



**Town Council
Monday, August 18, 2025
4:00 PM**

**Regular Meeting
130 Kearns Road
Town Council Chambers
Snowmass Village, CO 81615**

You can watch the meeting live online on our website at tosv.com.

Agenda

1. Call to Order

2. Roll Call

3. Proclamations and Presentations

4. Public Comment

This section is set aside for the Town Council to LISTEN to comments by the public regarding items that do not otherwise appear on this agenda. Generally, the Town Council will not discuss the issue and will not take an official action under this section of the agenda. (Five Minute Time Limit)

5. Consent Agenda

These are items where all conditions or requirements have been agreed to or met prior to the time they come before the Council for final action. A Single Public Hearing will be opened for all items on the Consent Agenda. These items will be approved by a single motion of the Council. The Mayor will ask if there is anyone present who has objection to such procedure as to certain items. Members of the Council may also ask that an item be removed from the consent section and fully discussed. All items not removed from the consent section will then be approved. A member of the Council may vote no on specific items without asking that they be removed from the consent section for full discussion. Any item that is removed from the consent agenda will be placed on the regular agenda.

5.A. 2025 Agenda Overview

5.B. Minutes for Approval

5.C. Ordinance No. 13, 2025 regarding SVPEF Ballot tax question - 1st Reading

5.D. Resolution No.28, Series of 2025 – A RESOLUTION APPROVING A FIRST AMENDMENT TO LITTLE RED SCHOOL HOUSE LEASE AGREEMENT WITH WOODY CREEK KIDS, INC.

6. Public Hearings - Quasi-Judicial Hearings

Public Hearings are the formal opportunity for the Town Council to LISTEN to the public regarding the issue at hand. For land use hearings the Council is required to act in a quasi-judicial capacity. When acting as a quasi-judicial body, the Council is acting in much the same capacity as a judge would act in a court of law. Under these circumstances, the judicial or quasi-judicial must limit its consideration to matters which are placed into evidence and are part of the public record. The Council must base their decision on the law and the evidence presented at the hearing.

7. Policy/Legislative Public Hearings

7.A. Ordinance No. 10, 2025 - Amendment to Code regarding outdoor lighting regulations - 2nd Reading

7.B. Ordinance No. 11, 2025 - RE Workforce Housing LUC changes

7.C. Ordinance No. 12, 2025 - Budget appropriation for Mobile Home Park Donation - 2nd Reading

8. Administrative Reports

8.A. Destination Management Plan update

8.B. TOSV Communications Program Overview

9. Town Council Reports and Actions

Reports and Updates

9.A. Council letter to BOCC requesting funds for LRSH

10. Executive Session

10.A. Executive Session RE Performance Review

11. Adjournment

2025 DRAFT Agenda Overview

- Regular Meetings begin at 4:00 p.m. unless otherwise noted
- Work Sessions begin at 4:00 p.m. and aim to end at 6:00 p.m.
- The dates on which agenda items are listed are only a best approximation. Agenda items are added to this list as they arise. Agenda items may well be moved to different meeting dates. Agendas are generally not finalized until the Thursday prior to the meeting.
- In addition to agenda items, this document also lists expected absences of Town Council members. In compliance with section 2-49 of the municipal code, once the consent agenda is approved, the absences noted will be considered to have received the prior approval necessary of the majority of the Council for members to be absent from meetings.

Topic to incorporate:

- In 2025 - Town Attorney and Town Clerk provide an Ordinance to Review Town Ordinances – Required every five years since 1994 Re-codification Adoption per the Town Charter. See Ord 19, Series 2020 as example.
- Add spring clean up/annual trash pickup to a future workshop agenda.
- a discussion about how to change the housing mitigation rate for uncovered decks
- Discussion RE electric mowers and leaf blowers
- Reso re alt Council Member to other town boards (Shenk to POSTR done with Reso 23)

Monday Aug 11 – Work Session

- Discussion regarding Krabloonik Property
- Strong Start, Bright Future for our Kids campaign information – Maggie Tiscornia
- EOTC Budget/work plan – Linda DuPriest
- Town Park Architect responses (or August 4?)
- Update from the Collective

EOTC – Thursday August 14 4-6pm – Pitkin County

Monday Aug 18 – Regular Meeting

- DMP update
- 2nd reading ordinance appropriating Mobile Home donation
- Exec Session – personnel – Performance reviews
- 2nd Reading Lighting ordinance
- 2nd Reading Workforce housing LUC change
- 1st Reading Ord SVPEF Tax Ballot Question
- Lease extension for Little Red
- Letter to BOCC requesting funds for LRSH

Tuesday Sept 2 – Regular Meeting

- 2nd Reading Ord SVPEF Tax Ballot Question
- Willows Joint Meeting with Planning Commission
- Discussion regarding community survey
- Community Outreach update & discussion
- Community Input Meeting regarding Brush/Owl Roundabout

Monday Sept 8 – Work Session

2025 DRAFT Agenda Overview

- Tour Krabloonik invite POSTR
- Continue discussion of Thrive not survive
-

Monday Sept 15 – Regular Meeting,

Monday Oct 6 – Regular Meeting

- Budget Introduction
- Town Attorney Update

Monday Oct 13 – Work Session

- Budget

Monday Oct 20 – Regular Meeting

- POST Grant Ord – 1st reading?
- Budget – Comments from FAB
- Mall Comprehensive Sign Plan Review?

