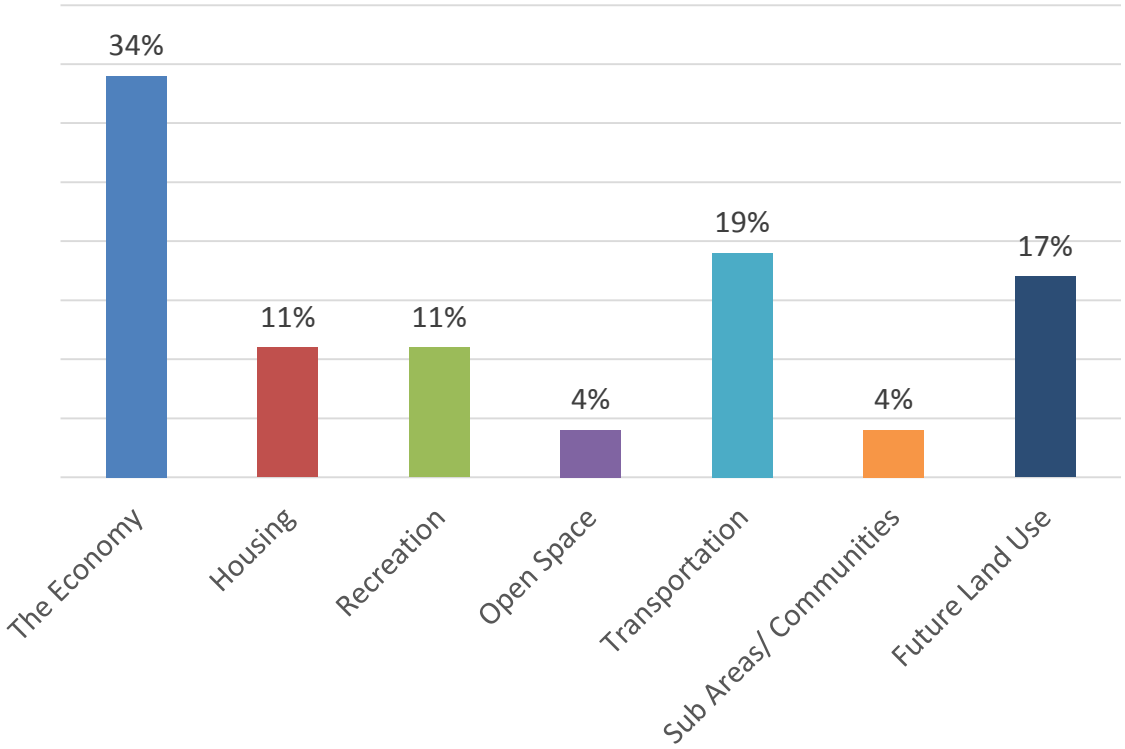


Key Pad Polling

Q6 – WHICH OF THE FOLLOWING ISSUES WOULD YOU CONSIDER THE HIGHEST PRIORITY FOR CLEAR CREEK COUNTY?

PLEASE SELECT

A. The Economy
B. Housing
C. Recreation
D. Open Space
E. Transportation
F. Sub Areas/ Communities
G. Future Land Use



Key Pad Polling

RESULTS – WHAT DID WE LEARN?

" Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens. "

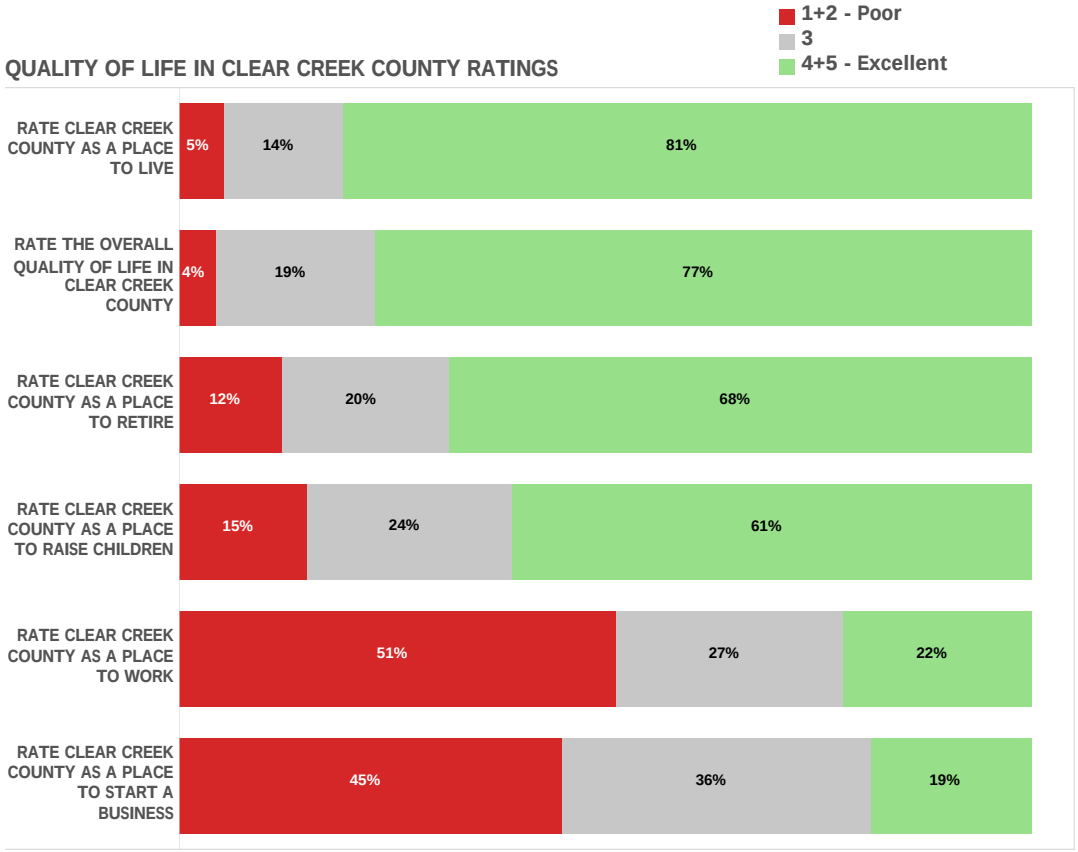
- 2004 Clear Creek County Master Plan

- **Does the Vision still make since?**
- **How should it change?**
- **What should be kept the same?**

Source: 2016 Clear Creek County Community Survey

Comparison to Community Survey

RESULTS – WHAT DID WE LEARN?



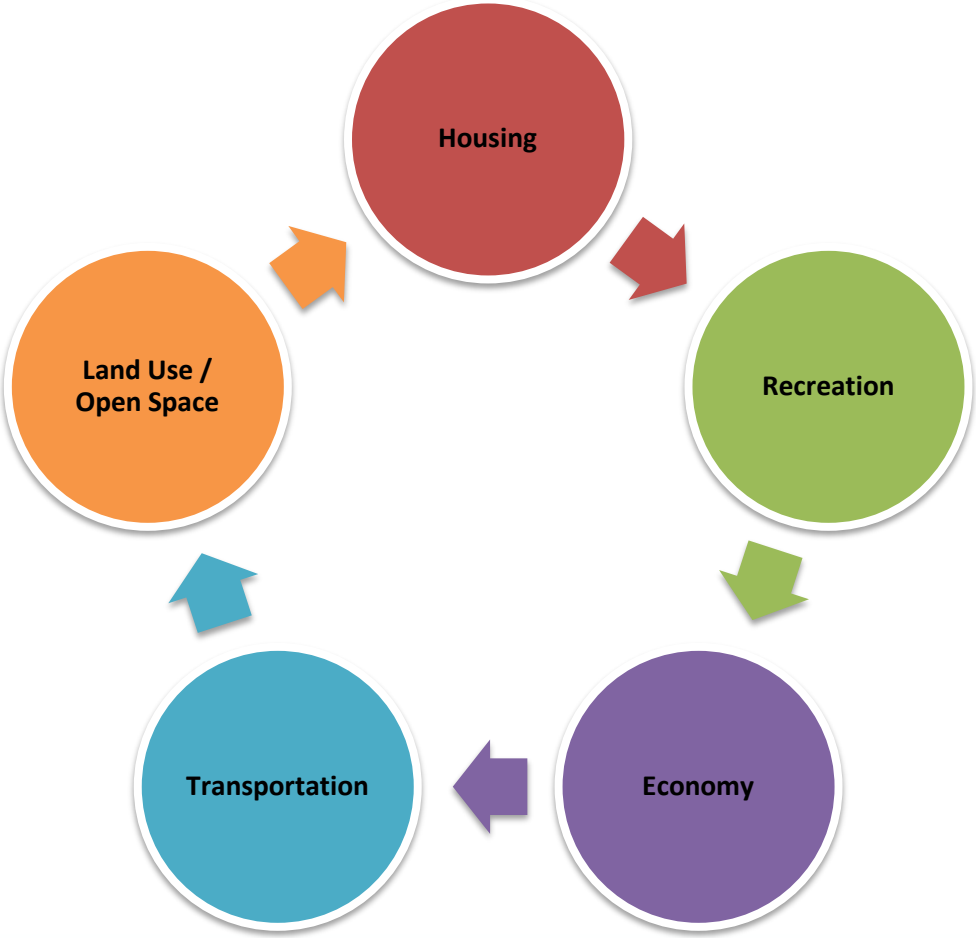
- **Clear Creek County Residents Think HIGHLY of this place….**
- **But recognize challenges to employment and business climate**

Source: 2016 Clear Creek County Community Survey

GENERAL QUESTIONS

Workshop

PLEASE VISIT OUR INFORMATION STATIONS AND ENGAGE!



Stay Connected

http://www.co.clear-creek.co.us

For Project Updates and Information on Ways to Participate

THANK YOU!

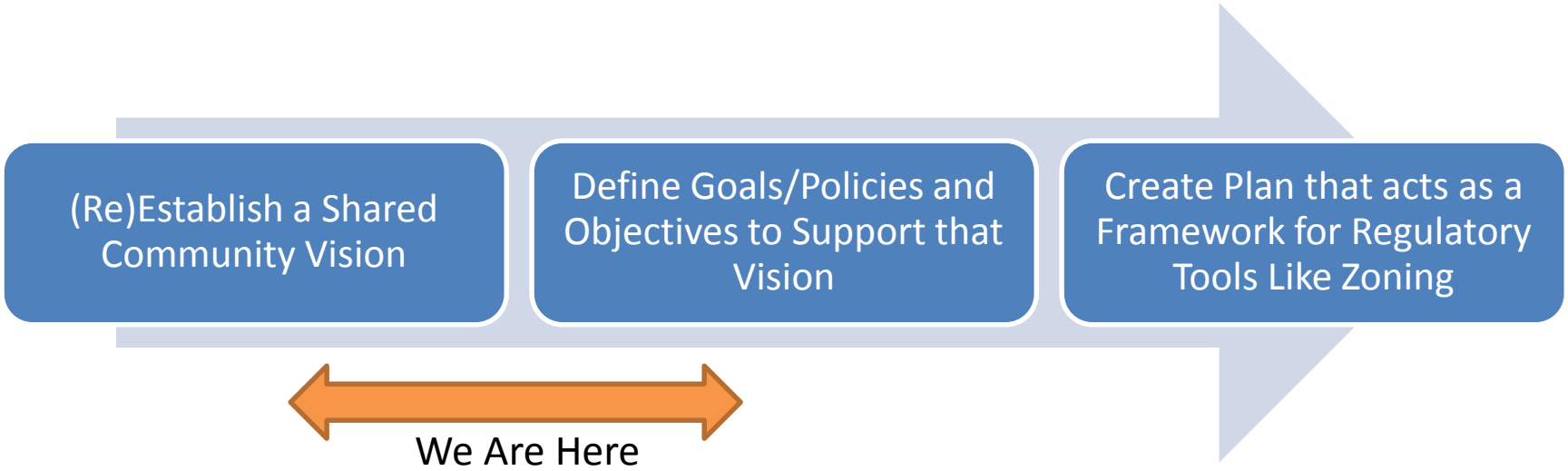
Community Meeting #2

March 28, 2016

7:00pm – 9:00pm

Welcome!

Where are we in the process?



Meeting Goals

- Review Draft Vision Statement
- Review Draft Policy Framework
- Start Conversation on Future Land Use

#2 – Clear Creek County Vision

2004 Vision

Actively pursue economic plans, build on the existing quality of life, and preserve the natural and cultural resources all for the benefit of the County and its citizens.

#2 – Clear Creek County Vision

2016 DRAFT Vision

Support a diverse economic strategy that builds upon the existing quality of life, protects important natural and cultural resources, encourages recreational access and celebrates the County's unique sense of independence.

#2 – Clear Creek County Vision

2016 DRAFT Vision

*Support a **diverse economic strategy** that builds upon the existing quality of life, protects important natural and cultural resources, encourages recreational access and celebrates the County's unique sense of independence.*

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#2 – Clear Creek County Vision

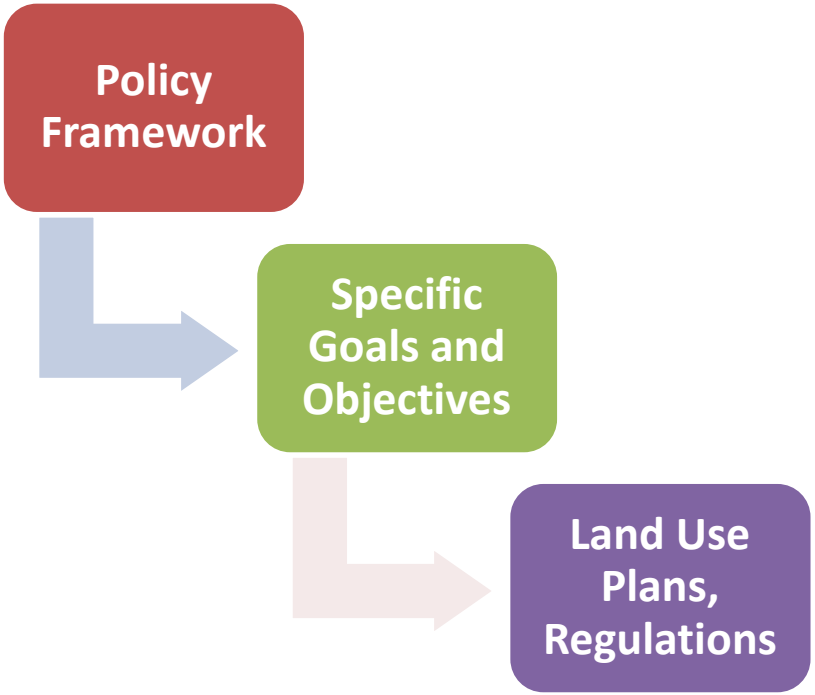
2016 DRAFT Vision

Support a diverse economic strategy that builds upon the existing quality of life, protects important natural and cultural resources, encourages recreational access and celebrates the County's unique ***sense of independence****.*

#3 – Policy Framework

What is a Policy Framework?

It incorporates and integrates key themes to respond to the question *"Where are we going?"*



#3 – Policy Framework

Seek a greater diversity of economic activity within the County

The County will use a multi-pronged approach to actively engage and support local businesses, recognizing and building on key assets of the county – recreation, tourism, the rural mountain lifestyle and high quality of life, its proximity to the Denver metropolitan area, and its mining legacy and infrastructure. The County will position itself to respond to local and regional trends, giving it the flexibility to capture a broad range of economic opportunities. The County will measure its progress by using economic development performance measures such as business expansion and retention, economic stability, numbers of businesses and jobs, and the diversity of those businesses and jobs.

#3 – Policy Framework

Enable and encourage unincorporated communities to actively participate in planning for their future

The County will support the development of subarea plans that help refine and reflect county-wide objectives, while retaining individual character and values. Independent and creative approaches will be encouraged in the pursuit of achieving both local and county-wide goals.

#3 – Policy Framework

Ensure the key qualities of Clear Creek County are considered while allowing for growth and change in order to achieve economic diversity

The County will ensure that the quality of life, area character, open space, water resources, wildlife and ecosystems, protection of visual resources, natural hazards, and infrastructure are addressed and considered. The County will work to assess the impact of growth and land use decisions at the local scale, understanding that all commercial uses are not the same, and residential development should reflect the character and needs of the community.

#3 – Policy Framework

Recognize and support the important contributions made by the County's municipalities in arts, culture, recreation and tourism

The County will use an all-inclusive approach to branding, identification, and communication so that residents identify with and visitors recognize the assets and identity of Clear Creek County. This will create the sense of Clear Creek County as a "complete place," rather than a collection of unrelated places. This will be aided by more consistent support of local initiatives, events, and cultural assets.

#3 – Policy Framework

Promote intergovernmental cooperation to support shared regional objectives

The County will cooperate with municipalities, neighboring counties, the Federal Government and State Government agencies on planning and initiatives to achieve shared goals or objectives. The County will periodically review intergovernmental agreements (IGAs) to ensure compliance, and, where possible, cooperatively revise as needed with a goal to reduce redundancies, eliminate archaic agreements and implement the goals, policies and actions of this Plan.

#3 – Policy Framework

Support the continued preservation of important open spaces that contribute to the environmental, scenic and recreational resources of the County

The County will build on the legacy of past successes and work to better integrate open space and recreation planning in the future. The County will address rural land development by defining policies that promote the concentration of development into established growth centers, recognizing key environmental, scenic, and recreation resources and identifying risks and hazards that influence the human development pattern.

#3 – Policy Framework

Encourage growth within designated areas and corridors where services exist or can be provided with modest effort and cost

The County will support growth that addresses existing issues such as housing quality, transportation, economic development, and access to recreation. It will advocate development that utilizes existing County infrastructure and does not put additional strain on County resources. Recognize that historic mining claims are of interest for residential conversion, and prepare for development on these resources.

#3 – Policy Framework

Consider recreation as an important contributor to residents' quality of life and a part of a balanced regional economy

The County will acknowledge recreation in economic development efforts, recognizing that recreation improvements support tourism, an economic development goal. The County will understand its unique assets and build recreational opportunities around them, further enhancing the quality of life for residents. A high quality of life for residents makes the County an attractive place for new residents and attracting businesses. The County will pursue partnerships focusing on recreation with entities such as schools, municipalities, CCMRD, USFS, and the OSC.

#3 – Policy Framework

Continue to preserve and protect mineral resources for the benefit of future generations

The County recognizes the short term challenge of the Henderson Mine closure but will continue to think in terms of long-term opportunities and building upon a history of mining heritage. The County will actively promote reuse options for the Henderson mine that do not preclude future mining efforts.

#3 – Policy Framework

Explore how local and regional initiatives within the County can improve access to health care services.

The County will work to develop "home-grown" options that support access to health care services while also looking to partner with regional, state, and federal agencies. The County will pursue strategies that will improve health care access in the long-term, not quick fixes that do not hold up over time.

#3 – Policy Framework

Endorse a transportation system that is multi-modal in nature and that enhances local circulation with and between existing communities as well as improves connectivity to the rest of the region

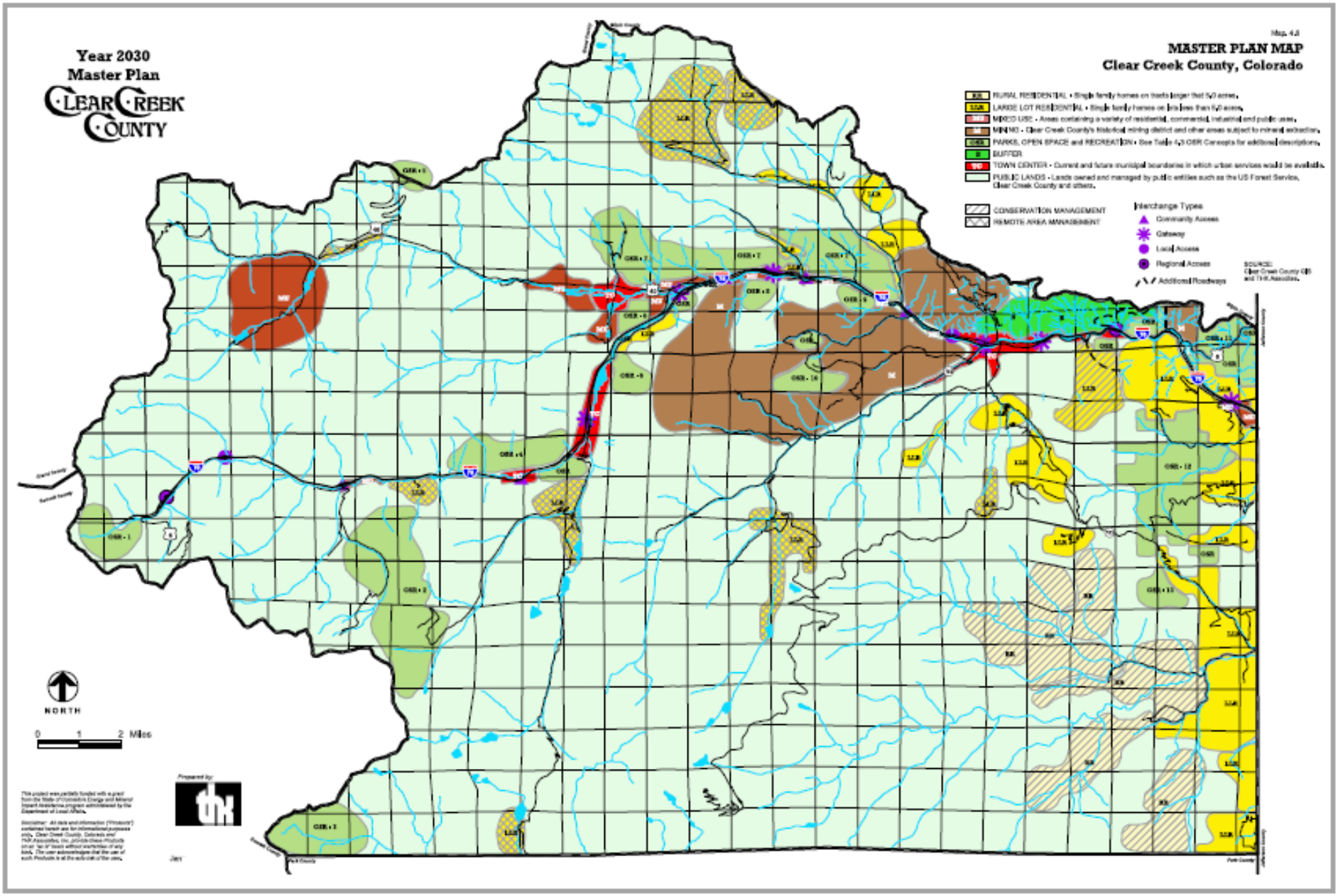
The County will look for opportunities to integrate pedestrian, bicycle, and transit facilities where appropriate, enabling residents to access jobs and services without reliance on personal automobiles. The County will address the challenges of the I-70 corridor to the extent it can, while embracing opportunities the highway corridor presents, setting up the communities along it for success. The County will explore partnerships with neighboring counties as well as with local, regional, and state agencies to provide transit service between Clear Creek County and neighboring counties in the pursuit of improving regional access to jobs and services.

#3 – Future Land Use

- What should stay the same from the 2004 plan?
- What should stay the same?
- How do you want to treat mining lands?
- What kinds of “overlays” do we want to examine?
- What role should hazard/mitigation play?

#3 – Future Land Use

- What should stay the same from the 2004 plan?
- What should stay the same?
- How do you want to treat mining lands?
- What kinds of “overlays” do we want to examine?
- What role should hazard/mitigation play?


Year 2030
Master Plan
CLEAR CREEK COUNTY
Map 4.8
MASTER PLAN MAP
Clear Creek County, Colorado
RURAL RESIDENTIAL - Single family homes on tracts larger that 5/0 acres.
LARGE LOT RESIDENTIAL - Single family homes on lots less than 5/0 acres.
MIXED USE - Areas containing a variety of residential, commercial, industrial and public uses.
MINING - Clear Creek County's historical mining district and other areas subject to mineral extraction.
PARKS, OPEN SPACE and RECREATION - See Table 4.3 OSR Concepts for additional descriptions.
BUFFER
TOWN CENTER - Current and future municipal boundaries in which urban services would be available.
PUBLIC LANDS - Lands owned and managed by public entities such as the US Forest Service, Clear Creek County and others.
CONSERVATION MANAGEMENT
REMOTE AREA MANAGEMENT
Interchange Types
Community Access
Gateway
Local Access
Regional Access
Additional Roadways
SOURCE:
Clear Creek County GIS
and THK Associates.
NORTH
0 1 2 Miles
Prepared by:
thk

Thank You!

SE GROUP

MEETING NOTES

PO Box 2729 | 323 West Main St. Suite 201 Frisco, CO 80443

Office: 970.668.3398 | www.segroup.com

TO:

FROM: SE Group

CC:

DATE: 3/28/16

RE: Public Meeting #2- Public Comments

PLEASE CONTACT THE AUTHOR IMMEDIATELY IF THERE ARE ANY DISCREPANCIES IN THE CONTENTS OF THIS DOCUMENT.

Comments from Policy Posters:

DRAFT VISION- Improve upon the existing quality of life in Clear Creek County by supporting the development of a diverse economy, protecting natural and cultural resources, encouraging recreation, and celebrating the County's distinct areas.

Comments:

- "I like this language!"
- "Include housing more directly."
- "Recreation can be a great economic driver of this."
- "The wording is clear in this proposed change!"
- "Mining and cultural resources are not necessarily the same."

Promote the concentration of development into established municipalities and activity centers in order to preserve rural lands and to efficiently use County resources. *Through coordinated land use planning, the County will encourage growth in designated areas where services exist or can be provided with modest effort and cost.*

Comments:

- Reword: "Through coordinated land use planning, the County will encourage growth in designated areas where services exist or can be provided with modest effort and cost"
- "Amen! To concentrating any reasonable growth to areas where utilities and SVC now exist in the county-duh."
- "Need an increase in designated areas, not enough existing."
- "Will enough change come from of modest efforts? Modest costs?"
- "The cost of services for development of non-concentrated areas is an expense far beyond the taxes raised."
- "Develop countywide comprehensive housing plan to include."
- "Establishment of a multijurisdictional housing authority to create."

Recognize and support endeavors in the arts, culture, recreation and tourism.
The County will use an all-inclusive approach to branding, identification, and communication so that residents identify with and visitors recognize the assets and identity of Clear Creek County.

Comments:

- "Why is tourism lumped in here?"

Ensure suitability and compatibility with environmental characteristics and community character of Clear Creek County when considering land use change and development. *The County will consider resources, including but not limited to, open space, water resources, wildlife, ecosystems, viewsheds, natural hazards, and infrastructure, when assessing the impact of development and land use decisions.*

Comments:

- "The county will work to develop a county-wide comprehensive plan to ensure the suitability and compatibility with environmental characteristics and community character of CCC."
- "Goals and policies to include more options for housing."
- "Including but not exclusive affordable and increased density in specific areas."

Identify and protect lands of high ecological value, scenic quality, or historic importance. *Through both smart land use planning and open space acquisition, the County will determine which lands meet these criteria, and align their planning processes accordingly.*

Comments:

- "Cultural resources may need its own symbol."
- "Suggest more camping and fish hatching to feed existing rivers."
- "Above timberline should not be developed for residential or commercial purposes."

Explore how local and regional initiatives within the County can improve access to health care services. *The County will work to develop "home-grown" options that support access to health care services while also looking to partner with regional, state, and federal agencies. The County will pursue strategies that will improve health care access in the long-term, not quick fixes that do not hold up over time.*

Comments:

- "Housing?"
- "Housing comes before health care."
- "Support inclusion of harm reduction options."
- "To promote chemical health and prevent disease."
- "Not sure what last line is intended to address… it could appear on all of these boards."

Endorse transportation infrastructure that is multi-modal in nature and enhances existing communities as well as their access to the rest of the region*. The County will look for opportunities to integrate pedestrian, bicycle, and transit facilities where appropriate, enabling residents to access jobs and services without reliance on personal automobiles. The County will address the challenges of the I-70 corridor, while embracing opportunities the highway presents. The County will explore*

partnerships with neighboring counties as well as local, regional, and state agencies to provide transit service between Clear Creek County and neighboring counties in the pursuit of improving re-gional access to jobs and services.

Comments:

- "Access to quality and affordable housing."
- "Access to quality education K12 and adult."
- "Access to child care."
- "Don't try for allowing a clinic here. It ain't likely. Settle for adequate transportation to hospitals Denver."
- "The county will use the PEIS record of decision to guide I-70 positions and decisions."
- "Include multi-jurisdictional housing authority."

Consider recreation as an important contributor to resident's quality of life and a part of a balanced regional economy. *The County will acknowledge recreation in economic development efforts, recognizing their tie to each other. The County will understand its unique assets and build recreational opportunities around them. The County will pursue partnerships focusing on recreation with entities such as schools, municipalities, CCMRD, USFS, and the OSC.*

Comments:

- "Don't encourage recreation. Government has no obligation to manage our lives any more than what light bulbs are used."

Continue to preserve and protect mineral resources for the benefit of future generations. *The County recognizes the short term challenge of the Henderson Mine closure but will continue to think in terms of long-term opportunities and building upon its mining heritage. The County will actively promote reuse options for the Henderson mine that do not preclude future mining efforts.*

Comments:

- "What about the damaging aspects of mining heritage clean-up?"
- "The environment… a legacy of mining pollution."

Seek a greater diversity of economic activity within the County. *The County will use a multi-pronged approach to both engage and support local businesses as well as to attract diverse and viable companies and organizations that provide high quality employment. The County will use its key assets in this effort: high quality of life, rural mountain lifestyle, proximity to the Denver metropolitan area, mining legacy and infrastructure, recreation, and tourism.*

Comments:

- "Recreation and historic tourism are the greatest opportunities for the economy."
- "Allow the market to direct growth. If it will be profitable it will occur. Government shouldn't be in the development business."

Enable and encourage communities within Clear Creek County to actively participate in planning for their future. *The County will support the development of subarea plans that help refine and reflect County-wide objectives, while retaining the individual character and values of the distinct areas within it. Independent and creative approaches will be encouraged in these pursuits.*

Comments:

- "What about demographics?"

<u>Comments from Land Use Maps:</u>

D-L-D

- Private land owners- NR/Buffer
- Zoning of National Forest
- Public lands zoned because of because Big Horn Sheep management plan for Big Horn- Important?

DLD problems-what are the issues?

- Commercial dumping
- Rec/Housing
- Most of the counties opportunity for land growth
- Quality of life
- So much opportunity
- I-70 how does it impact the future?
- Wildfire management
- Growth okay- amenities
- ENOUGH BUFFER!
- Clean up DLD first
- Highway vs. locally serving commercial

Land Use Recommendations:

- OHV park and camping opportunities off of Blue Ridge Road on the west side of the sub-area. This area is currently zoned as Mining 1 and 2/Mountain residential large lot single family units.
- Sewer located on Stanley Road (312)

Georgetown, Silver Plume, Bakervillle

- Ensure that federal government does not encroach on any citizens of use imminent domain to obtain more control of lands. Thereby reducing our freedom.
- Show the greenway that way we can discuss potential uses based on the zoning along its corridor

- Master plan needs to outline how we deal with different organizations especially in this corridor (i.e. CDOT, highway association, etc.)
- Spread out resources and amenities throughout the different communities (lodging, gas stations, etc.)
- Continued emphasis on property restrictions, need to be up front and inform people that when you develop back country property you may not necessarily be receiving full county amenities. “buyer beware” “restricted service areas”… issues with taxes?
- What do we do with the three high mountain basins? Waldorf, Geneva, Stevens? They’re road accessible (out of range on the map). They need to zoned in a way that protects environmental resources and recreation opportunities
- Protection of property rights and protection of environment
- Allow residential construction on mining claims but no government services
- For Georgetown we need to consider: Town of Georgetown has a watershed ordinance that goes 5 mile up South Clear Creek; Much of the area around Town of Georgetown and Silver Plume have lands dedicated by an act of congress to both towns and the county which cannot be developed; We would encourage SE Group to show the boundaries of the Georgetown-Silver Plume National Historic District Landmark formed in November 1966 much of which is outside the municipal boundaries.

Empire

- Low vehicle ownership, need housing that is walking distance from jobs and public transportation
- Develop residential along 40
- Preserve views
- Concerns about service access to remote areas
- St. Mary’s has level land for residential/recreation
- Golf course at junction?
- Fill out available lots in St. Mary’s
- Lodge/ski area store?

Where to encourage development?

- Science lab at Henderson?
- Acknowledge greenway with recreation land use
- Hard to plan for Empire Junction due to CDOT plans for I-70
- Access to Golden reservoir for recreation
- Look for solar/wind opportunities on non-buildable areas
- South side of Empire-residential or commercial
- Register lodging (VRBO, Air BNB, etc.) in residential areas

Land Use Recommendations:

- There is a commercial development opportunity along the north side of Highway 40 between the east end of town and junction with I-70
- Affordable housing opportunity on the south side of Highway 40 across from commercial development opportunity (currently zoned as mountain residential-single family and Mining 1)
- Welcome center on the east end of town
- Expand recreation opportunities on the south end of town in area currently zoned mountain residential-single family
- Label Union Pass historic trail
- Provide reservoir access
- More housing needed near "Windy Gap Loop"

Upper Bear Creek

- Are there ways to take advantage of the trailhead network?
- Make Upper Bear Creek more bike friendly
- How does echo mountain play a role?
- Wedding/ event centers in the area?

Floyd Hill Subarea

- People who were not residents of Floyd Hill supported higher development and density as outlined in the "Alternative Development Plan" in the Floyd Hill Gateway Sub-Regional Master Plan ("Floyd Hill Plan") to achieve economic growth. Jim White was just the opposite and indicated that even current zoned density should be reduced or changed for other uses that fit within the existing infrastructure limitations. Jim said that the Alternative Development Plan was not supported by a big majority of residents in the area and that a higher density plan with up zoning would be a huge uphill battle. Jim has sent lots of emails to back the limitations at Floyd Hill. This opposition was stated in the Floyd Hill Plan. So the best middle road alternative may be a new plan that simply finds a way to provide infrastructure (water, sewer and access) to support the current zoning.

Other Floyd Hill comments:

- Need to provide secondary emergency access to Floyd Hill area since the I-70 interchange is so limited.
- Market has not developed for office uses since some offices have remained vacant for years.
- Floyd Hill is a poor area for development.
- Floyd Hill should be planned and designed as the "gateway to Clear Creek County" with Denver's Playground as the main economic theme. What land use goals, polices and measures can accomplish this main goal?
- What land uses can drive tax dollars at Floyd Hill?
- Need to have a cost-benefit analysis for all development even for by-right uses.

Broader Countywide Comments

- Denver's Playground as the main economic theme. What land use goals, polices and measures can accomplish this main goal?
- Need to prepare a study that analyzes the income lost and evaluates detailed land use options to make up 100% of this income. More of a bottom up approach versus the top-down approach of the current plan amendment process.
- What land uses can drive economic development and sales tax dollars (Income generators)?

DRAFT Vision

Improve upon the existing quality of life in Clear Creek County by supporting the development of a diverse economy, protecting natural and cultural resources, encouraging recreation, and celebrating the County's distinct areas.

Key Themes of the Vision and Framework

- Quality of Life
- Built Environment and Land Use
- Distinct Areas
- Recreation
- Natural Environment
- Economy
- Mining and Cultural Resources

DRAFT Policy Framework

The Master Plan shall...

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The County will work to develop "home-grown" options that support access to health care services while also looking to partner with regional, state, and federal agencies. The County will pursue strategies that will improve health care access in the long-term, not quick fixes that do not hold up over time.

Endorse transportation infrastructure that is multi-modal in nature and enhances existing communities as well as their access to the rest of the region
The County will look for opportunities to integrate pedestrian, bicycle, and transit facilities where appropriate, enabling residents to access jobs and services without reliance on personal automobiles. The County will address the challenges of the I-70 corridor, while embracing opportunities the highway presents. The County will explore partnerships with neighboring counties as well as local, regional, and state agencies to provide transit service between Clear Creek County and neighboring counties in the pursuit of improving regional access to jobs and services.

Key Themes of the Vision and Framework

- Quality of Life
- Built Environment and Land Use
- Distinct Areas
- Recreation
- Natural Environment
- Economy
- Mining and Cultural Resources

MEETING NOTES

PO Box 2729 | 323 West Main St. Suite 201 Frisco, CO 80443
Office: 970.668.3398 | www.segroup.com

TO:
FROM: SE Group
CC:
DATE: Monday, June 6, 2016 | 6:30 – 8:30 pm | Georgetown Community Center, 613 6th St., Georgetown, CO 80444
RE: Public Meeting #3- Meeting Summary

PLEASE CONTACT THE AUTHOR IMMEDIATELY IF THERE ARE ANY DISCREPANCIES IN THE CONTENTS OF THIS DOCUMENT.

The final public meeting and workshop (prior to plan adoption meetings) was held on Monday, June 6, 2016 from 6:30– 8:30 pm at the Georgetown Community Center. The meeting was led by SE Group who is the consulting team responsible for preparing the Master Plan. Community Development Staff were also present to engage in discussion and answer questions during the workshop portion of the meeting. Approximately 20 citizens of Clear Creek County attended.

After citizens had a chance to sign-in, SE Group led the presentation portion of the meeting that covered the following topics:

- Review of Process to Date
- Review the Structure of the Plan
- Vision Statement
- Policy Framework
- Future Land Use
- Master Plan Goals

The presentation emphasized the processes used to form the vision statement, policy framework, future land use map, and goals of the master plan. The presentation also highlighted how these various components are intended to work together throughout the master plan document. Essentially, the vision starts out with the broadest scope of what the master plan sets out to achieve and is supported by policy framework, which identifies themes that directly relate to the vision statement in greater specificity. Future land use and goals take on an even further level of detail, working to add clarity to the themes set out in the policy framework and vision. The presentation also explained how the document structure would follow this layered approach to fulfilling the vision, gaining detail as the chapters advance. A PDF version of the presentation is attached and provides more detail on the topics discussed above.

Following the presentation, the group began the open house portion of the meeting. Citizens engaged in discussion with the consulting team and county staff, clarifying any remaining questions about the plan and planning process. During this time, citizens were asked to submit their feedback on the presentation, which was summarized on boards to facilitate commenting. The presentation boards included a board for the future land use map, a board for the vision and policy framework, and boards for the master plan goals organized by their resource topic. Below is a summary of the different comments that citizens submitted, primarily directly on the presentation boards (as was requested).

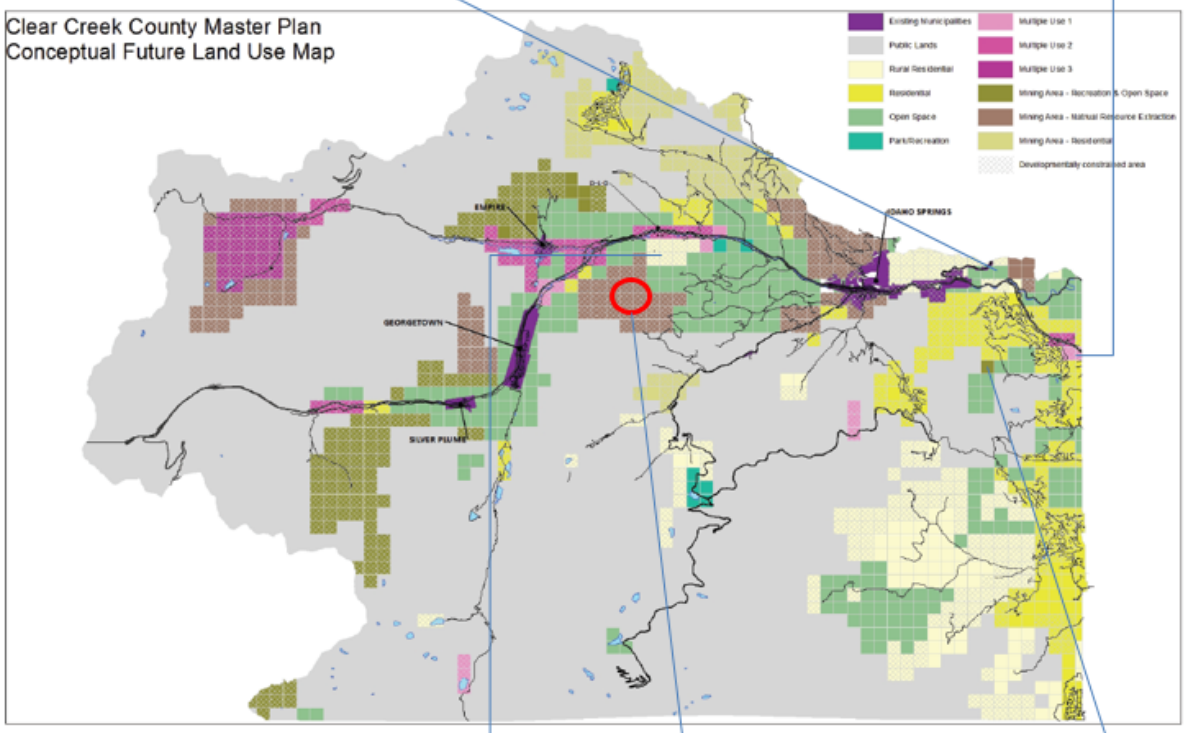
Comments on Land Use Map:

"You ignored Floyd Hill master plan and survey of 545 people in county, so why did we do it?"

"No development on Floyd Hill Meadow. Too congested now, 1 exit for 1,600+ people and no water"

"Sold to Frei family not open to public anymore"

"No water, no development!"



"What makes you think the zoning commission will follow this plan?"

"Rezone this to intend anticipated use- Open Space/Rec."

"Possible change to Rec/Mining"

"Like Gabby said, "concentrate development where there is existing development""

"Mining-Residential?"

Comments from Policy Posters:

Vision and Key Themes

"Improve upon the existing quality of life in Clear Creek County by supporting the development of a diverse economy, protecting natural and cultural resources, becoming a more resilient community encouraging recreation, and recognizing the County's distinct areas."

Comments:
"Quality of life- No one will agree on. Is it motorized vehicles, shooting, camping with fires, preserving history, fishing, biking, rafting? You'll never get agreement."

Seek a greater diversity of economic activity within the County
The County will use a multi-pronged approach to both engage and support local businesses as well as to attract diverse and viable companies and organizations that provide high quality employment. The County will use its key assets in this effort: high quality of life, rural mountain lifestyle, proximity to the Denver metropolitan area, mining legacy and infrastructure, recreation, and tourism.

Comments:
"Attract viable and diverse companies to established municipal areas that welcome growth".

Economic Development

Goal A: *Foster new economic development opportunities that diversify the economy and support the fiscal and economic health of the County.*

Comments:
"Development in municipalities with infrastructure only"

Goal B: *Increase the County's employment base of jobs at all levels, but particularly primary jobs, in such industries as manufacturing, technology, and services.*

Comments:
"Clean MFG/low water use"

Goal C: *Recognize the importance of the municipalities and sub-areas as economic centers of the region by making a commitment to promote intergovernmental cooperation and public-private partnerships that encourage innovation and creativity in the economic expansion within designated areas.*
Comments:
"What are the designated sub-areas?"

Housing

Goal C: *Advocate for the County's interests for all future I-70 Corridor projects to ensure they are completed with sensitivity to the communities within the corridor.*

Comments:

- "If you widen I-70 more cars will use it. You can create 8 lanes and they will fill up. Widening is not the answer."

- “Why did CDOT drop rail transit vs. widening I-70 when they‘re going to do remote control for cars?”

Transportation

Goal A: *Provide adequate and diverse housing opportunities within the County for all population segments in close proximity to transportation and other required infrastructure; within incorporated areas; Multiple Use areas; and other areas identified by the Master Plan for higher density or mixed-use development.*

Comments:

- “Concern for lack of definition of multiple use areas”
- “What areas are identified for high density development?”

Public Facilities and Services

Goal C: *Provide quality, high speed, and reliable telecommunications infrastructure across the County at a reasonable price for all Residents.*

Comments:
“Tough for companies to be competitive and “reasonable””

Hazards and Public Safety

Goal A: *Protect the people, property, and natural, cultural, and environmental resources of Clear Creek County through a variety of policies and management measures.*

Comments:

- “Wouldn’t cultural resources fit better under “community cultural” (more of an asset than a hazard)”
- “Wouldn’t Enviro resources fit better under “environments recreation”… (more of an asset than a hazard)”
- “Identify some goals to protect and promote cultural resources”

Goal C: *Coordinate and integrate hazard mitigation activities between communities, emergency response providers, and local governments.*

Comments:

- “Get grants to cut down and remove beetle kill trees which cause fire hazards starting with highly populated areas”
- “Only one way out of Floyd Hill for 1,600+ people. We must have an alternative route”

Recreation and Open Space

Goal A: *Provide a high quality regional and connected open space, parks, trails, and recreation facilities system that is treasured by residents and attracts additional recreation users from outside of Clear Creek County.*

Comments:

“OSC Forest and Parks and Rec. work together to make trail network”

Additional Comments:

- “Suggestion, there is already a need for Fall River Rd. to be improved. Mainly because of the future housing that will happen no what and tourism and hopefully recreation. Don’t let us be rate holed into only residential. We deserve to have commerce and a road that is safe and up to standard.”-Glenn Clark 150 Hillside Rd. 80452
- See attached letter from Steve Axtell- Vice Chair, SOLVE

Public Meeting and Open House

June 6, 2016

6:30pm – 8:30pm

Meeting Purpose

Present draft versions of the Vision, Policy Framework, Future Land Use Plan and Goals from the Master Plan Update

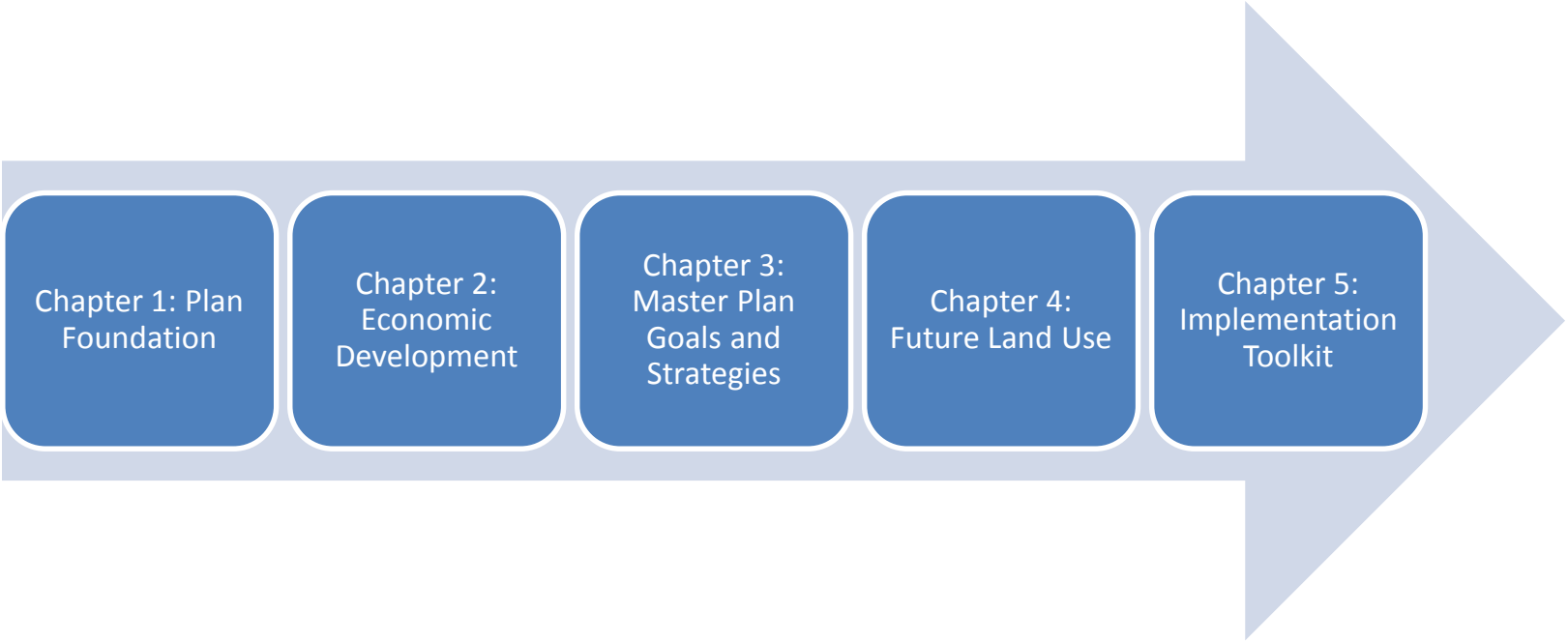
Meeting Purpose

- #1 – Review of Process to Date
- #2 – Review the Structure of the Plan
- #3 – Vision Statement
- #4 – Policy Framework
- #5 – Future Land Use
- #6 – Master Plan Goals
- #7 – Open House

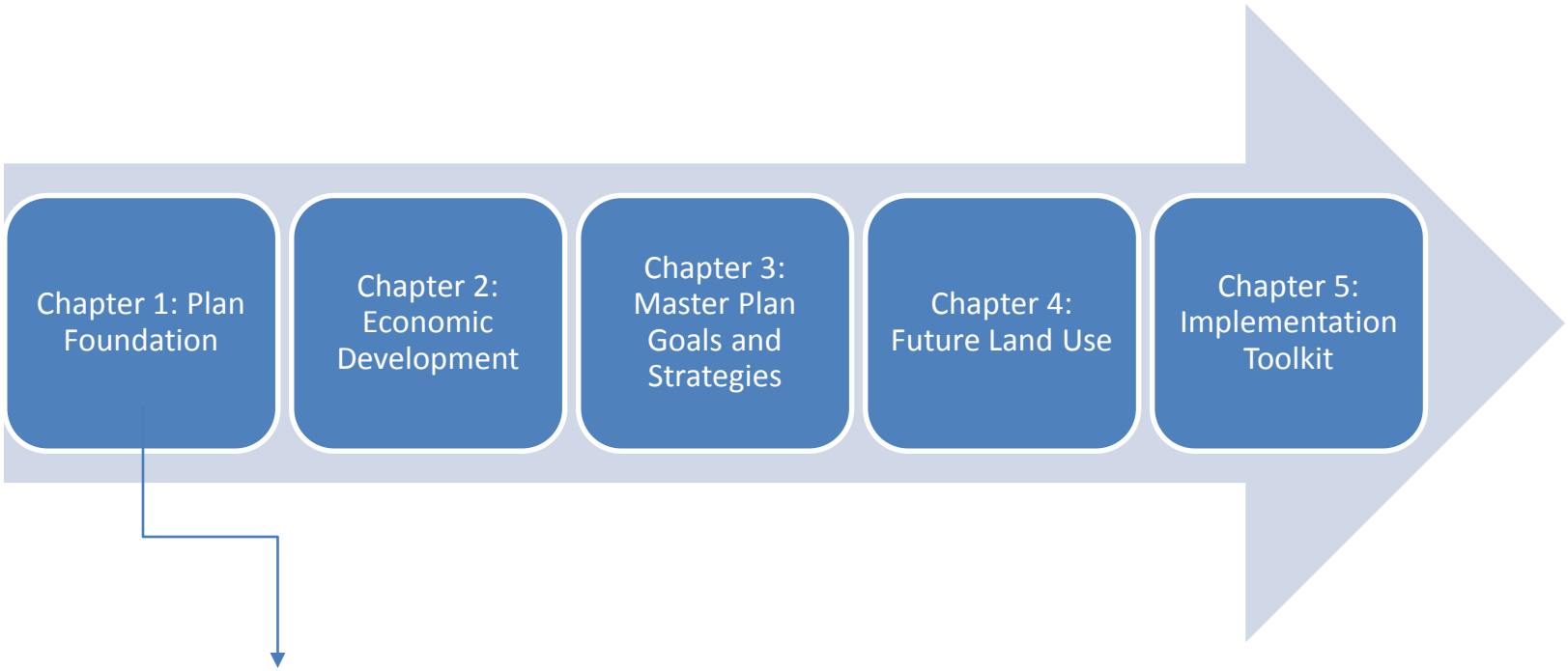
#1: Process to Date

- Four CAC Meetings between January and May
- Joint CAC/PC Meeting in May
- Two Public Meetings (this is #3)
- Materials from Economic and Recreation Focus Groups
- 631 Survey Responses
- 10 Stakeholder Interviews
- Working with County GIS for Mapping
- Revised Vision, Policies, and Land Use Map

#2: Structure of the Plan

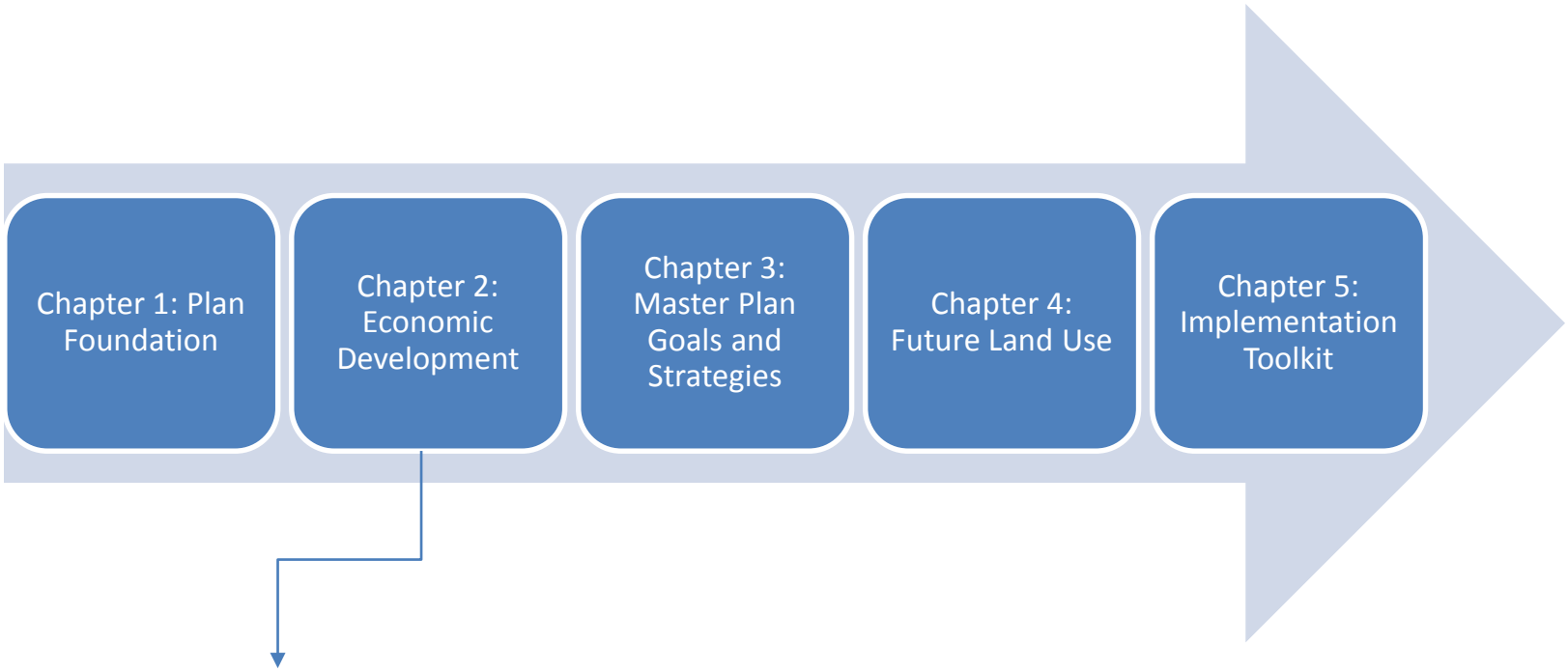


#2: Structure of the Plan



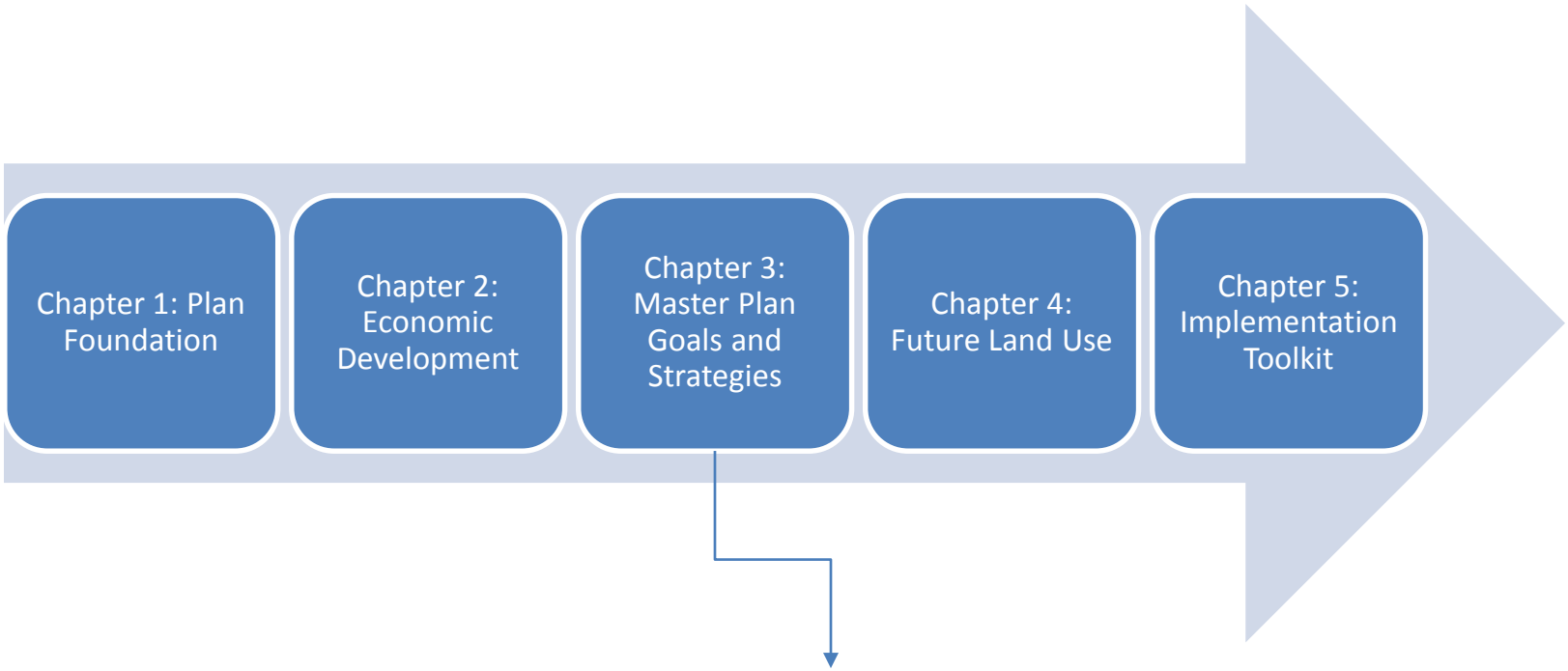
Establishes Existing Conditions / Vision and Policy Framework

#2: Structure of the Plan



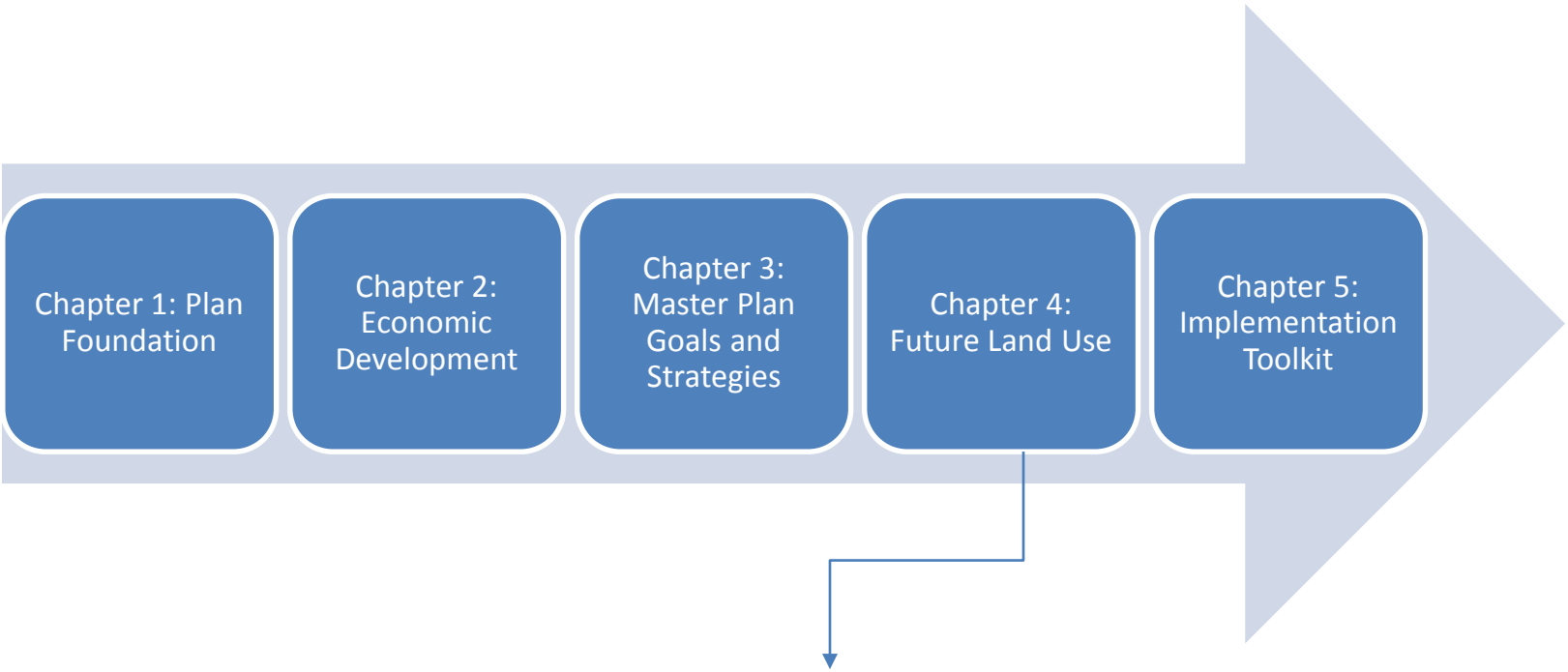
Describes Economic Development Goals and Strategies

#2: Structure of the Plan



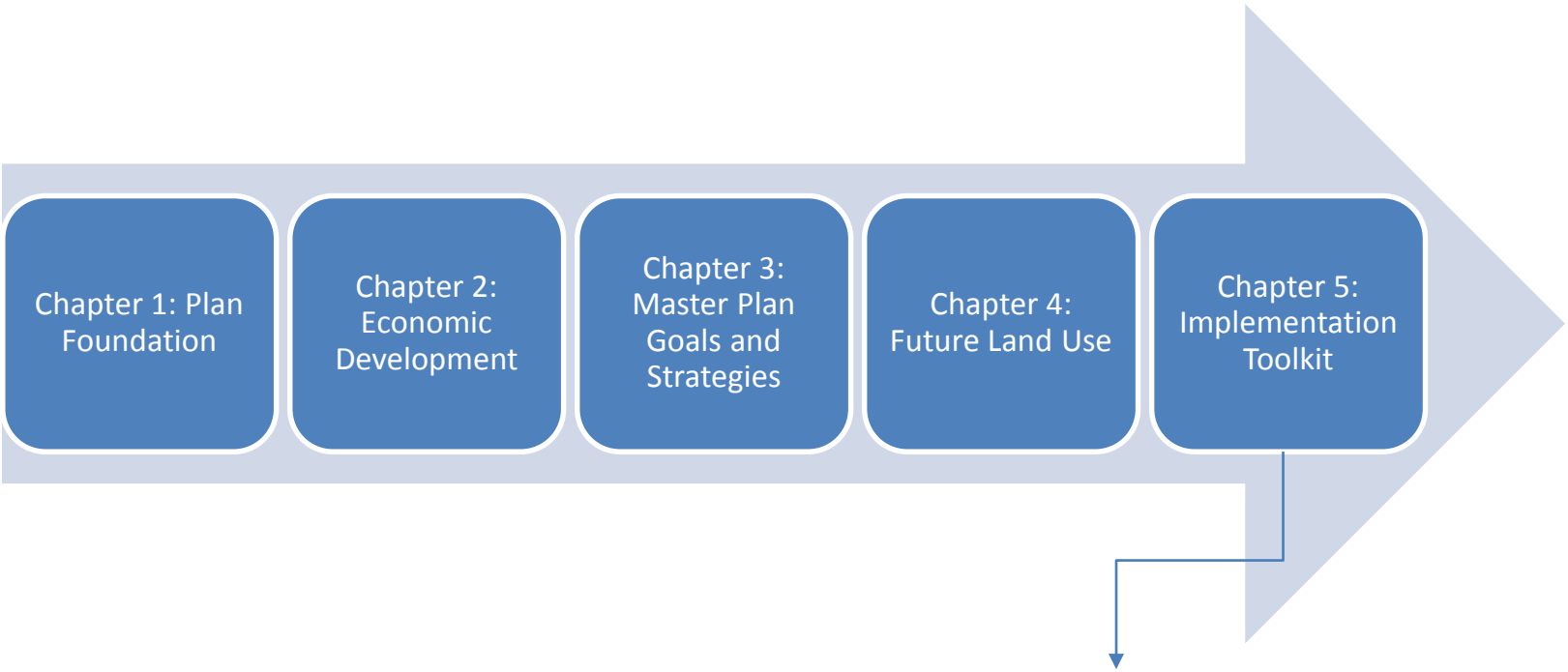
Describes Goals and Strategies for other Master Plan Elements

#2: Structure of the Plan



Describes Future Land Use Map, Land Use Goals and Strategies

#2: Structure of the Plan



Outlines Implementation Approaches in Support of Goals/Strategies

#2: Structure of the Plan

Policy Framework

- The Planning Objective

Goals

- Specific to each plan element

Strategies

- Actions to support and achieve the goals

All Policies, Goals, and Strategies support the Vision

#3: Vision Statement

"Improve upon the existing quality of life in Clear Creek County by supporting the development of a diverse economy, protecting natural and cultural resources, becoming a more resilient community encouraging recreation, and recognizing the County's distinct areas."

The Vision is a clear and overarching statement on what the County seeks to achieve through the implementation of the Master Plan

Chapter 1: Plan Foundation

#4: Policy Framework

- Policy Framework - supports the Vision
- Policy Framework – built on important “themes” that emerged from the process; public outreach, comment, surveys, baseline review

The Policy Framework is a set of important Master Plan objectives based on review of existing conditions and community input

Chapter 1: Plan Foundation

#4: Policy Framework

Key Themes:

- Quality of Life
- Natural Environment
- Distinct Areas
- Built Environment and Land Use
- Mining
- Cultural Resources
- Economy
- Recreation
- Resiliency

Chapter 1: Plan Foundation

#4: Policy Framework

- 11 Statements that address the identified themes and directly support the Vision Statement

Example:

Recognize and support endeavors in the arts, culture, recreation and tourism.

The County will use an all-inclusive approach to branding, identification, and communication so that residents identify with and visitors recognize the assets and identity of Clear Creek County.

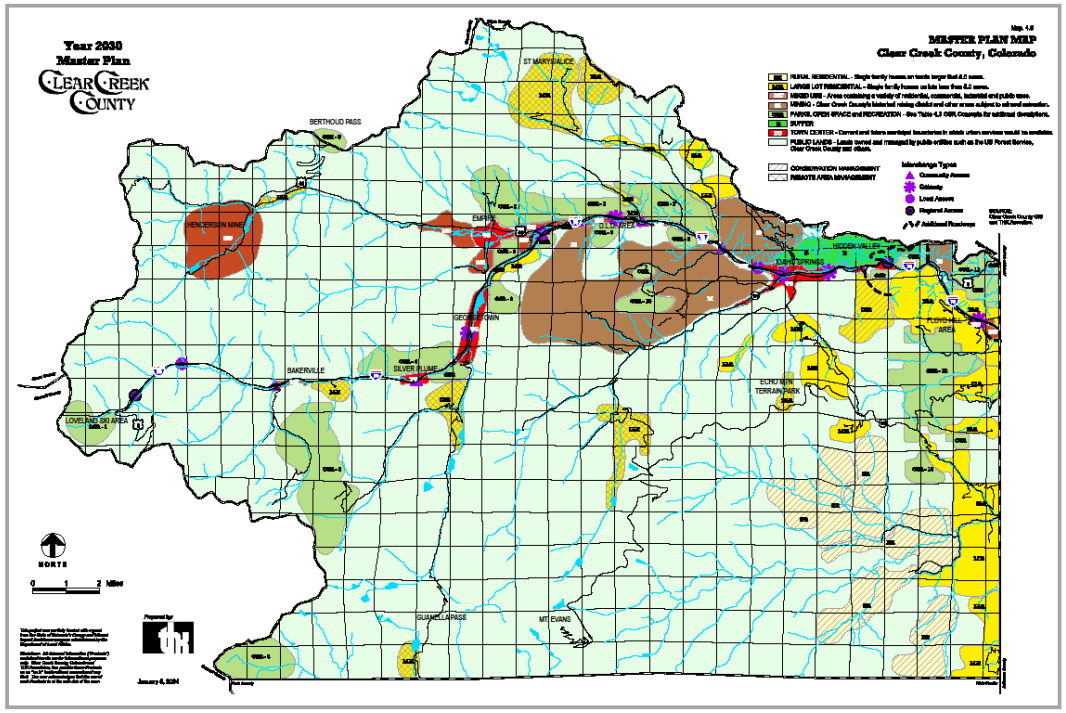
Addresses:

- Quality of Life
- Mining
- Economy
- Recreation
- Cultural Resources

Chapter 1: Plan Foundation

#5: Future Land Use

- Existing Land Use Plan



Current (2004) Map

Chapter 4: Future Land Use

#5: Future Land Use

- Seven (7) “Guiding Principles” emerged from the planning process to shape Future Land Use policy:

Support “Multiple Uses”

Concentrate Multiple Uses into existing developed areas

Discourage Development in areas Constrained by Slopes, High Elevations or Lack of Access

Consider Open Space and Recreation Managed by Multiple Partners

Establish Residential Areas that reflect the character of areas within the County

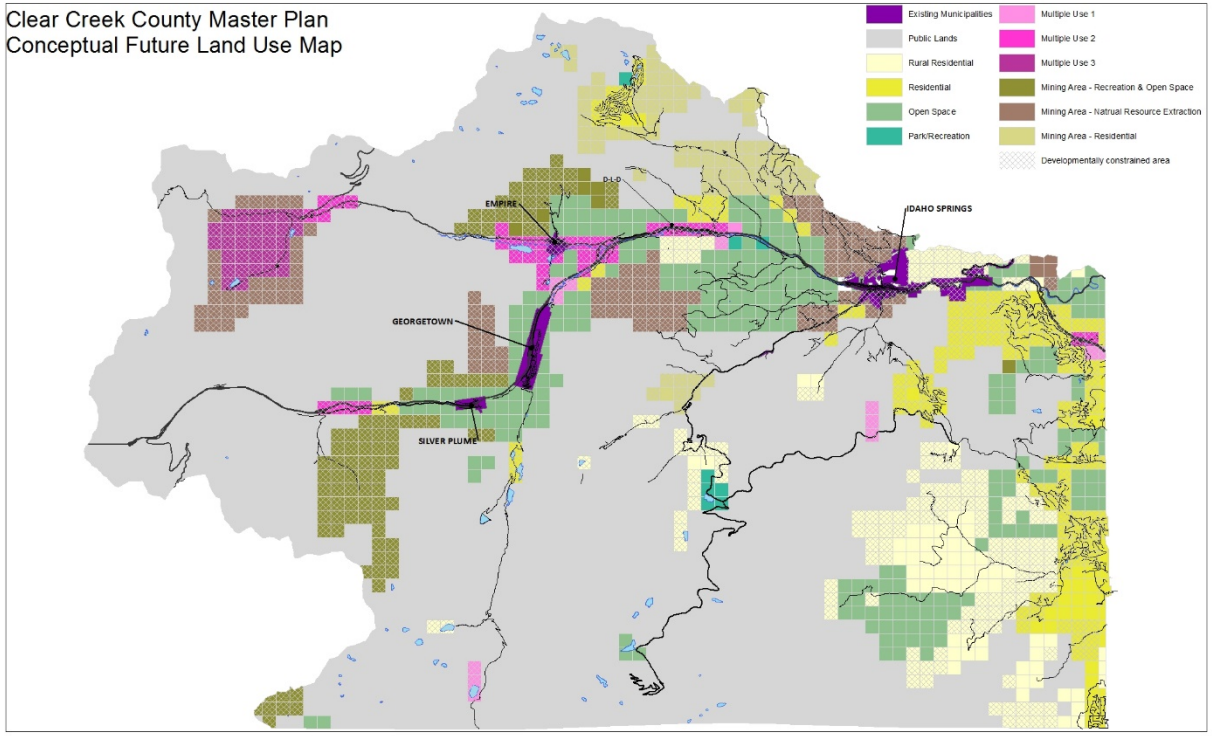
Support the continued use of mining claims and their potential conversion to open space, recreation or residential use

Recognize that the majority of land within the County is owned/managed by the USFS

Chapter 4: Future Land Use

#5: Future Land Use

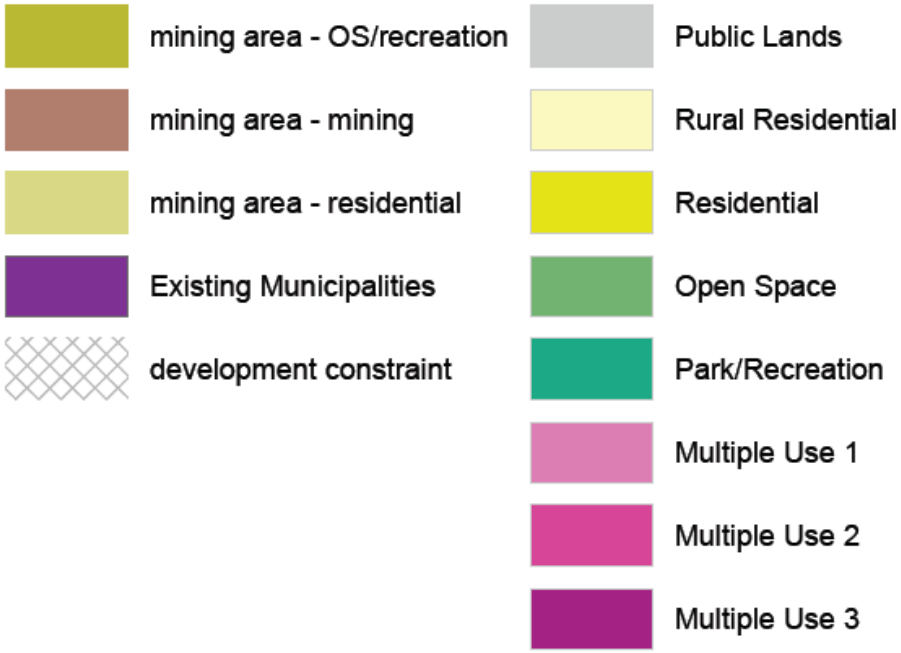
- Revised approach better reflects desire to focus new growth in defined areas



Chapter 4: Future Land Use

#5: Future Land Use

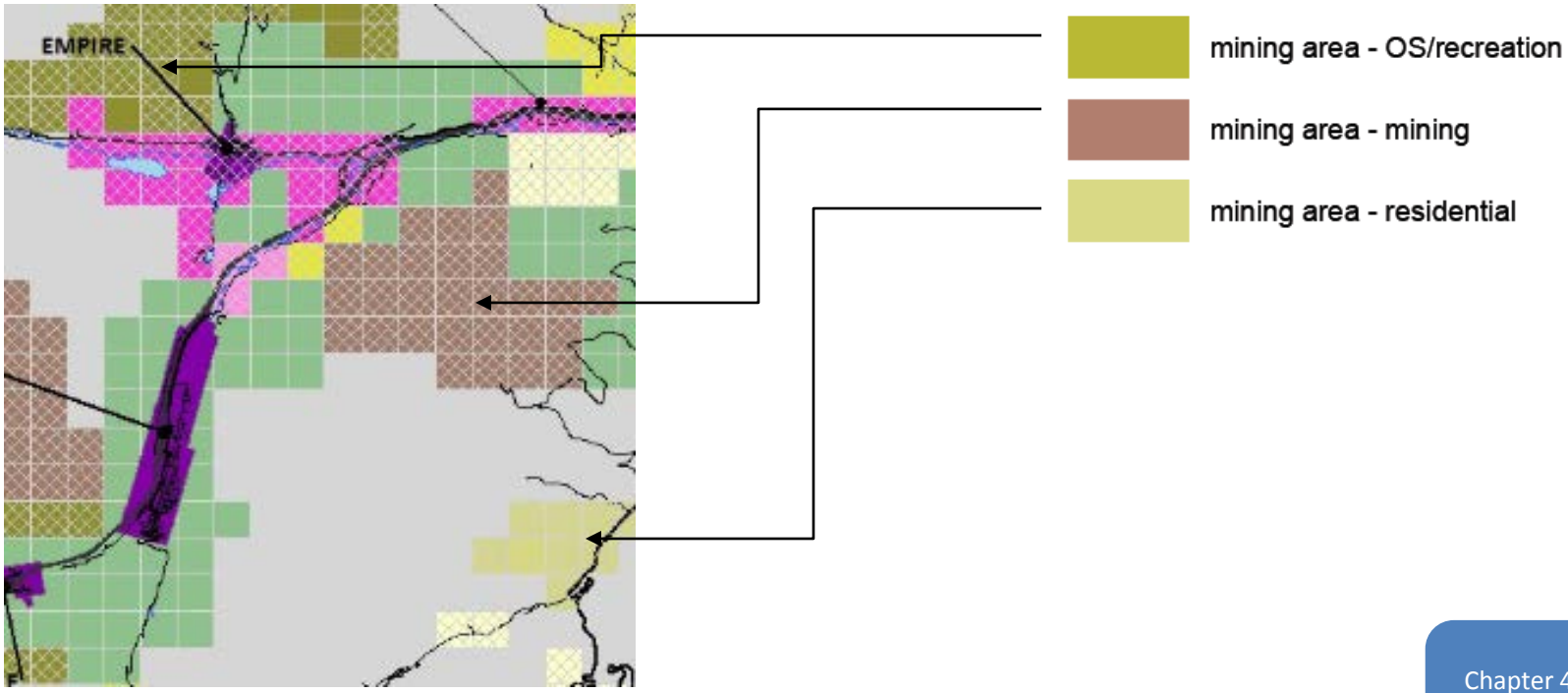
- New Land Use Categories help make it clearer where development in various forms is expected and wanted



Chapter 4: Future Land Use

#5: Future Land Use

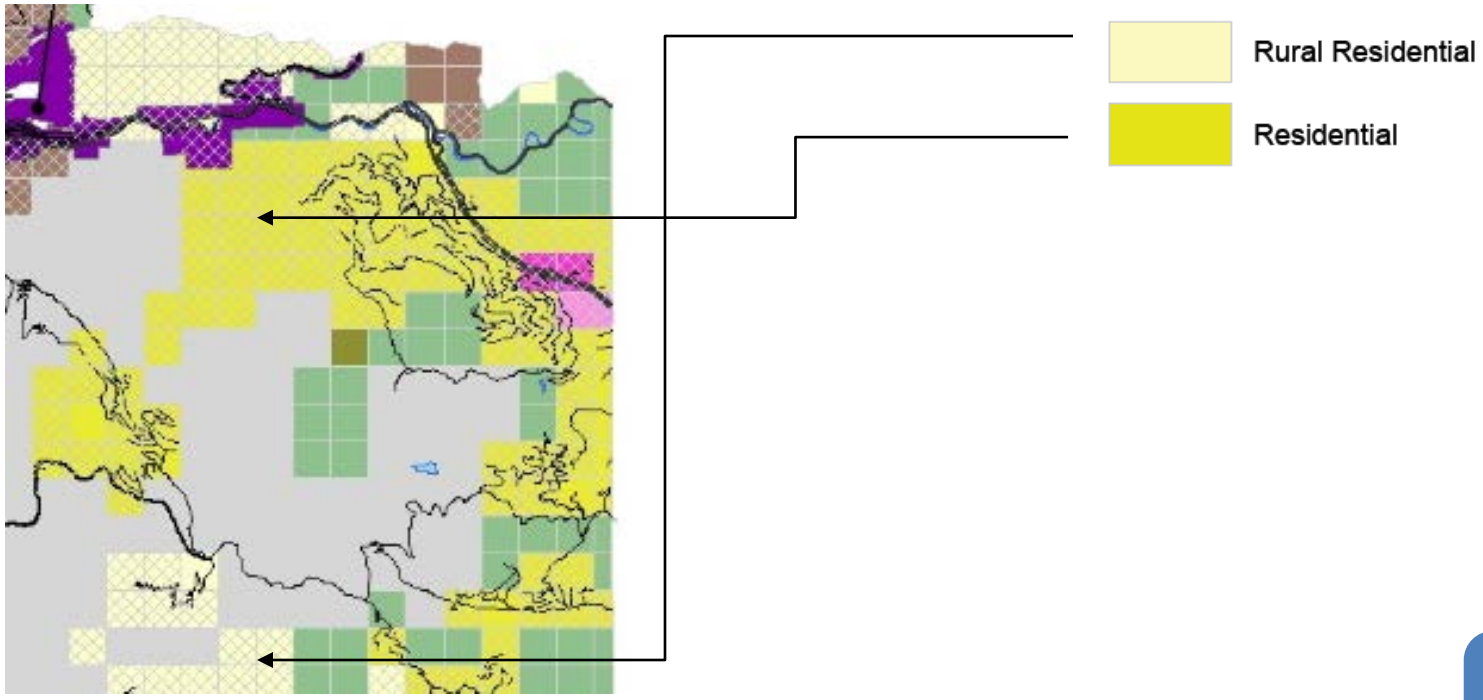
- Mining Lands: Three broad classifications



Chapter 4: Future Land Use

#5: Future Land Use

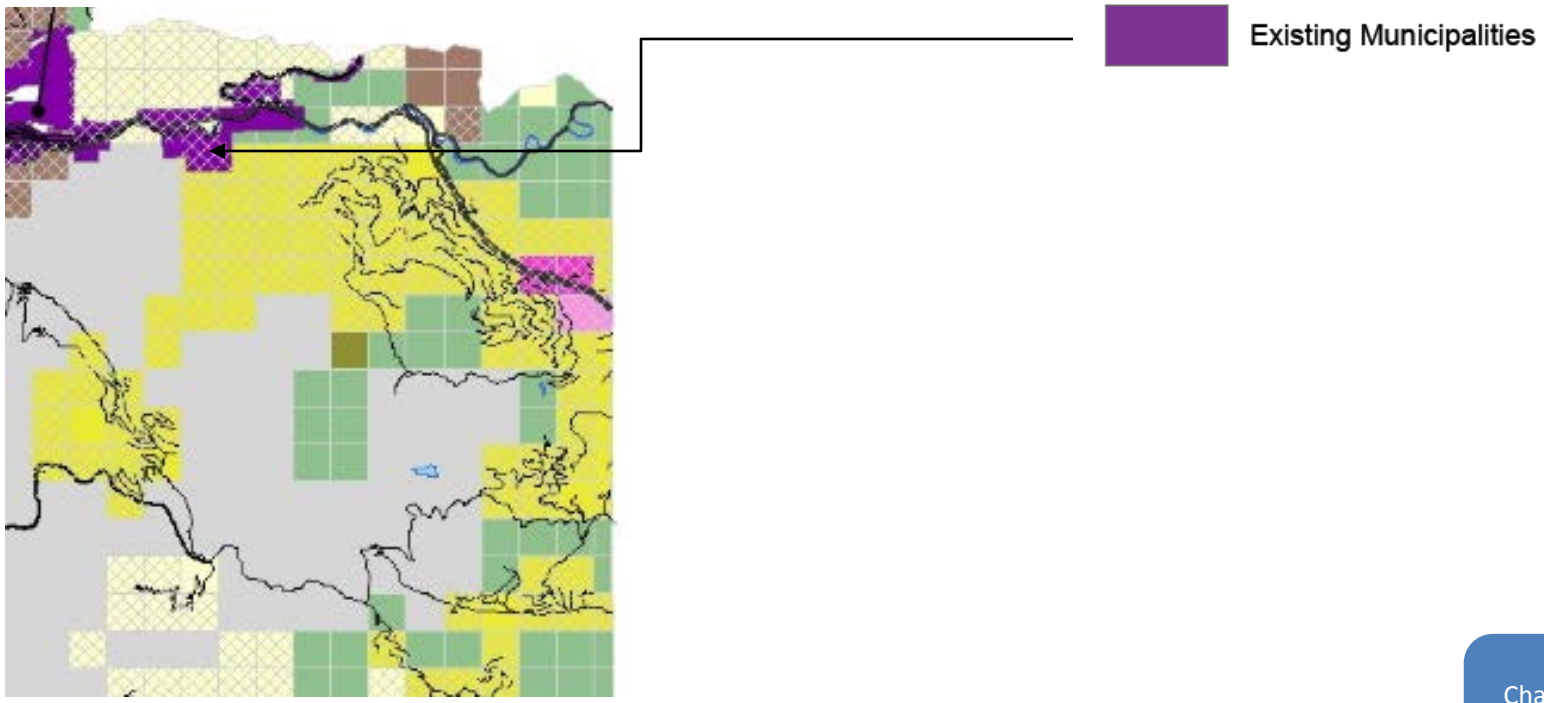
- Residential - Simplified



Chapter 4: Future Land Use

#5: Future Land Use

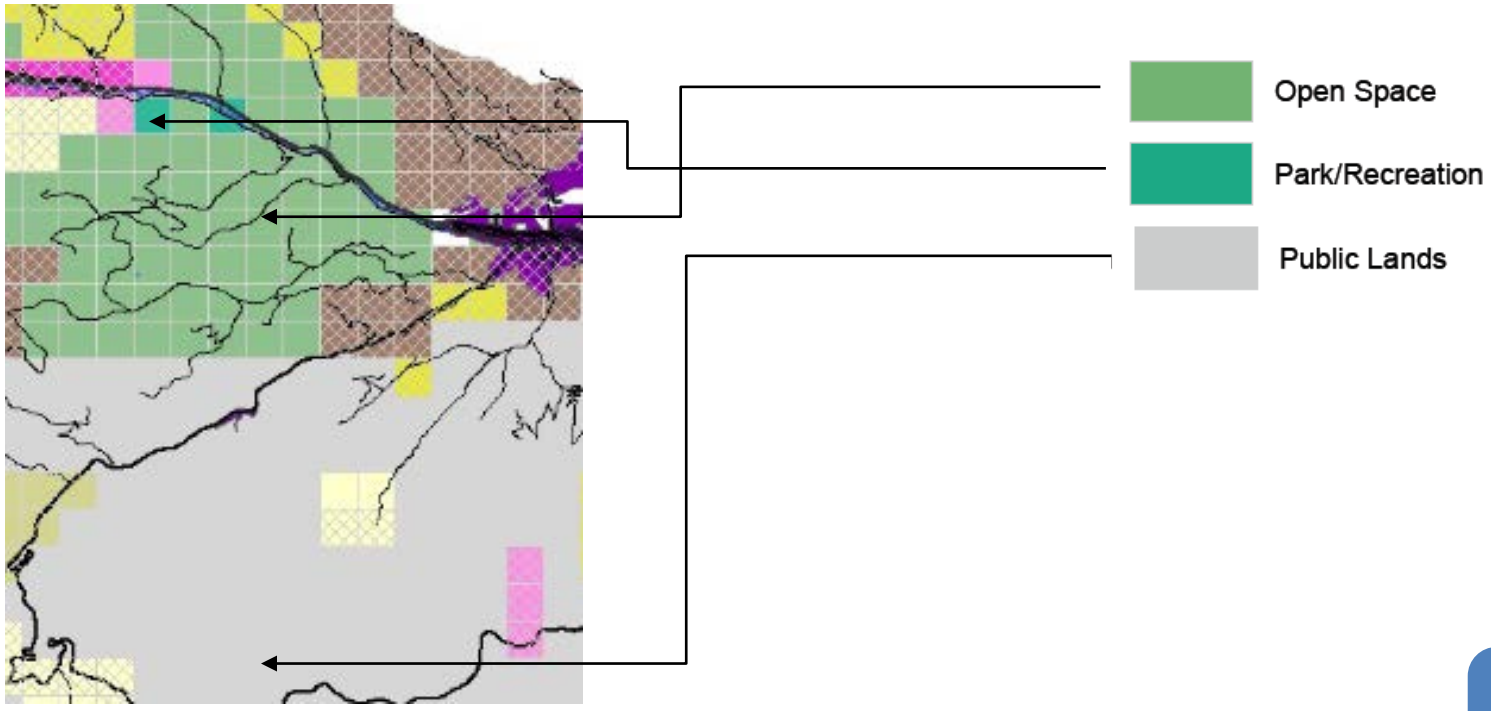
- Recognize Municipalities



Chapter 4: Future Land Use

#5: Future Land Use

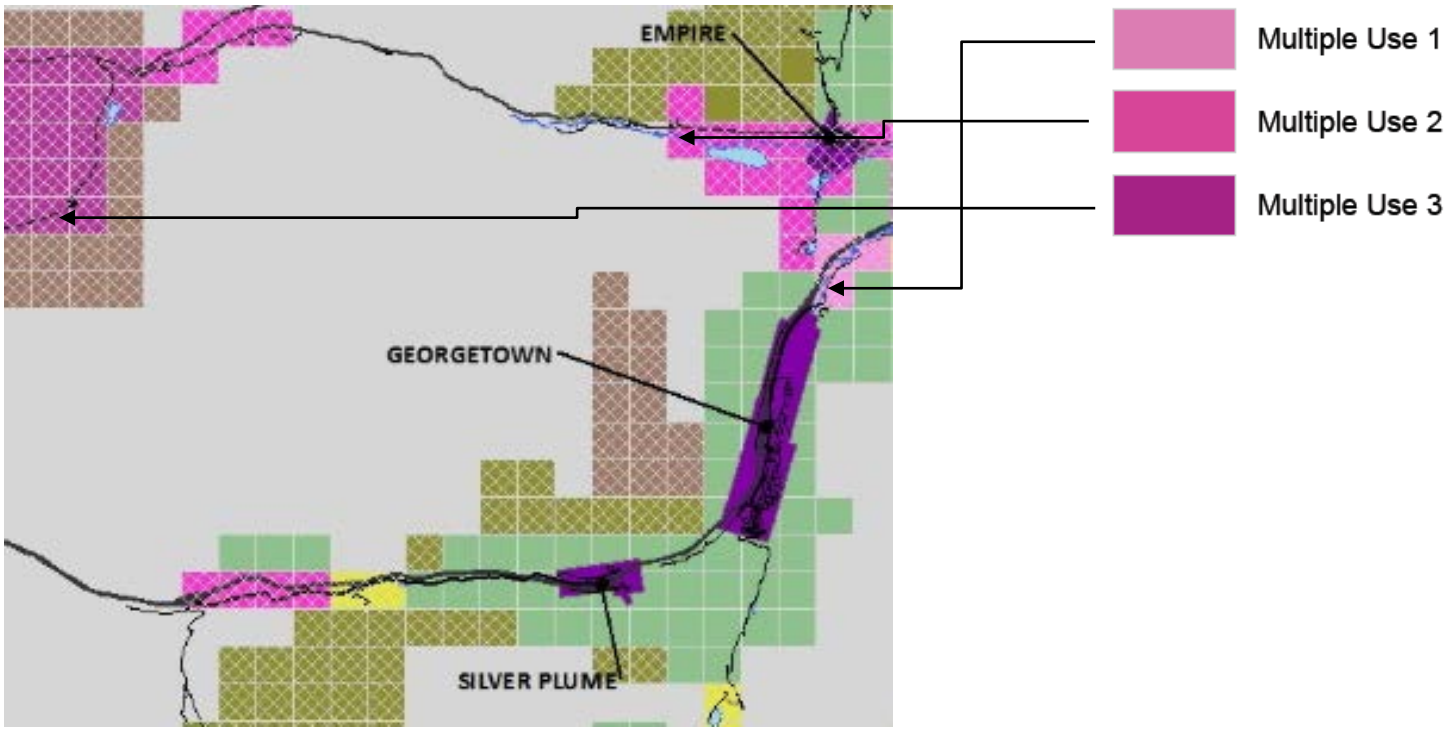
- Identify Recreation / Open Space and Public Lands



Chapter 4: Future Land Use

#5: Future Land Use

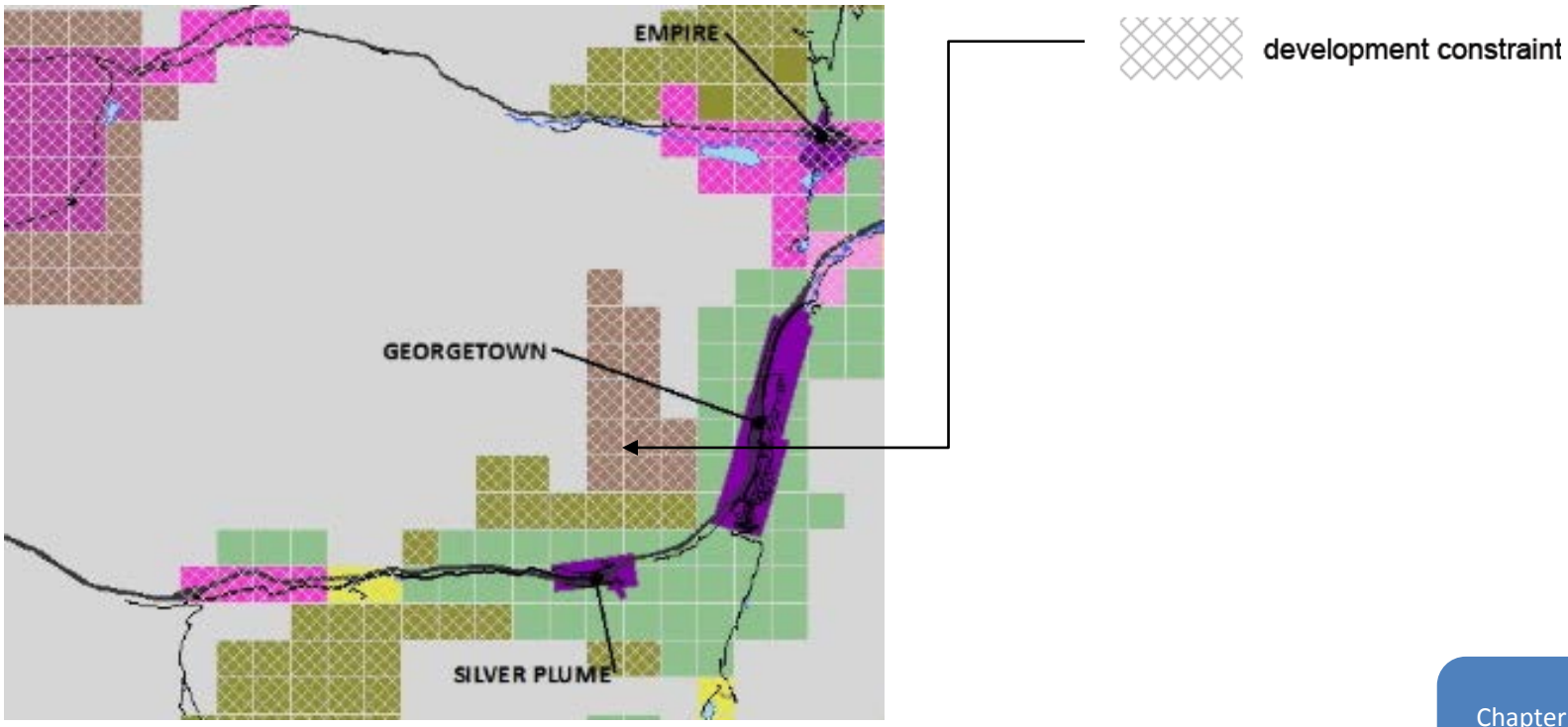
- Establish “Multiple Use Areas”



Chapter 4: Future Land Use

#5: Future Land Use

- Identify Important Constraints



Chapter 4: Future Land Use

#6: Master Plan Goals

- Goals are aligned with specific Plan Elements
- Plan Elements cover a wide array of County interests

ECONOMIC DEVELOPMENT

PUBLIC FACILITIES AND SERVICES

HAZARDS AND PUBLIC SAFETY

ENVIRONMENT

RECREATION AND OPEN SPACE

CULTURE

TRANSPORTATION

HOUSING

COMMUNITY CHARACTER

INTERGOVERNMENTAL COOPERATION

Chapter 2: Economic Development

Chapter 3: Master Plan Goals and Strategies

#6: Master Plan Goals

- Goals help fulfill the Policy Framework with greater specificity

Example…

Transportation

Goal A

Coordinate planning in order to reduce dependence on vehicles for all trips and create multimodal options for residents and employees of Clear Creek County.

Goal B

Create carpooling and transit options that are accessible to a broad swath of Clear Creek County residents and employees.

Goal C

Advocate for the County's interests for all future I-70 Corridor projects to ensure they are completed with sensitivity to the communities within the corridor.

Chapter 2: Economic Development

Chapter 3: Master Plan Goals and Strategies

#6: Master Plan Goals

- Each will be supported with Strategies and Implementation Approaches

Transportation

Goal A

Coordinate planning in order to reduce dependence on vehicles for all trips and create multimodal options for residents and employees of Clear Creek County.

Strategies

1. Site affordable housing near areas with easy access to major transportation facilities and future transit options.
2. Site educational facilities and programs in areas with easy access to major transportation facilities and future transit options.
3. Support the Clear Creek Greenway in its role as a local and regional multi-use path connecting communities within the County.
4. Promote economic development efforts that increase the number of jobs in Clear Creek County for local residents,
5. Consider complete streets policies in subarea planning within the County.

Chapter 2: Economic Development

Chapter 3: Master Plan Goals and Strategies

#7: Open House

- Please explore this information…offer your insights and help us in refining it further

Next Steps

Complete Drafting of Plan

Month / Date	Event/Activity
June 17	Initial Draft Plan Document to PC for Review
July	Final Draft Plan for PC Review
August	Adoption Process

Thank You!

Appendix IV - Fiscal Impact Methodology

CONDUCTING A FISCAL IMPACT ANALYSIS

INTRODUCTION

Problem Statement

- Is your community's tax base growing sufficiently to pay for government services and infrastructure?
- Will the taxes generated in a "bedroom" community support the costs of services?
- Is it financially beneficial for your community to extend services to serve a small number of new homes?
- What is the ideal land use plan to keep taxes low and ensure infrastructure is maintained?

Most local governments are required to prepare balanced budgets on an annual basis. However, the overwhelming majority of these local governments are not required to conduct fiscal impact evaluations to help ensure that local officials understand the short- and long-term fiscal effects of land use and development policies as well as the impact of new development projects that are approved. For example, if a particular development proposal or land use alternative will generate more in tax revenue than it will in public service costs, the surplus revenues may enable a community to improve services or fund infrastructure maintenance/replacement backlogs. Conversely, if public service costs exceed revenues, it could increase pressure to raise taxes, find additional revenue sources, or decrease levels of service.

What is a Fiscal Impact Analysis?

A fiscal impact analysis is a tool that compares the local government costs against local government revenues associated with development policies and projects. The analysis should indicate if and when a community could face budget deficits. Local governments are then able to weigh land use policy decisions, acceptable levels of public services provided, plans for capital investments, and long-term borrowing needs, in addition to prompting local officials to evaluate current and future revenue sources.

A typical "fiscal impact analysis" is a projection of the net cash flow to the public sector resulting from development – residential, nonresidential or other. It is similar to the cash flow analysis a developer conducts in order to project costs and revenues likely to result from a proposed development. A well-prepared analysis will reflect revenue, capital costs and associated operating expenses. This is in contrast to an "economic impact analysis", which evaluates direct and indirect impacts on the overall economy; those impacts are typically new jobs, real disposable income and consumer spending.

Types of Fiscal Impact Analyses

Selecting an Appropriate Method

There are a number of standard approaches to choose from in conducting a fiscal impact analysis, ranging from a per-capita multiplier method to a case study method which relies on local interviews. One consideration in choosing an appropriate method relates to the notion of average costing. There are two basic approaches to assess the cost of services that development imposes on a local government—average costing and marginal costing.

Average costing is the simpler more common procedure. It attributes costs to new development according to average cost per unit of service in existing development times the number of units the growth is estimated to create or the demand for that unit. It does not take into account excess or deficient capacity to deliver services, and it assumes that average costs of municipal services will remain stable in the future.

Alternatively, marginal costing relies on analysis of the demand and supply relationships for public services. This procedure recognizes that excess and deficient capacity exits in communities. It views growth not in a linear manner, but as a more cyclical process in terms of the impact on expenditures.

The distinction between average and marginal costing is fundamental to fiscal impact analysis. Marginal and average costing approaches may result in dramatically different estimates of fiscal impacts for the same development. This is due to the "lumpy" nature of certain public services, like sewage treatment plants and water supply systems. When such facilities are built in a community, they are typically financed with long-term debt and built with the expectation that they will also serve future population growth in the community. Therefore, the incremental cost of providing the service to one more resident is low. However, these facilities do have a threshold level where surplus capacity is eventually depleted. It is at this point that the new development or new growth requires new infrastructure investment and the marginal cost of serving a new resident may actually be higher than the average cost. The marginal cost approach focuses on defining a community's marginal response to a new development or land use change through careful attention to existing demand and supply relationships in a community.

What is the Role of Fiscal Impact Analysis in Achieving Quality Growth?

One of the principles of quality growth is making development decisions that are cost-effective and efficiently use public services and infrastructure. As this tool shows, the use of fiscal impact analysis leads to a better understanding for both the public and elected officials of the relationships among the various factors contributing to growth and development and increases their confidence in the fiscal soundness of land-use decisions. Using fiscal impact analysis to evaluate land use decisions may result in more consistent government revenues and thus taxation decisions. Also fiscal impact analysis may provide local governments additional financial information upon which to make balanced growth decisions.

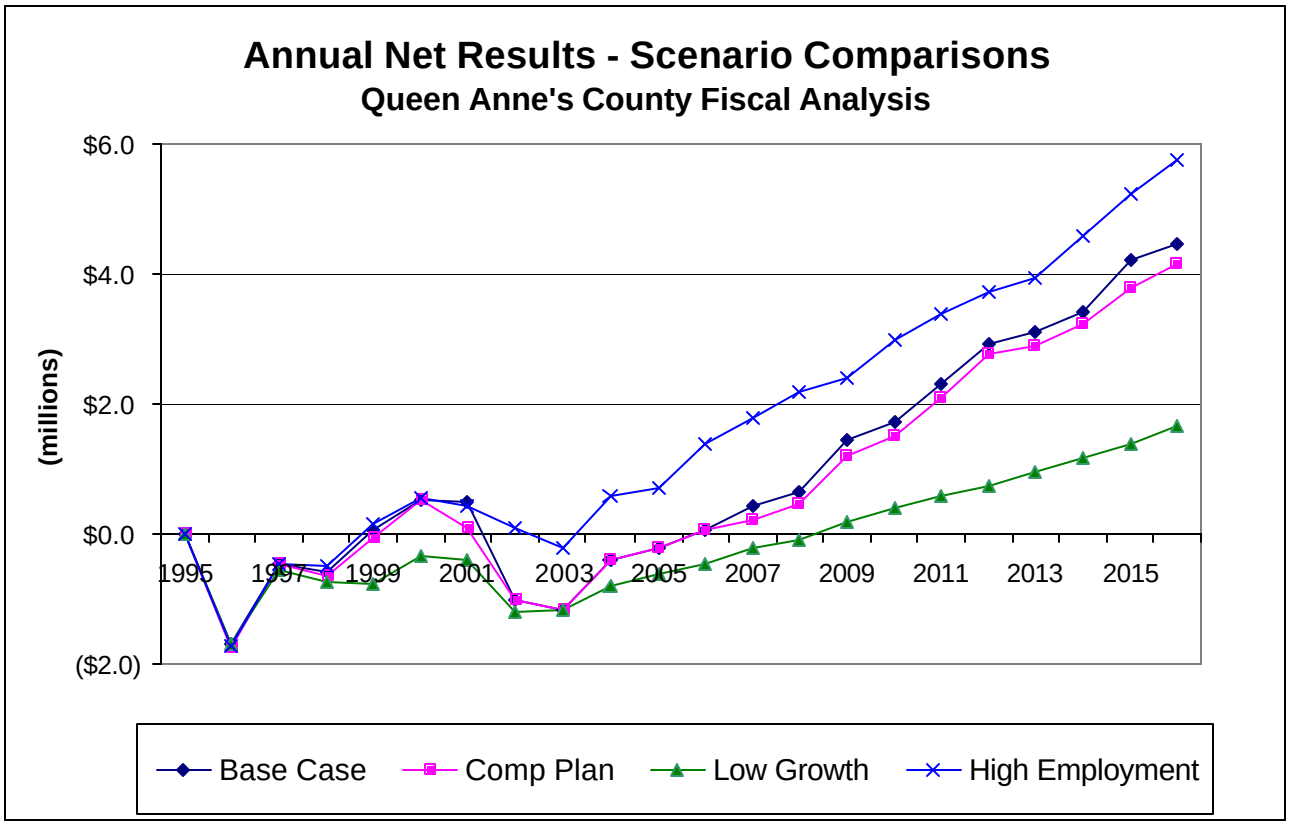
WHAT ARE THE ALTERNATIVES

The beginnings of the use of fiscal impact analysis in government decision-making can be traced to the 1930's, where it was used to examine the impacts of public housing and urban renewal programs. During the 1950's and 1960's, fiscal impact analysis began to be used for examining the impacts of private developments, as well as proposed annexation areas. By the 1980's, fiscal impact analysis had become a more common planning and land use assessment tool, used for the evaluation of rezonings, comprehensive plan amendments and economic development decisions. Today, fiscal impact analysis is employed in a variety of applications, generally related to planning and finance decision-making. Some examples of these applications are discussed below. The alternative to using fiscal impact analysis is to assume the financial soundness of government land use decisions based on past history, anecdotal data or opinion.

Planning Applications

From a planning perspective, a fiscal impact analysis directly links proposed zoning and land uses with projected population and employment growth related to residential and nonresidential development. The following examples indicate how fiscal analysis can be an effective tool for long-range planning.

Land Use Policies. Suppose a jurisdiction is considering whether or not to encourage higher density land uses or allow an overlay district in a certain subarea. If costs, as well as other factors, are to be considered, then a fiscal impact evaluation can provide valuable information to aid the decision-making process. For example, in Dublin, Ohio, the comprehensive planning process exhaustively tested two land use scenarios. An evaluation scorecard was used to match the City Council's goals against the two scenarios. Based on the fiscal results, the community ultimately chose a scenario less intensive that the two initially developed. In Queen Anne's County, Maryland, an analysis was prepared that compared future scenario-based infrastructure investments to highlight the costs of aggressively implementing the County's long-standing Smart Growth policies. The graphic below shows the annual net fiscal results (revenues minus expenditures).



Rezonings. A rezoning changes the density or type of use for a parcel; it may also signal a change in development policy. Too often, significant rezoning cases are not sufficiently evaluated from a fiscal perspective. In these cases, a fiscal analysis can be helpful in local government-developer negotiations. For example, Washoe County, Nevada, evaluated the demands for public services and the fiscal effects of rezoning two large ranches. The two ranches were in different areas of the County, with different service levels and facility capacities. The County was able to use the results from the fiscal impact analysis to negotiate infrastructure improvements from the developer.

Annexations. Communities often perceive annexations as "cash cows" and choose to enhance their tax base in this fashion, rather than encourage redevelopment within the existing community. Annexations are attractive because of the potential for realizing instant revenues from property taxes and in many cases, sales and income taxes. Costs are rarely considered because it takes longer to ascertain the costs of increased demands for services and extension of infrastructure. Fiscal impact analysis quantifies the net revenues and net expenditures of annexation. However, in many cases, annexations generate deficits. A fiscal impact analysis can help a jurisdiction determine if it will be more cost effective to encourage redevelopment within the existing community.

Redevelopment. Using fiscal impact analysis a government can determine the fiscal benefits of encouraging redevelopment of vacant or underutilized parcels of land. A vacant strip shopping center can be evaluated to determine the amount of new taxes that could be generated if a redevelopment project was encouraged and incentives provided to a developer.

Budget and Finance Applications

There are a number of ways a fiscal impact analysis can address budget and finance questions. The following examples indicate how fiscal analysis can be an effective tool for financial planning.

Capital Improvement Programming. Capital improvement planning takes on an extra dimension with the use of fiscal analysis, which enables a local government to forecast the need for additional capital facilities given projected increases in population or employment. Fiscal analysis also clarifies the timing of infrastructure improvements by incorporating the demand for capital facilities in the near as well as the longer term. This approach can also be used to calculate the cost and timing for replacing existing infrastructure. For example, Venice, Florida used fiscal impact analysis to develop a capital improvement program that would identify existing facility deficiencies and project facility needs due to growth, as well as create a revenue development strategy to fund this plan.

Revenue Forecasting. Revenue forecasts of projected changes in revenues due to land-use or demographic changes in the community are one of the results of a fiscal impact analysis.

Fiscal Planning. Fiscal planning is different from budget planning because fiscal planning focuses on changes and uses in the two- to ten-year time frame. Fiscal planning provides a long-term perspective on the costs and revenues associated with each department and activity of a local government, offering local officials the opportunity to reconsider plans and policies.

Level of Service Changes. A growing number of local governments are finding it useful to focus policy discussions on the basic levels of public services that citizens want and are willing to pay for. Quantifying existing levels of service and the costs of different service levels through a fiscal impact analysis can help lead to more constructive discussions of changing the level of service. A fiscal impact analysis prepared in Carroll County, Maryland, indicated that a modest level of service increase for Police and Fire/EMS would eliminate any surplus from new growth. In addition, the County would need to find other revenues to pay for providing the higher level of service to the *existing* development base.

THINGS TO CONSIDER BEFORE USING/IMPLEMENTING FISCAL IMPACT ANALYSIS

How the fiscal impact analysis will be used should have a large part in determining the methodology that will be employed. Therefore, for those communities contemplating the use of fiscal impact analysis, methodology is the most important consideration, particularly since the methodology selected has a direct bearing on how cost and revenue factors are derived, and as discussed below, impacts the political acceptability and administrative complexity.

Planning and Legal Considerations

From a planning perspective, a fiscal impact analysis directly links proposed zoning and land uses with projected population and employment growth related to residential and nonresidential development, bringing a realistic sense of the cost of growth into public discussion.

Although there is no legal requirement in most states for local governments to conduct fiscal impact evaluations, many communities have used fiscal impact analysis to ensure that planning and growth management policies are "legally defensible" and can withstand the close scrutiny of legal challenges, which would likely be based on constitutional tests of "rational nexus" and "takings." In Howard County, Maryland, it was decided to introduce fiscal impact analysis into the comprehensive plan process not only to ensure due diligence related to the cost of growth, but also because "it was a way of testing the implications of planning safely," according to former planning director Uri Avin.

Political Considerations

Gaining the support of the citizenry, as well as the development and business community is an integral part of the planning process. A well-prepared fiscal impact analysis can go a long way in increasing the confidence of both elected officials and the general public for a proposed plan. However, an analysis prepared using a methodology inappropriate to the situation, faulty assumptions, or a "black-box" approach, can significantly erode the public's trust and confidence in the plan.

Another political consideration is that the fiscal results of an analysis may not be what are expected. For example, there is an overwhelming perception that new growth, particularly new residential development, does not pay for itself. While many studies have found that new residential development does not pay for itself, studies in Maryland counties conclude, to the surprise of many, that new residential growth can pay for itself or is fiscally neutral. This is primarily because of Maryland's aggressive local revenue structure, reflecting not only property taxes, but also income and transfer taxes.

Administrative Considerations

Regardless of the methodology employed, it is necessary to obtain specific data on levels of service, geographic service boundaries and cost and revenue factors. Whether this information is prepared by a consultant or in-house, this data and its sources need to be reviewed to ensure they are reasonable and reflect reality. The analysis should be maintained and updated regularly if it is to be used on an on-going basis. Assumptions and data should be reviewed on a regular basis to ensure that it continues to accurately reflect reality and current trends.

Financial Considerations

The cost of preparing a fiscal impact analysis is influenced by numerous variables. These variables include who prepares the analysis (staff or a consultant), the methodology employed, as well as the application of the analysis (rezoning, land use plan, etc.). In general, a community can contract with a consultant to prepare a simplistic, average cost analysis for $10,000 to $35,000, depending on the scope. More complex analyses, such as evaluations of various land use scenarios in conjunction with a comprehensive plan, generally range from $40,000 to $150,000, depending on the scope and type of methodology employed. For communities

interested in performing their own analyses, there are several computerized fiscal impact applications/models available. These range from simplistic, "off the shelf" packages in the $1,000 to $5,000 range, to sophisticated applications developed specifically for a community.

LESSONS LEARNED

The use of fiscal impact analysis has obvious benefits. There are, however, lessons to be learned from other local governments' experiences.

- Ensure that the analysis outputs are fully explainable. All those involved in the development of the fiscal impact analysis need to understand the structure and details of the model. Failure to do so may erode political and public trust and confidence in the analysis.

- Ensure that the chosen methodology is appropriate to the analysis and the jurisdiction. Provide a rationale for selection of service levels and associated cost and revenue factors.

- The valuation data and scenario assumptions should be achievable.

- Do not overlook the political consequences of fiscal impact analysis. It does not provide the "answer" to policy questions. It can be a useful tool, but it can also be a source of contention in communities with substantial tensions regarding the costs of growth.

- Complexity is less important than utility. The analysis can range from a spreadsheet with a few key variables to complex multivariate analyses. Develop what you have the capacity to create and maintain using key indicators important to the community. It is the introduction of market factors and their interaction with demographic and fiscal factors that provides a more dynamic view of a community.

- It is important to acknowledge that fiscal issues are only one concern when evaluating land use decisions, as virtually all communities will have contributors and recipients. Non-fiscal issues such as the environment, housing affordability, jobs/housing balance and quality of life must also be considered. The emphasis should be on achieving an appropriate mix of land uses.

IMPLEMENTATION GUIDELINES

Who Will Prepare the Analysis?

Once a community has decided to complete a fiscal impact analysis, the first step is determining who is responsible for preparing the analyses. Implementation of a fiscal impact analysis program can occur in a variety of ways. The first option is for local government to prepare its own fiscal impact analyses. Under this option local government staff, usually planning and/or finance department personnel, are responsible for all aspects of the analysis, from data collection to interpretation and presentation of the results. In many cases local government staffs lack the time, resources and expertise to prepare a fiscal impact analysis on its own.

Therefore, a second option is hiring an outside consulting firm to prepare fiscal impact analyses. Although more costly, a consulting firm can bring experience, an enhanced level of sophistication to an analysis through design of a model, developing cost/revenue factors and interpreting results. For local governments interested in using fiscal impact analysis to evaluate specific development proposals, a third option is to require the applicant to submit a fiscal impact analysis of the proposed development's impacts. However, since the analysis is being prepared by, or for the applicant, it is often necessary for a local government to spend substantial staff resources or contracting with a consulting firm to review the analysis.

The Process to Implementing Impacts[1]

This section takes you through the steps of fiscal impact estimation. The method used here is a hybrid per-capita multiplier and case study approach. It allows for a quick calculation, but acknowledges that a straight average-costing approach is not ideal and builds in a marginal cost dimension.

To use the per capita multiplier method, which is used to calculate all costs and revenues, with the exception of the property taxes, state shared revenues and capital costs associated with the development, you will basically translate population into service costs. The method first requires you to calculate current public service costs on a per-unit basis—per capita and per employee. Service costs are initially apportioned between residential and non-residential development to allow for a more precise accounting of costs. Development costs are then estimated by multiplying per capita costs by the total number of people associated with the development and per employee costs, by the number of workers associated with the development.

Points to Remember

- **Development results in increased demand for services:** New residents and new workers demand local services and their expectations may be different from those of the existing population and workforce.
- **Fiscal Impacts vary with the type of the development, the location of development, community services, existing service capacity and local policy:** The type of development—commercial, residential, industrial—has different implications for a community's fiscal balance sheet. The nature of the development—compact residential near central facilities versus sprawling rural residential—matters to the fiscal outcome. A community that must extend public services to new developments will incur greater expenditures.
- **The fiscal impact method used to make estimates matters to the final results:** Different methods may produce different results. Be aware of the assumptions driving the method.
- **Impacts are Cumulative:** The impact of a single development may be insignificant to a community's fiscal position; however, the impact of development after development may

[1] Excerpted from *Community Guide to Development Impact Analysis, by* Mary M. Edwards Wisconsin Land Use Research Program. Program on Agricultural Technology Studies. University of Wisconsin–Madison. March 2000.

be substantial. Over time, development has broad effects on revenues, expenditures and the tax base.

- **Development affects different groups in different ways:** The distributional impacts are not easily incorporated into standard fiscal impact analysis, but new development may provide greater benefits to some groups. It is important to think about how different groups may be affected and how these impacts may vary over time.

Again, the most significant limitation of the straight per capita multiplier approach is that it does not account for excess or deficient capacity. It also assumes that the cost of services for new development is the same as existing; and this is not fully justified in all cases. The modified model detailed here requires you to calculate the operating per-capita costs and revenues associated with development and then to examine your capital facilities using a case study approach to allow for issues of capacity.

This model allows you to examine the fiscal impacts of development if that development were in place in your community today. This approach is intended to make the estimates more meaningful and understandable to citizens and to lessen the need to make assumptions regarding your future fiscal situation. Typical fiscal impact analysis which estimates the future impact of a proposed development requires numerous assumptions as to a community's future fiscal situation. It requires assumptions as to how your community will grow, how property values will change, how much tax revenue will be generated by the development, the timing of the development and how the community will change with the development. It also requires an estimate of a baseline scenario or a assumed future without the development to allow for a comparison with and without development. In contrast, the method detailed below allows you to use your current budget and minimize assumptions that must be made.

The process entails nine steps. The analysis is straight-forward and data requirements are minimal. You must begin by describing the development and its potential impacts in terms of new population and new employees. Then, you will estimate the expenditures associated with the development using per capita averages as a way to make estimations. Then, you will estimate revenues to be generated by the development using various approaches. Lastly, you will estimate the net fiscal impact on your community.

STEPS

STEP 1 Determine population and employment changes associated with the development.

STEP 2 Disaggregate budgets into categories of service expenditure (e.g., general gov't, police).

STEP 3 Allocate costs to residential and non-residential land uses.

STEP 4 Divide residentially-associated costs by total population to derive a per capita estimate of service costs. Divide nonresidential costs by local employees for a per employee estimate of non-residential service costs.

STEP 5 Calculate Total Costs Associated with Development:

A. Calculate the residentially-induced costs associated with development by multiplying the per capita estimate of current service costs by the population increase.

B. Calculate nonresidential costs associated with development by multiplying the

per employee estimate of service costs by the employment increase associated with the development.

C. Calculate annual debt service costs

STEP 6	Disaggregate budgets into categories of revenue (e.g., license fees, taxes, intergovernmental revenue).
STEP 7	Allocate revenues, except shared revenues and property taxes, to residential and non-residential uses, and estimate revenues associated with development using the same process as was used to estimate costs.
STEP 8	Estimate property taxes, state shared revenue and total revenues associated with the development
STEP 9	Compare estimated revenues and costs and determine net fiscal impact on your community.

CAUTIONARY INFORMATION

Fiscal impacts are only one type of impact associated with development, and further-more, fiscal impact analysis has a number of limitations to keep in mind:

- **The Interaction of Land Uses:** A major limitation of fiscal impact analysis is that it does not capture the interactions among land uses when development occurs. For example, a commercial development may show a net positive fiscal impact, yet it may also generate costs outside of the development that are not necessarily captured in the fiscal analysis—costs such as increased traffic congestion around the area leading to higher expenditures for street maintenance and repair. Development also affects property values in adjacent properties which are not included in the final analysis.
- **Fiscal Impacts on Other Jurisdictions:** Standard approaches to fiscal impact analysis are typically designed to examine the effects of development on a single unit of government. Development has impacts beyond your community, but there is no formal mechanism to precisely estimate these costs.
- **The Cumulative Impacts of Development:** Cumulative impacts are not necessarily considered in standard approaches to fiscal impact analysis. Whereas, a single development may have a slight effect on a community's fiscal balance sheet, a series of developments over time may significantly impact revenues and expenditures and tax base.

EXAMPLE DEVELOPMENT SCENARIO

An example development scenario for the "Town of Anywhere" is provided throughout this chapter to illustrate the nine-step technique used in assessing fiscal impacts. Characteristics of the development scenario for the Town of Anywhere include:

1. A mixed-use development comprised of 100 two- and three-bedroom single family homes and 50,000 square feet of retail space.
2. The value of the development is estimated at $8 million.
3. **New Residents:** Using the demographic multipliers found in the appendix for "other metro areas," the estimated new population associated with the development is 248 persons.
4. **New Employees:** In this example, there are 70 employees associated with the retail portion of the development.

STEP 1: CALCULATE THE NUMBER OF NEW RESIDENTS AND/OR EMPLOYEES

The first step in the analysis is to estimate the new population and employees associated with the development. If you know the numbers, use these numbers. If not, refer to Table 2.1 in the appendix which includes demographic information by housing type and use these demographic averages to project residents associated with the new development.

EXAMPLE: Calculating Number of New Residents

	2br	3br	4br	total
a) number of housing units	60	40		100
b) persons per unit	2.11	3.03		
new residents (a x b)	127	121		248

NEW EMPLOYEES

A number of studies have shown that the employment intensity of nonresidential development prompts public service expenditures, so a nonresidential development with more employees than another will generate more costs to the local unit. This is the rationale behind using per-employee estimates to calculate the costs associated with non-residential development.

If the developer has provided an estimate of the number of employees associated with the development, use this figure, or use the estimates based on national data. (For further information on employees by establishment, go to the U.S. Census Bureau's web site to locate the 1992 Economic Census Results at: www.Census.gov/epcd/www/92result.html/. The results from the 1997 Economic Census are also provided for some categories of employment.)

STEP 2: DISAGGREGATE BUDGETS INTO CATEGORIES OF SERVICE EXPENDITURES DISCUSSION QUESTIONS

You will now begin to estimate the costs associated with the development. Beginning with expenditures, the initial step is to disaggregate the budget into service categories. The following service categories represent major services provided by a generalized local governments. A more precise breakdown of service categories may be used.

EXAMPLE: Current Budget Figure

Town of Anywhere: 1999 Expenditures

Expenditure	**Amount**
General Government	$275,000
Law Enforcement	400,000
Fire Protection	300,000
Inspection	150,000
Public Works	204,000
Conservation/Development	135,000
Health/Human Services	45,000
Culture/Recreation	185,000
Debt Service	200,000
TOTAL	$1,894,000

STEP 3: ALLOCATE COSTS TO RESIDENTIAL USES AND NON-RESIDENTIAL USES

The portion of costs associated with residential uses is generally estimated using one of two methods: either through local knowledge; or through the use of property value data and parcel data as a fall-back method. For example, if you know that all expenditures for health and human services are associated with residents only, then allocate all of these costs to residential land uses. If expenditures are associated with both population and workers in the community, use the fall-back method to allocate costs.

In using the fall-back method, the residential share of all service costs is estimated by dividing the residential property value and number of parcels by total value and total number of parcels, respectively. These two results are averaged and this value is applied to local costs to determine the residential share of costs.

EXAMPLE: Calculating Residential Parameters

Town of Anywhere:
1999 Assessed Value and Number of Parcels

Assessed Value	
Total Assessed Value	60,000,000
Residential Assessed Value	30,000,000
Residential Value Percentage	50.00%
Parcels	
Total Parcels	1500
Residential Parcels	660
Residential Parcel Percentage	44.00%
Estimated Share of Residentially-Associated Costs and Revenues	47.00% ((.44+.50)/2)

QUESTIONS TO CONSIDER

- What are the major spending categories that development will impact?
- Are there any new services that will be necessary to serve the development?
- Will the development prompt any change in the delivery of the existing level of services?
- Will any additional staff be required to provide the same level of service?
- Will development affect service quality, such as police and fire response time?
- Will the development be served by new sewer and water lines, existing lines or septic systems?
- Do user fees and charges cover the costs of such services?

Once you have calculated the portion of costs associated with residential and non-residential uses, you can apply the proportion to the appropriate service categories to derive residentially-associated costs for each service category.

In the example below, total costs are multiplied by .47 to estimate residentially-associated costs and the remainder represents those costs associated with non-residential uses. Note that in the example, costs for expenditures of conservation/development, health and human services and

culture and recreation, were allocated completely to residential uses. This is assumed to be based on local knowledge of how these expenditures are spent. This may or may not be appropriate for your community. Use your own judgment in allocating costs.

EXAMPLE: Estimating Residential and Non-Residential Costs

Town of Anywhere: 1999 Residential vs. Non-Residential Costs

Expenditure	Total	Residential	Non-Residential
General Government	$275,000	$129,250	$145,750
Law Enforcement	400,000	188,000	212,000
Fire Protection	300,000	141,000	159,000
Inspection	150,000	70,500	79,500
Public Works	204,000	95,880	108,120
Conservation/Development	135,000	135,000	0
Health/Human Services	45,000	45,000	0
Culture/Recreation	185,000	185,000	0
Debt Service	200,000	see Step 5c	
TOTAL	1,894,000	989,630	704,370

STEP 4: DERIVE PER CAPITA ESTIMATES AND PER WORKER ESTIMATES OF EXPENDITURES

To estimate per capita and per worker figures, divide the residentially-associated expenditures and non-residentially associated expenditures by total population and total workforce in the community, respectively. In the following example, assume that the population of the Town of Anywhere is 5,500 and the number of workers in the town is 3,500.

EXAMPLE: Estimating Per Capita and Per Worker Costs

Town of Anywhere: 1999 Per-Capita and Per-Worker Costs

Expenditure	Per Capita	Per-Worker
General Government	23.50	41.64
Law Enforcement	34.18	60.57
Fire Protection	25.64	45.43
Inspection	12.82	22.71
Public Works	17.43	30.89

Conservation/Development	24.55	0
Health/Human Services	8.18	0
Culture/Recreation	33.64	0
Debt Service		
TOTAL	$179.93	$201.25

STEP 5: CALCULATE TOTAL COSTS ASSOCIATED WITH DEVELOPMENT

A. Operating Costs

Apply the total per capita and per employee costs to the estimated population and workforce associated with the development to derive the total operating costs associated with development.

EXAMPLE: Calculating Total Operating Costs

Town of Anywhere: 1999 Total Costs of Development

Residential Costs	**Amount**
a. Per-Capita Costs	$179.93
b. Population of Development	248
Total (a x b)	**$44,623.32**
Non-Residential Costs	
c. Per-Employee Costs	$201.25
d. Workers in Development	70
Total (c x d)	**$14,087.40**
TOTAL	**$58,710.72**

B. Capital Costs

In growing communities, it is often necessary to invest in capital facilities to accommodate new development. New streets, water and sewer systems and schools may be needed to serve additional population. Because large capital projects such as sewage treatment plants are often financed by debt paid through user fees and charges to new residents, they are often not explicitly included in traditional fiscal impact studies which focus on operating budgets. Furthermore, many of these initial capital investments are required to be paid for by the developer. It is important to understand the long-term consequences of development in terms of capital improvements and facilities.

List of Capital Investment Items to Consider in Accommodating New Development	
• Streets, roads and sidewalks • Street Lighting • Street and road repairs • Traffic signals • Parking lots • Parking meters • City halls, courthouses • Libraries • Major building rehabilitation • Jails • Tennis courts	• Playground equipment • Recreation buildings • Heavy equipment • Police and fire stations • Fire trucks • Police and fire radio systems • Police cars • Water and sewer treatment plants • Storm sewers • Sewer and water mains • Solid waste sites and equipment

The following allows you to identify whether the proposed development is expected to generate a need for additional capital facilities or improvements. The impact of such expenditures on residents—new and existing—depends on how the capital investment is financed. If it is to be financed through a bond issue, the annual debt payment should be included as an expenditure when the total impacts of development are calculated. This section follows a case-study approach intended to assist in estimating annual debt service expenditures associated with the new development.

IDENTIFICATION OF FACILITIES AND IMPROVEMENTS NECESSARY TO ACCOMMODATE GROWTH

The identification of infrastructure facilities necessary to accommodate the new development should occur in a systematic manner. This information can be identified in a number of ways. One would be to contact department heads for their expertise on necessary capital improvements to serve new development. Another would be to analyze any support documentation the community may have, such as a capital improvement plan. Special studies can be conducted to identify needs. Lastly, to determine the physical quantities of needed capital investments, a standard for each service or facility may be useful. Ideally, this would be based on a community-needs assessment, but the existing standard of provision is an appropriate alternative. Once these service standards are established, the need for new capital facilities can be determined using the following formula:

Needed Improvements = Service Standard * Demand Unit

Where the demand unit is associated with the new development, in terms of residents or school age children. For example, your community may have an existing standard for park land, such as 1 of acre of park land per 100 residents. If the development includes 200 new residents, 2 acres

of park land are necessary to maintain current service standards for parks in the community. This method is useful if the goal is to maintain your current level of services to residents.

PROJECT COSTS OF NECESSARY INFRASTRUCTURE OR CAPITAL FACILITIES AND DETERMINE ANNUAL DEBT

Once you have determined the need for new capital investment, project the costs using staff expertise and/or local records. The following table provides a frame-work to determine the need for new capital investment and the annual debt service cost to the community.

For those items to be financed through a bond issue, calculate the annual debt payment using your community's current debt policy guidelines.

In many cases, development will not generate new capital investment, as the developer is often required to pay for capital facilities such as roads and sewers. However, in this example, the development generated a need for a new library branch. The annual debt service is estimated to be about $105,000. This illustrates the problem of local capacity in estimating fiscal impacts. Due to this particular development, the community finds itself at the point where surplus capacity in the library system is used up, and new investment in a library branch is required to maintain the current standard of service for residents. In terms of the fiscal analysis, the development is held to be responsible for generating the new library, although the library will not only benefit the entire community, but it just happened that this particular development and not the previous one or the one proposed for next year, generated the need for the new library branch. Because fiscal impact analysis is intended to estimate the net fiscal impact of the development on the community's balance sheet, the debt service should be included in the final calculation. However, it is more useful and informative to illustrate the analysis under two different scenarios—with and without the debt service of the new library.

EXAMPLE: Estimating Capital Costs of Development

Infrastructure Need	**Cost**	**Method of Finance**	Length of Bond Issue	**Interest Rate**	**Annual Debt Payment**
New Roads	$800,000	Developer-paid			
Library Branch	$900,000	Bond	20 years	10%	$105,714

C. Total Costs

Total costs of the example development are illustrated in the table below.

EXAMPLE: Estimating Total Costs of Development

Town of Anywhere: Costs of Development

Costs of Development (Part A)	$45,866
+ Debt Service (Part B)	$105,714
Total Costs	$164,424

DISCUSSION QUESTIONS

- Will new homes be served by public sewer and water lines or private wells and waste water treatment facilities?
- What is the capital cost to provide potable water for each dwelling unit of a new development?
- What is the current capacity of the water and sewer system?
- How will these costs be recouped?
- Will development affect service quality, such as police and fire response time?
- What is the average daily consumption of water per person?
- What is the cost of constructing one gallon of additional capacity?
- Will the development require extension of sewer and water lines to the area?
- Who is bearing the up-front costs of extensions?
- What is the estimated cost to the community of providing sewer and water services?
- Will the development require expansion of the wastewater treatment plant or is it operating below capacity?
- How much capacity is left?
- Will the development require new roads?
- Who is bearing the cost of the new roads?
- Will the new population associated with the development generate a need for new social services, such as libraries, park space?
- What is the current surplus capacity as to these social services?
- Will the new population generate a need for any more public safety or public works vehicles?

STEP 6: DISAGGREGATE BUDGETS INTO CATEGORIES OF REVENUE

The table below illustrates a breakdown of major revenue categories.

EXAMPLE: Revenue Categories

Town of Anywhere: 1999 Revenues

Source of Revenue	**Amount**
Property Taxes	$230,000
Other Taxes	100,000
Special Assessments	150,000
State Shared Revenues	484,000
Other Intergov't Revenues	150,000
Licenses and Permits	70,000
Fines and Forfeits	43,000
Public Charges	100,000
Intergovernmental Charges	60,000
Miscellaneous	507,000
TOTAL	$1,894,000

STEP 7: ALLOCATE REVENUES TO LAND USES AND ESTIMATE PER CAPITA AND PER EMPLOYEE REVENUES

The same procedure that was used to estimate costs is used to estimate revenues (with the exception of property tax revenue and shared revenues, discussed below). Revenues are initially apportioned to residential and non-residential using local knowledge or the same ratio of .47 to rep-resent the residential share. The remainder represents the non-residential share. In the following example, it is assumed that all special assessment revenue is generated by residential uses and is allocated as such.

EXAMPLE: Estimating Residential and Non-residential Revenues

Town of Anywhere: 1999 Revenues vs. Non-residential Revenues

Source of Revenue	**Amount**	**Residential**	**Non-Residential**
Property Taxes	$230,000	see step 8	see step 8
Other Taxes	100,000	47,000	53,000
Special Assessments	150,000	150,000	0
State Shared Revenues	484,000	see step 8	see step 8
Other Intergov't Revenues	150,000	70,500	79,500
Licenses and Permits	70,000	32,900	37,100
Fines and Forfeits	43,000	21,210	22,790
Public Charges	100,000	47,000	53,000
Intergovernmental Charges	60,000	28,200	31,800
Miscellaneous	507,000	235,000	265,000
TOTAL	$1,894,000	$742,200	$667,800

To derive the per-capita and per-worker estimates, divide residentially-associated revenues by total population to derive a per-capita estimate of revenues. Divide non-residential revenues by local employees for a per employee estimate of nonresidential revenues.

EXAMPLE: Estimating Per Capita and Per Worker Revenues

Town of Anywhere: 1999 Per-Capita and Per-Worker Revenues

Source of Revenue	**Per Capita**	**Per-Worker**
Property Taxes	see step 8	see step 8
Other Taxes	8.55	15.14
Special Assessments	27.27	0
State Shared Revenues	see step 8	see step 8
Other Intergov't Revenue	12.82	22.71
Licenses/Permits	5.98	10.60
Fines/Forfeits	3.67	6.51
Public Charges	8.55	15.14
Intergov't Charges	5.13	9.09
Miscellaneous	43.33	75.71
TOTAL Revenues	$115.29	$155.97

STEP 8: CALCULATE PROPERTY TAXES, SHARED REVENUES AND TOTAL REVENUES ASSOCIATED WITH DEVELOPMENT

A. Property Taxes

To estimate revenues associated with development from the property tax, multiply the expected assessed value of the development by the current local tax rate (expressed as a decimal).

EXAMPLE: Property Tax Revenue

Town of Anywhere: Property Tax Revenue

a) Property Value of Development	$8,000,000
b) Local Tax Rate	.00383
Total Property Taxes (a x b)	$30,640

B. Other Revenues

Calculate the residentially-induced costs associated with development by multiplying the per capita estimate of revenue by the population increase. Calculate the nonresidential costs associated with development by multiplying the per employee estimate of revenue by the employment increase associated with the development.

C. Shared Revenues
There are three major parts of shared revenues: a per capita payment, a special utility payment and an aidable revenues payment. Of these, the aidable revenues payment is the largest. In addition, the minimum/maximum adjustment, if applicable, either caps year-to-year growth or limits an annual loss.

Per Capita Each town, city and village receives a payment based on its population.

Special Utility A payment based on the value of a company's production plant and general structures, because light, heat and power companies are exempt form local property taxes.

Aidable Revenues The payment is based on two factors—the comparative wealth of the community as measured by the per capita value of taxable property and the extent of its local financial effort.

> ***Value:*** Under the first part of the formula, the state establishes a standardized value (SV) of taxable property per capita. The amount is determined annually by the Department of Revenue. If the local value per person is less than the state-established amount, the state makes up the difference. A municipality with a per capita value higher than the standardized one receives no payment under this part of the formula.
>
> ***Local Purpose Revenue:*** These consist of the 3-year average of several receipts, including the local property tax levy, special assessments, licenses and permits and the aidable revenue payments.
>
> ***Payment:*** The payment is based on the above 2 factors. As examples of the formula, if a municipality's equalized value per person were 50% of the standardized value, the aidable revenues entitlement would be 50% of its local purpose revenues; if the local value were 75% of the standardized value, then the payment would be 25% of local purpose revenues.

Minimum/Maximum The minimum guarantee payment provides that a municipality will receive a shared revenue payment equal to at least 95% of the prior years payment. State law also provides a ceiling on the annual growth in shared revenues. To fund the minimum adjustment, the maximum varies each year.
Payment The total payment consists of the sum of the per capita, utility and aidable revenues payment and any min/max adjustments.

EXAMPLE: Estimating Shared Revenues	Actual Payment	Payment w/ Development
Current Population	5,500	5,748
Per Capita Payment Amount	27	27
Prior Year Population	5,500	5,500
Aidable Revenues Entitlement	500,000	594,275
Standard Valuation	48,796	48,796
Mfg. Adjusted Value (MAV)	60,000,000	68,000,000
Municipal Standard Value (MSV)	268,376,712	268,376,712
MAV/MSV	0.223566	0.253375
1- MAV/MSV	0.77643	0.74662
Aidable Revenue Payment	388,217	443,700
Per Capita Payment Amount	149,225	155,954
Utility Payment	0	0
Payment before Min-Max Adjustment	537,442	599,654
Initial for Min-Max	537,442	599,654
Base for Min-Max	470,223	470,223
Ceiling	483,796	483,796
Floor	446,712	446,712
Excess	–53,646	–115,858
Deficiency	0	0
Min-Max Adjustment	–53,646	–115,858
Shared Revenue Payment	483,796	483,796

The above example illustrates the steps to estimating shared revenues associated with the development. The actual payment for the current year is compared to an estimate of the payment with the development in place. To derive the estimate, the formula is run using the new population and property value associated with the development. The two payment amounts are compared and the difference represents the shared revenue amount associated with the development. In this example, there is no change in the shared revenue payment due to the development. The community is already at its maximum payment level, due to the maximum adjustment factor, and the development does not change this situation.

D. Total Revenues

The table below illustrates total revenues associated with the example development.

EXAMPLE: Estimating Total Revenues

Town of Anywhere: Total Revenues Associated with Development

Property Tax Revenue	**$30,640.00**
Shared Revenue	**0.00**
Residential Revenues	
a. Per-Capita revenues	$115.29
b. Population of Development	248
Total (a x b)	**$28,592.15**
Non-Residential Revenues	
c. Per-Employee Revenues	$155.97
d. Workers in Development	70
Total (c x d)	**$10,918.00**
TOTAL	**$70,150.15**

STEP 9: COMPARE ESTIMATED COSTS TO ESTIMATED REVENUES TO DETERMINE THE NET FISCAL IMPACT OF DEVELOPMENT

EXAMPLE: Estimating Fiscal Impacts of Development

Town of Anywhere:

Fiscal Impacts of Development	**with debt**	**without debt**
Total Costs of Development	$164,424.72	$58,710.72
Total Revenues Generated	$70,150.15	$70,150.15
Net Fiscal Impact	$(94,274.57)	$11,439.43

SPECIAL CONSIDERATIONS

Although this model results in an estimate of net fiscal impact on your balance sheet, the more important goal of the model is to raise awareness as to the many questions surrounding how development impacts your community's fiscal structure. The final estimate is a rough measure of how this particular development may affect your revenues, expenditures and tax base. This process should also prompt you to think about broad issues relating to fiscal impacts—issues of excess and deficient capacity and whether residents are truly "new" or simply relocating from within the community. These are the important questions to address, as they may change the outcome of the final estimate of impact.

The major limitation of examining a single development is that the cumulative impacts of development are lost. The incremental impact of each development when added together may be significant to your community. This development and all future developments should be examined in the context of all other development in your community. One approach to thinking about cumulative effects is in terms of threshold conditions, beyond which change would be unacceptable to your community. Thresholds are more commonly used in terms of environmental impacts; how-ever, they can also be identified for a community's fiscal structure. You may decide that any tax increase beyond a certain percent per year is unacceptable or that the existing capacity in your water system must last for ten more years. Such threshold values are identified through a community decision-making process. The complexity of cumulative effects requires a more rigorous analysis than can be illustrated in a workbook format and often complex quantitative analysis is difficult to understand, but nonetheless, the cumulative effects of development cannot be ignored.

STRENGTHS OF FISCAL IMPACT ANALYSIS

- Fiscal impact analysis can bring a realistic sense of the costs of growth into the public discussion. Communities are able to benefit from the "objective screen" that the analysis provided, which can lead to a better understanding-both for the public and for elected officials-of the relationships among the various factors contributing to growth and development.

- By evaluating different land use scenarios a community can gain an understanding of the likely demands for services and capital facility impacts.

- A fiscal impact analysis allows for an integration of land use and budget considerations.

- Fiscal impact analysis can help guide land use policy decisions

- A by-product of the work required to develop and implement fiscal impact analysis is that information collection and development tracking processes can be greatly improved.

WEAKNESSES

- The most frequently mentioned criticism of fiscal analyses is the "inherent limitations" associated with any methodology or approach. In other words, "outputs are only as good as the inputs" and their specific relevance and application to the subject community and analysis.

- There is a lack of consistent standards for fiscal impact analyses. Only a few states or localities explicitly require fiscal impact analysis as part of their formal zoning, permitting or planning process. As a result, there are few formal procedures or requirements for the preparation of fiscal impact analyses.

- Fiscal impact analysis has been criticized for its narrow jurisdictional focus and potential for misleading results, since an analysis usually considers the public costs and revenues to a

particular jurisdiction. Opponents argue that the true impact is not measured, since extra-jurisdictional impacts are typically not considered.

- Closely related to the criticism regarding extra-jurisdictional impacts is that throughout most of the country, local government services are provided by one entity. When only one of several overlapping governmental entities is addressed, a fiscal impact analysis may not yield a complete picture of the fiscal impacts.

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CASE STUDY 1 - UNIVERSITY OF GEORGIA COST OF COMMUNITY SERVICE (COCS) STUDIES

The University of Georgia (UGA) and the American Farmland Trust cooperated to develop several Cost of Community Service (COCS) studies in Georgia. The methodology is very similar to other national fiscal impact studies. Professor Jeff Dorfman of the Department of Agricultural & Applied Economics at the University of Georgia led the work and authored a report in January 2002. Telephone: 706.542.0754 email: jdorfman@agecon.uga.edu.

The report contains data for six counties in Georgia and details the economic costs and benefits of three major land uses from the perspective of the county government and its financial health. The three land uses are residential, commercial or industrial, and farm and forestland.

COCS studies involve a reorganization of a local government's (usually a county's) records in order to assign the revenues and costs of public services to different classes of land use or development such as; residential, commercial, industrial, farm, forest and open lands. For example, the costs of a parks and recreation program would be classified as all benefiting residential development; the costs of roads would be allocated across all types of development; local expenditures on the farm services agency would be assumed to be benefiting farm and forestland. The resulting totals for revenues generated and expenditures incurred can be presented as a ratio of expenditures-to-revenues for different land use types. The study generally followed the methods outlined in *Is Farmland Protection A Community Investment? How to Do a Cost of Community Service Study* (American Farmland Trust).

COCS studies look at average revenues and expenditures, not changes at the margin, and are thus not capable of precisely predicting the impact of future decisions. Still, they provide the benefit of hindsight, a budgetary baseline from which to make decisions about the future. They can also allow for informed decision-making on such policy topics as tax abatements for farm or forestland (or even for commercial/industrial development). Further, educated guesses can often be made from these averages as to the likely marginal cost of development and the impact on a local government's financial situation of changes in land use within its jurisdiction.

Review of COCS Studies from Around the Nation

Over 70 COCS studies have been completed around the country for cities and rural communities. The maximum, median, and minimum ratios of local government expenditures to revenues collected from these studies are shown in Table 1 below. The numbers clearly show the fallacy of depending on residential development as the road to a sound growth policy. In not a single instance did residential development generate sufficient revenue to cover its associated expenditures. Bedroom communities are not economically sustainable at tax rates that are likely to be levied. In fact, when a rural community with a large base of farm and forestland begins to convert that land into residential development, either as a planned growth strategy or due to market forces and a lack of growth control measures, the local government is virtually guaranteed to head down a path of deteriorating financial stability and increasing local property tax rates.

Table 1. COCS Study Expenditure-to-Revenue Ratios (in dollars) from Around the Nation

County	Residential	Commercial /Industrial	Farm /Forest/Open Space
Minimum	1 : 0.47	1 : 1.03	1 : 1.06
Median	1 : 0.87	1 : 3.45	1 : 2.70
Maximum	1 : 0.98	1 : 20.00	1 : 50.00

Footnote: these figures are derived from 70 COCS studies that are compiled on the website of the American Farmland Trust (http://www.farmlandinfo.org/fic/tas/tafs-cocs.html).

Four New and Two Older Studies in Georgia

UGA conducted four COCS studies in Georgia counties that were chosen to reflect a variety of the growth conditions present among Georgia's 159 counties. The counties studied were Appling, Cherokee, Dooly, and Jones. Appling County represents a very rural county with significant large-scale private land holdings and considerable timber production. There is also a nuclear power plant in Appling County that makes up 65% of the total tax base. Cherokee County is a rural/suburban county facing rapid growth, is located on the northern edges of the Atlanta metropolitan region, and has mostly small private landowners. Dooly County is a rural county with small-scale land holdings, but is also a top agricultural producing county and has a major interstate (I-75) running north-south through the county. Jones County is a rural/suburban county on the east side of Macon with forestry but not much agriculture on its undeveloped lands. It is facing residential growth pressures similar to Cherokee's, but on a somewhat smaller scale.

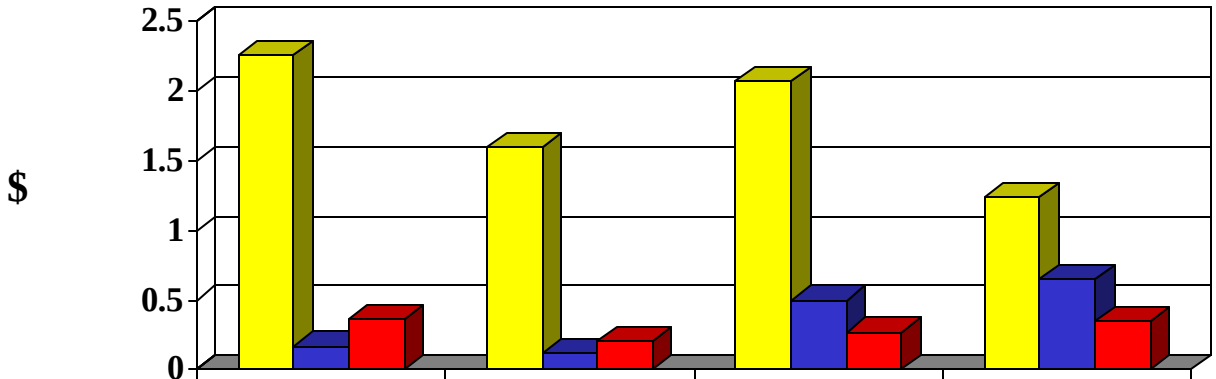
Some results are also included from an earlier study of two other Georgia counties: Habersham and Oconee Counties, both of which are transitional from rural to suburban with some limited associated commercial and industrial development (Nelson and Dorfman). The final revenue to expenditure ratios are recorded in this study, however, the complete report for these two counties can be found on the University of Georgia's Center for Agribusiness and Economic Development's web site at www.ageecon.uga.edu/~caed/ . These are the only COCS studies performed in the main part of the Southeastern U.S. (Virginia and Texas are the closest places to Georgia in which COCS studies had been done).

Revenues and expenditures for each county were allocated to land use categories based on the review of available records and interviews with local officials and service providers (farmhouses were included in the residential category). The percentage of property tax revenue raised by each land use type was used in allocating revenues and expenditures in the few categories for which local officials and/or common sense could not offer more precise breakdowns (all sources of revenue are included in this analysis, not just property taxes). Expenditure percentages were primarily obtained through interviews. The revenues and expenditures were totaled for each land use category and expenditure-to-revenue ratios were calculated.

The final results are displayed and tabulated in Figures 2 and 3 below to show results with and without school revenues and expenditures (Oconee and Habersham ratios are only presented in Figures 3 and 5, as school figures were not included in that study). The figures are presented as dollars of expenditure per dollar of revenue, so that numbers greater than one signify land uses

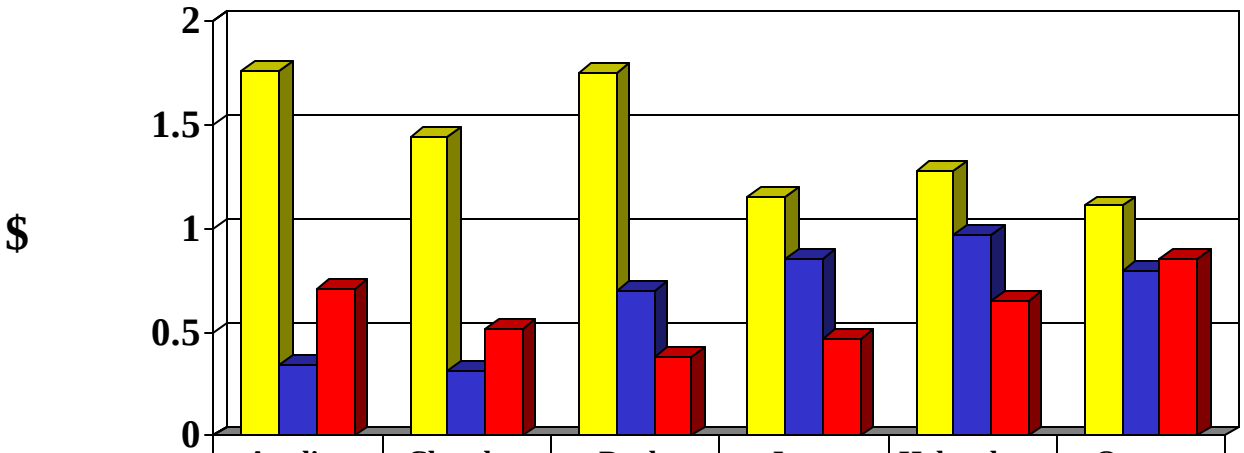
generating less in revenue than they are incurring in service expenditures. For example, Appling County spends $2.26 for every $1 it receives in revenue, creating a shortfall of $1.26 in the residential category.

Figure 2. Expenditures per $1 in Revenue by Land Use (including schools)



	Appling	Cherokee	Dooly	Jones
Residential	2.26	1.6	2.07	1.24
Comm/Ind	0.17	0.12	0.5	0.65
Farm/Forest	0.36	0.2	0.27	0.35

Figure 3. Expenditures per $1 in Revenue by Land Use (excluding schools)



	Appling	Cherokee	Dooly	Jones	Habersham	Oconee
Residential	1.76	1.44	1.75	1.15	1.28	1.11
Comm/Ind	0.34	0.31	0.7	0.85	0.97	0.8
Farm/Forest	0.71	0.52	0.38	0.47	0.65	0.85

Implications for Local Governments and for Farm and Forest Land Preservation Efforts
The main implication of COCS studies is that a local government that approves the conversion of farm or forestland to residential development is likely to face a worsening in its financial condition. While the lure of an increased property tax base is often attractive to a local government when it is considering a request to approve a new subdivision, they must realize that their expenditures will likely rise more than their revenues, resulting in a budget shortfall unless millage rates are increased. The imbalances discussed here are only exaggerated if schools are included; schools are very expensive and only very high-priced houses can come close to generating enough school-collected revenue to support even one child per household.

Further, COCS studies confirm that programs which reduce property tax burdens on farm and forest land as a mechanism to encourage farm and forest land preservation are equitable and serve only to bring the tax burden more in line with the cost of servicing that property. The findings of COCS studies should be carefully evaluated in light of the changing character of these rural counties. COCS studies should not be used to promote one land use type over another without a careful and full understanding of their limitations. They use average revenues and expenditures and may not reflect the costs and revenue of a particular development project. They do, however, challenge the idea that rural counties must choose development to ensure economic stability. Farm and forestland may not generate an impressive looking tax base, but neither do they create a large demand for government services. In particular, rural communities must ensure that their development is balanced with enough commercial and industrial development to "support" residential development that does not generate enough local government revenues to cover the expenditures it requires.

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CASE STUDY II– GERMANTOWN, TENNESSEE

A. BACKGROUND

The City of Germantown contracted with Tischler & Associates, Inc. (TA) to evaluate the fiscal impact of *annexing* two different subareas adjacent to the current municipal limits. In addition, the consultant evaluated the fiscal impact of various land use scenarios within the *current* municipal limits on the City's operating and capital budgets.

As a first step, the consultant prepared the "Level of Service, Cost and Revenue Assumptions" (LOS) document (April 19, 1999), which discusses City services and facilities anticipated to be impacted by new development *and* annexation. Since the methodology focused on the case study-marginal cost approach, some operating expenses were variable, semi-variable or fixed and the capital costs were affected by the facility capacity and staging of development. Also, it was assumed all current City levels of service remained the same during the 21-year period between 2000 and 2020. Calculations were performed using TA's FISCALS software designed exclusively for this assignment.

B. SCENARIOS

1. Existing City Scenarios

The four growth scenarios evaluated within the existing City included a *Trends* scenario, based on the existing land use plan, a *Higher Density* scenario that assumed a higher mix of townhouse and senior living units, and two *Nonresidential* scenarios that assumed the City is more successful at capturing office development and to a lesser extent, retail development. The two nonresidential scenarios differed from one another in the amount of "Class A" versus "Class B" office development that is captured.

2. Annexation Subarea B

Subarea B was primarily residential in nature. An analysis of developable land area by the City of Germantown estimated that the remaining developable land in Subarea B had the potential to yield 349 additional single family units. Under the Current Trends scenario for Subarea B it was assumed these units were absorbed from 2000 to 2010. This increase in housing units would result in an estimated population of 1,130 additional persons. The Faster Absorption scenario for Subarea B assumed the additional 349 single family units were absorbed from 2000 to 2005. It was assumed that 311,000 square feet of retail space was developed between 2000 and 2005.

3. Annexation Subarea D

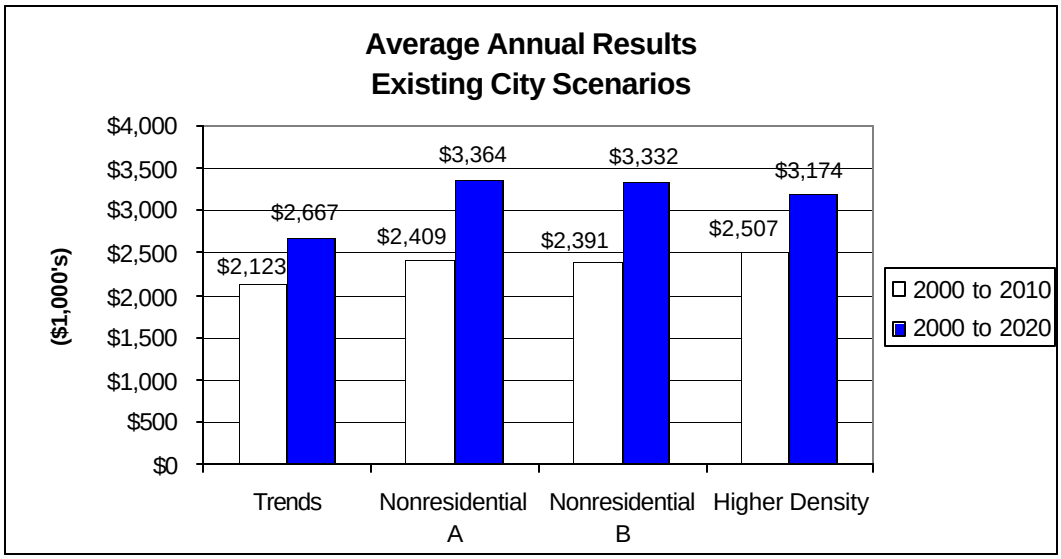
Subarea D consisted of five large parcels. It was estimated this subarea could accommodate 5.8 million square feet of office space and 2.7 million square feet of retail activity. Because it was optimistic to assume that all 5.8 million square feet of office space could be absorbed by 2020, three other office absorption scenarios were developed for Subarea D, assuming the absorption of 75%, 50% and 25% of the by-right office space.

C. FISCAL IMPACT RESULTS

The fiscal impacts are discussed in terms of average annual net results. The results are shown for two time periods: 1) 2000 to 2010, and 2) 2000 to 2020.

1. Existing City Scenarios

The chart below summarizes the average annual net fiscal results (revenues minus operating expenditures) to the General Fund for the existing City scenarios. All results were those accruing from new growth only, and did not include costs and revenues from the existing population and employment base of the City.



The four scenarios within the City generated average annual net fiscal results in both the short and long-term. Because of the increased economic development component (additional nonresidential space), the two Nonresidential scenarios were most favorable, followed by High Density and Trends. Major reasons for the results are summarized below.

- Because the Higher Density scenario assumed more housing units and population than the other three scenarios, this scenario generated the best result over the short-term (2000 to 2010). The primary reason is because Property Taxes and State Shared Revenues (distributed to municipalities based on population) are higher over the short-term under this scenario. However, after 2010, annual revenues were relatively flat in constant dollars. *(Please note that school district costs are not included in this analysis because schools are funded through the property taxes that City of Germantown residents pay to Shelby County).*

- The average annual net revenues of $2.5 million generated by the Higher Density scenario from 2000 to 2010 were approximately 9% of the FY99 General Fund budget. The average annual net revenues of $3.36 million generated by the Nonresidential "A" scenario from 2000 to 2020 was approximately 13% of the FY99 General Fund budget.

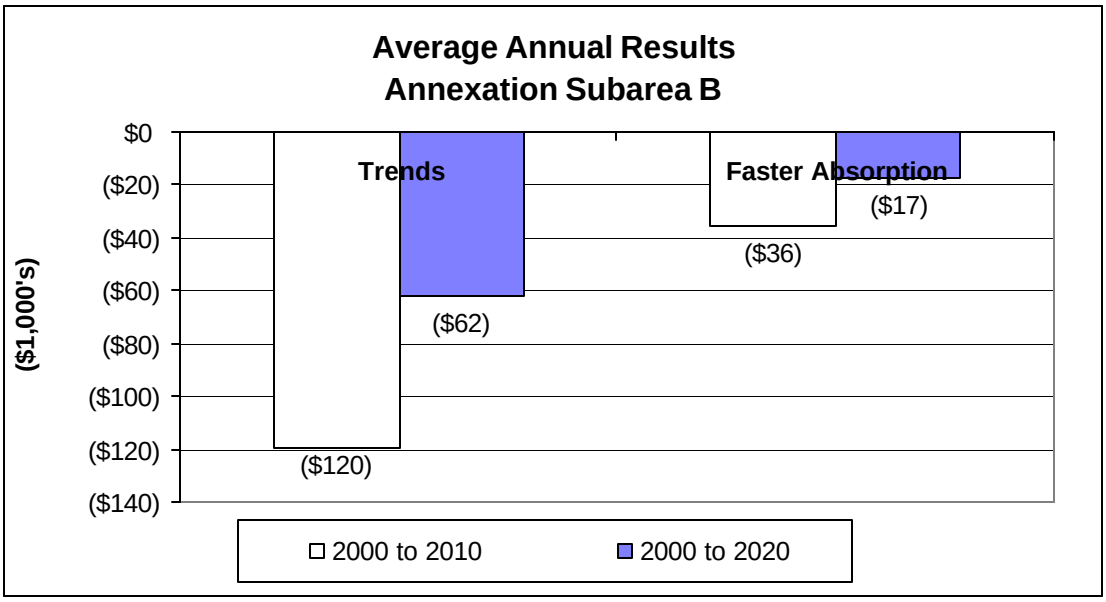
- The primary reason the Nonresidential "A" scenario produced slightly better results than the Nonresidential "B" scenario, average annual net revenues of $3.36 million versus $3.33 million over 21 years, was because of the lower public safety (Police and Fire) costs that resulted from Class "A" office space generating *less* employees per 1,000 square feet than Class "B" office space.

- Over the 21-year analysis period, the Higher Density scenario produced better results than the Trends scenario for several reasons. One, higher densities resulted in more housing units, which equated to more property tax generated than under Trends. Two, although household sizes were smaller for higher density units, the increase in units over the Trends scenario was enough to yield a higher population, which generated more State Revenue Sharing, which is distributed based on population. Finally, higher density units generated lower costs on a per

unit basis for services such as law enforcement and road maintenance than lower density, single family-detached units.

2. Annexation Subarea B

The chart below summarizes the average annual net fiscal results (revenues minus operating expenditures) to the General Fund for annexation Subarea B.



Both scenarios generated average annual net *deficits* in Subarea B, with the Faster Absorption scenario producing the lowest deficits. Major reasons for the results are summarized below.

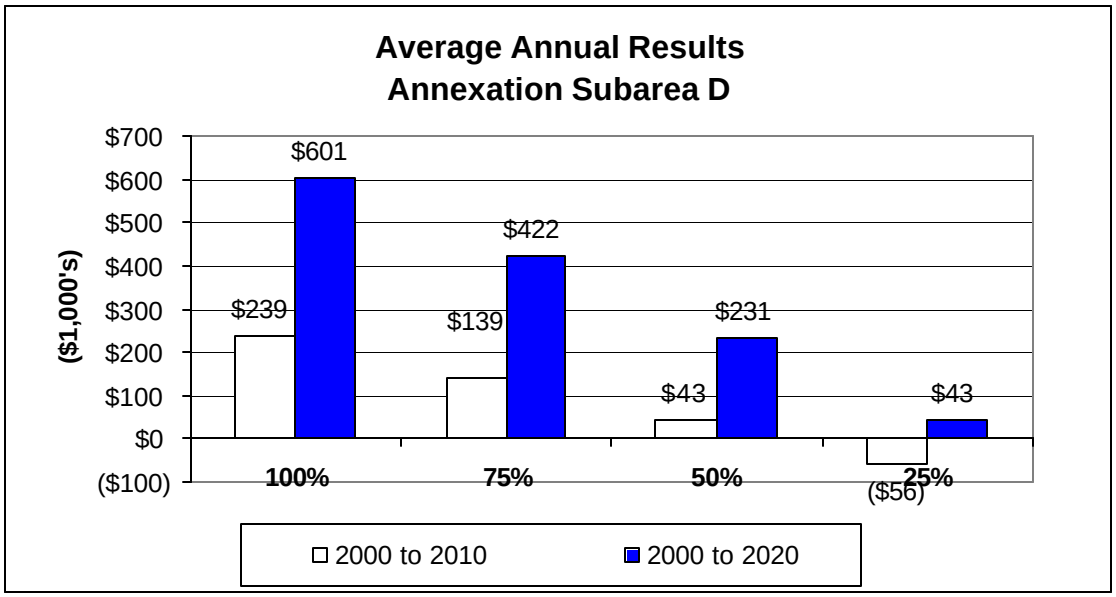
- The annual average net deficits generated in the short-term are due to the annexation startup costs for Police and the debt service payments for the one-time road upgrades necessitated by annexation.

- Since revenues accrued to a point where they covered operating costs within the first five years, the average annual deficits generated over the long-term were a direct result of debt service payments for the necessary road upgrades and for park development.

- A contributing factor in the results for annexation Subarea B was the reduced Local Sales Tax revenue resulting from the tentative revenue sharing agreement with the City of Memphis. Local Sales Tax was 50% of what it would be without such an agreement. Without this revenue sharing agreement, average annual revenues would be generated under both scenarios over the 21-year analysis period.

3. Annexation Subarea D

The chart below summarizes the average annual net fiscal results (revenues minus operating expenditures) to the General Fund for annexation Subarea D.



As the chart above indicates, the more development, the better the fiscal results. This was due to the cumulative effect of revenue generated by new growth, relatively low operating costs, and no major capital facilities were required. The short-term average annual deficits generated in the 25% Absorption scenario were because revenues generated during the initial period were not enough to cover the annexation start-up costs for Police.

C. CONCLUSION

Based on the analysis, it was apparent that the City was in a good position to accommodate new growth within the *existing* City limits. This was a result of several factors: 1) there were no major capital expenditures other than parks required to serve new development; 2) the higher market values of new development; and 3) a revenue structure that benefited from higher market values (Property Tax) and population (State Revenue Sharing).

The analysis showed that although the City was able to sustain the current development pattern for the next twenty years, the City clearly benefited from attracting additional economic development (i.e. nonresidential square footage) and encouraging higher density housing.

If the City were to annex Subarea B, it would require a subsidy from revenues generated by new growth within the City or the *existing* City development base unless new revenue sources were found, existing rates increased, or different zoning put in place. This was also true to a certain extent in the short-term for annexation Subarea D, although this Subarea did generate average annual net revenues over the long-term under all four scenarios.

It is important to acknowledge that fiscal issues are only one concern. Environmental, land use, housing affordability, jobs/housing balance, and traffic issues must also be taken into consideration when making any final decisions on what is best for the City of Germantown. Since the analysis showed that new growth within the City pays for itself, the City has ability to subsidize annexation in order to exercise its control over future land uses around the City. In

addition, because of the amount of vacant land in each of the areas, particularly Subarea D, the City had the opportunity to tailor a zoning plan that could produce dramatically different results. For example, because of situs-based sales tax in the State of Tennessee, a major retail use could produce positive fiscal results in annexation Subarea D.

CASE STUDY III – SUN PRAIRIE, WISCONSIN

A. BACKGROUND

The City of Sun Prairie, Wisconsin contracted to conduct a fiscal impact analysis of three *growth scenarios* between 2001 and 2020. In addition, fiscal impacts by *land use prototype* were also analyzed as part of the study. The prototype fiscal analysis evaluates the independent fiscal impacts of different residential and nonresidential land uses, whereas the growth scenario analysis evaluates and compares the overall fiscal impacts of all land uses combined for the three scenarios to the year 2020.

Similar to the Germantown, Tennessee analysis, TA prepared the "Level of Service, Cost and Revenue Assumptions" (LOS) document, which discussed City services and facilities anticipated to be impacted by new development. A case study-marginal cost approach was utilized, meaning certain operating expenses were semi-variable or fixed and the capital costs were a function of facility capacity and the staging of development. It was assumed City levels of service would remain the same during the forecast period.

B. DEVELOPMENT SCENARIOS

There were an estimated 21,400 residents living in 8,814 housing units in Sun Prairie at the time of this analysis. There were also an estimated 9,119 employees working in the City. The table below summarizes the existing development base as well as the scenario projections by land use type to 2020. In general, the Trends scenario was a projection of future growth based on historical data and current land use demand and population growth. The High Employment assumed the City attracted a greater employment base, particularly in the office and industrial/flex sectors, than in the past. The Residential Mix scenario assumed that by the year 2020 the breakdown of total residential dwelling units would be 62% single family, 8% duplex and 30% multifamily compared to the residential mix (assumed under Trends) of 57% single family, 8% duplex and 35% multifamily at the time of the analysis.

2001 to 2020 Residential and Nonresidential Growth by Scenario
City of Sun Prairie Fiscal Analysis

Land Use	2001 Level	2001 to 2020 New Growth					
		Trends	Avg. Annual	High Employment	Avg. Annual	Residential Mix	Avg. Annual
Residential							
Single Family-Detached	5,039	2,692	142	2,141	113	3,933	207
Duplex	729	540	28	525	28	369	19
Multifamily	3,046	2,394	126	2,326	122	1,324	70
Total Units	**8,814**	**5,626**	**296**	**4,992**	**263**	**5,626**	**296**
Total Population	**21,401**	**14,462**	**761**	**12,600**	**663**	**15,665**	**824**
Nonresidential Square Footage							
Retail	2,254,230	2,744,280	144,436	544,500	28,658	2,744,280	144,436
Office	750,000	1,317,254	69,329	4,903,114	258,059	1,317,254	69,329
Industrial/Flex	6,481,728	4,051,080	213,215	6,795,360	357,651	4,051,080	213,215
Total Square Footage	**9,485,958**	**8,112,614**	**426,980**	**12,242,974**	**644,367**	**8,112,614**	**426,980**
Total Jobs	**9,119**	**10,435**	**549**	**21,750**	**1,145**	**10,435**	**549**

Under the Trends scenario, the total City population increased by 14,462 persons, or 68 percent during the analysis period. New housing units increased by 5,626, or 64 percent during the analysis period. Nonresidential building area increased by 8.1 million square feet, or approximately 427,000 square feet annually. Total employment increased by 10,435.

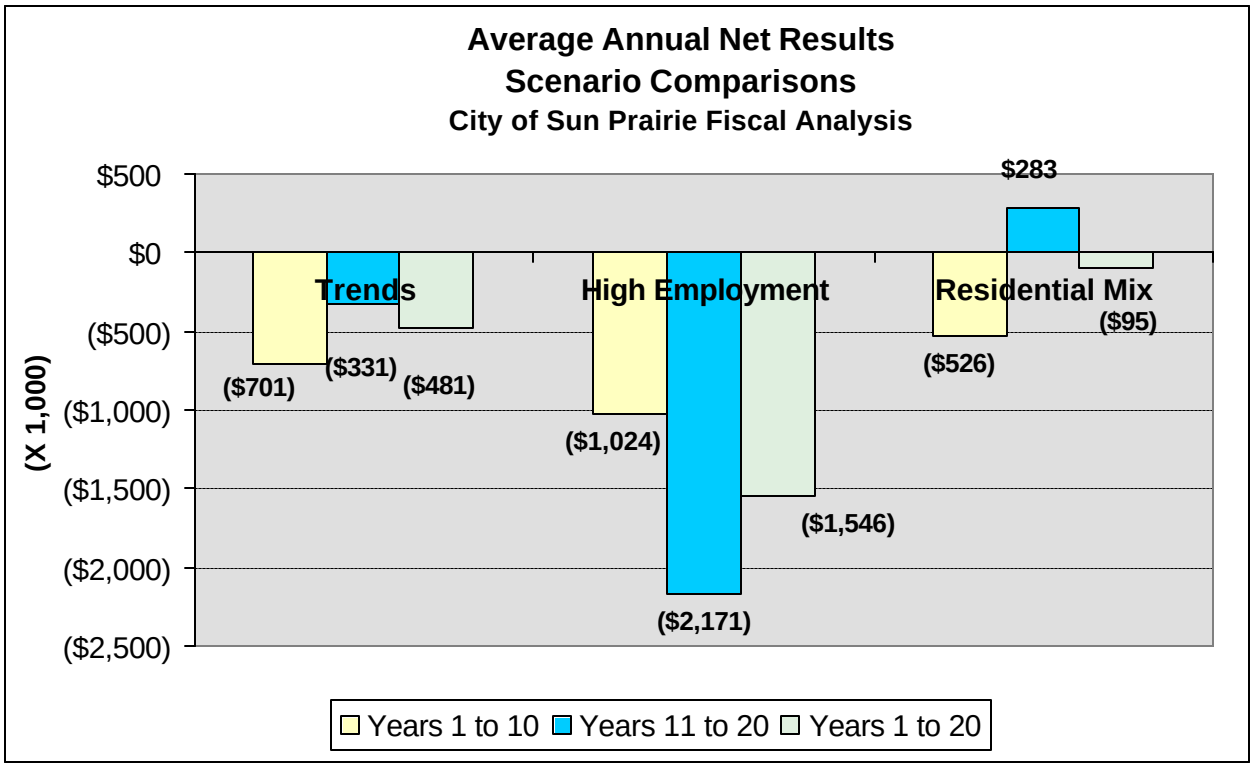
Under the High Employment scenario, the total City population increased by 12,600 persons, or 59 percent during the analysis period. New housing units increased by 4,992, or 57 percent increase during the analysis period. The population and housing unit increase was less than under Trends because it was assumed over 200 acres of land designated for residential use was redesignated for nonresidential use. As a result of the increased land available for nonresidential uses, nonresidential building area increased by 12.2 million square feet. Total employment increased by 21,750.

For the Residential Mix scenario, the total City population increased by 15,665 persons, or 73 percent during the analysis period. New housing unit growth was the same as under Trends, but with a different mix of housing types. Under Residential Mix, 70% (3,933) of new residential units were single family compared to 48% (2,692) under Trends. Nonresidential building area and employment increases were also the same as under Trends.

C. FISCAL IMPACT RESULTS

1. Average Annual Results

The chart below summarizes the average annual net fiscal results (revenues minus operating and capital expenditures) for the General Fund. The results are shown for three time periods: 1) Years 1-10, 2) Years 11-20, and 3) Years 1-20. All results were those accruing from new growth only, and did not include costs and revenues from the existing population and employment base of the City.



As the table above indicates, new growth generated long-term average annual net *deficits* to the City. The smallest deficits were generated under the Residential Mix scenario, followed by Trends. The High Employment scenario produced the poorest result. Major reasons for the results are summarized below.

- The Residential Mix scenario assumed a greater percentage of higher value single family-detached housing units than currently existed in the City. The importance of this higher residential assessed value was illustrated in the results between years 11 through 20 under the Trends and Residential Mix scenarios, where average annual net *revenues* were generated under Residential Mix and an average annual net *deficits* exists under Trends.

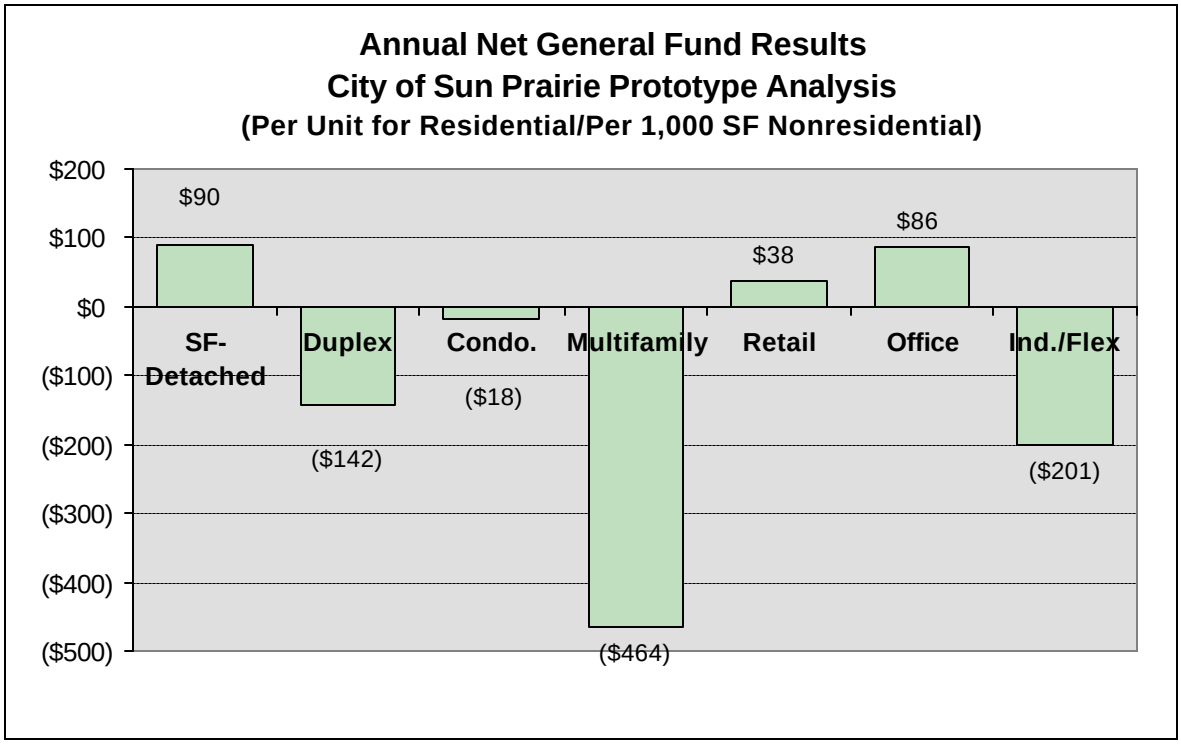
- The poorest result was generated by the High Employment scenario, although lower amounts of residential development and greater amounts of nonresidential development, particularly in the office and industrial/flex sectors, was assumed. An important reason was that costs were higher for this scenario due to the amount road improvements required.

- Average annual net results were substantially worse in years 11-20 under the High Employment scenario, relative to the other scenarios. This was the result of two factors: 1) the opening of the fire station in the Highway 17/Thompson Road area, which was three years later than under the other scenarios, and 2) the compounded impact of the loss of industrial/flex property tax to TIF districts.

2. Land Use Prototype Results

The chart below compares the annual net fiscal results (revenue minus expenditures) for each residential and nonresidential land use prototype under the Trends scenario. The annual net results for the land use prototypes were reflected by applying the associated costs and revenues contained in the separate Level of Service document to each prototype.

As the chart below indicates, the single family-detached prototype generates annual net *revenue* of $90 on a per unit basis, while the remaining three residential prototypes generate annual net *deficits.* The net results for the residential prototypes reflect, to a large extent, the importance of assessed value, as property tax is the primary growth-related revenue accruing to the City. The assessed value of the residential prototypes is as follows: $183,591 for single family-detached units, $126,953 for duplex units, $119,115 for condominium units and $55,516 for multifamily units.



Two of the three nonresidential prototypes generate positive results, with the office prototype generating the best result, followed by the retail prototype. The industrial/flex prototype generates annual net *deficits* of $201 per 1,000 square feet. This is because property tax generated by industrial/flex space goes to tax increment finance (TIF) districts for a period of fifteen years. If the property tax allocated to TIF is *included* in the General Fund net results, the industrial/flex prototype generates a *positive* result.

- Because of the importance of property tax to the City's revenue structure, the assessed value of the single family-detached prototype ($183,591) is great enough to offset the higher costs generated by this prototype. As a result, this prototype generates net revenue on a per unit basis.

- The annual net deficits generated by the condominium and duplex prototypes would be much greater if it were not for the relatively high assessed values for these units relative to the values found in other communities.

- The multifamily prototype generates the lowest costs. However, the property tax generated from its lower assessed value ($55,516) is not enough to offset these costs, resulting in the large net deficit.

- Office space generates the greatest net revenue per 1,000 square feet for the nonresidential prototypes, primarily due to lower public safety operating costs and road-related capital costs. The retail prototype also generates net revenues, although higher costs are generated by this prototype. These costs are offset by the amount of property tax generated from its higher assessed value.

- The industrial/flex prototype generates net *deficits* on a per 1,000 square feet basis, although this prototype generates the lowest costs. Industrial/flex space also generates the lowest revenues because the marginal property tax generated by this prototype goes to TIF districts for a period of fifteen years.

D. CONCLUSIONS

The following major conclusions can be drawn from the analysis:

- The average annual net deficits generated under all three scenarios indicated the City's revenue structure was unable to provide current levels of service to new development without finding new revenue sources or raising existing rates. These net deficits were significant, as the average annual net deficit generated over years 1 through 10 under Trends was 7.4 percent of the current operating budget. The deficit under the High Employment and Residential Mix scenarios were 10.8 percent and 5.5 percent, respectively.

- The fiscal findings confirmed suspected problems with the General Fund revenue structure. These problems included a reliance on property tax and to a certain extent, state shared revenue. In the FY2001 budget document, property tax *and* state shared revenue comprised 68% of total revenues. In the fiscal impact analysis, property tax alone comprised anywhere from 87% to 89% of total growth-related General Fund revenues, depending on scenario.

- In terms of nonresidential development, new office space was the best for the City from a fiscal perspective, generating net revenues of $110 per 1,000 square feet. Office space was also beneficial to the City from an economic perspective, providing residents with high wage jobs. Therefore, it was clearly in the best interests of the City to position itself to attract higher value, Class A office space, which would have generated an even better fiscal result.

- Although the retail prototype also generated net revenues, the City should weigh the benefits between encouraging new retail space and increasing retail sales at *existing* retail space.

New retail space is often accommodated at the expense of decreased sales at existing locations, and can contribute to an affordable housing shortage, due to the lower wage jobs typically associated with this land use.

- The City's Master Plan 2020 recommends maintaining a sustainable balance of industrial, commercial and residential land uses, not only for tax base purposes, but for quality of life and other areas as well. The importance of this concept is illustrated in the prototype land use fiscal results for industrial/flex development. Although this prototype generates negative results for fifteen years due to the amount of property tax that goes to TIF districts, the findings also indicate that it costs substantially less to serve industrial/flex development relative to other nonresidential land uses. This is an important consideration given the use of TIF and the fact that the City also receives economic benefits from the high wage jobs associated with this type of development, which indirectly achieves many of the objectives of encouraging sustainable development.

Wisconsin municipalities are somewhat restricted with respect to the revenue sources available to fund municipal services. This leaves the City with limited options for revenue enhancement. The property tax is the only viable existing revenue source the City may want to consider for a rate increase. There are opportunities for the City to implement additional user charges (public charges for services) and special revenue funds, in addition to pursuing impact fees to fund new growth's fair share of capital costs. To develop fair, practical and effective ways to increase revenues, it is recommended that attention be paid to the following characteristics: equity, economic development, adequacy, ease of administration and legal feasibility.