EOTC – Thursday October 23 – City of Aspen

Monday Nov 3 – Regular Meeting

- GID Meeting - Adopting the GID Budget
- Budget Adoption
- POST Grant – 2nd reading

Tuesday Nov 10 – Work Session

Monday Nov 17 – Regular Meeting

- B & C Applications

Monday Dec 1 – Regular Meeting

- Reso RE 2025 Meeting Dates
- Reso on Delinquent Solid Waste / Trash
- B & C Interviews

Monday Dec 8 – Special Meeting

- GID Meeting – set Mill Levy
- B & C Discussion

Monday Dec 15 – Regular Meeting

- B & C Resolution appointing new Members

Topics for Work Sessions or Other Meetings Requested by Town Council Members

- Schedule Updates will all of the Town Boards to review priorities and current initiatives.
 - EAB

2025 DRAFT Agenda Overview

- FAB
- PTRAB
- POSTR
- Tourism – quarterly updates
- Grants – Recent Awards; Review of Criteria; Purpose, etc.
- SAAB
- Planning



Town Council
Monday, July 7, 2025
4:00 PM
Regular Meeting
130 Kearns Road
Town Council Chambers
Snowmass Village, CO 81615
Minutes

1. Call to Order

Mayor Shenk called to order the Regular Meeting of the Snowmass Village Town Council on Monday, July 7, 2025, at 4:03 PM.

A complete live recording of this meeting can be found at www.tosv.com under Town Council Meetings. This meeting will be archived indefinitely, allowing you to view it at anytime.

2. Roll Call

Council Members Present: Tom Fridstein, Britta Gustafson, Cecily DeAngelo and Susan Marolt in person. Alyssa Shenk virtual.

Council Members Absent: none.

Staff Present: Clint Kinney, Town Manager; Jeff Conklin, Town Attorney; Greg LeBlanc, Assistant Town Manager; Betsy Crum, Housing Director; Dave Shinneman, Community Development Director; Sarah Nester, Community Development Code Compliance Manager and Megan Harris Boucher, Town Clerk.

Public Present: Harper Powell, T. Michael Manchester, R. Cass Baker, and Jim Miller.

3. Proclamations and Presentations

4. Public Comment

This section is set aside for the Town Council to LISTEN to comments by the public regarding items that do not otherwise appear on this agenda. Generally, the Town Council will not discuss the issue and will not take an official action under this section of the agenda. (Five Minute Time Limit)

Jim Miller and Ken Edelman addressed Council about the increased traffic on Wood Rd. They both spoke about the noise, safety concerns, and potential road damage

caused by heavy construction vehicles. They suggested exploring alternative routes for construction vehicles to alleviate the problem.

5. Consent Agenda

These are items where all conditions or requirements have been agreed to or met prior to the time they come before the Council for final action. A Single Public Hearing will be opened for all items on the Consent Agenda. These items will be approved by a single motion of the Council. The Mayor will ask if there is anyone present who has objection to such procedure as to certain items. Members of the Council may also ask that an item be removed from the consent section and fully discussed. All items not removed from the consent section will then be approved. A member of the Council may vote no on specific items without asking that they be removed from the consent section for full discussion. Any item that is removed from the consent agenda will be placed on the regular agenda.

5.A. 2025 Draft Agendas

Mayor Shenk would like to add a discussion on e-Bike trails on the mountain to an agenda. Staff reported that POSTR reviewed this topic in the past and recommended against it. POSTR has called a special meeting to discuss SkiCo's new proposal on 7/13. The process to change includes changing the law via Town Ordinance.

Mayor Shenk also recommended adding an agenda item to an upcoming work session regarding Code changes on decks and the housing mitigation rate. Staff clarified process if Council decides to proceed. Added to list of "topics to incorporate" on the 2025 Agenda Overview.

5.B. Minutes for Approval

Mayor Shenk sent a few small changes to the minutes to Boucher.

5.C. Resolution No. 20, 2025 regarding Minor Subdivision Plat Amendment to lot 26 - Ridge Run

Council Members briefly discussed maximum floor area, the calculation process, the difference between "building envelope" and "maximum floor area" and the reasoning for going back to some original requirements for the subdivision.

5.D. Resolution 21, 2025 - RE Easement for Little Red Schoolhouse Utilities

5.E. Resolution No. 22, 2025 - RE Timberline Ground Lease Extension

Council had a few questions regarding the location and history of this lease.

Motion to approve the Consent Agenda by Council Member Marolt. Seconded by Council Member DeAngelo. All in favor.

5.F. Town Council alternate members for Town Boards

This item was removed from this agenda item off the Consent Agenda to Administrative reports for further discussion.

Council discussed formal and informal options for assigning alternates from Council to the Town Boards.

Staff and counsel weighed in on the discussion.

Staff will edit Resolution No. 23, series of 2025 to specify that Mayor Shenk will be the alternate for POSTR Board.

Council Member DeAngelo motioned to approve Resolution No. 23, 2025 with only listing Mayor Shenk as alternate to Council Member DeAngelo to the POSTR Board. Council Member Gustafson seconded. All in favor.

6. Public Hearings - Quasi-Judicial Hearings

Public Hearings are the formal opportunity for the Town Council to LISTEN to the public regarding the issue at hand. For land use hearings the Council is required to act in a quasi-judicial capacity. When acting as a quasi-judicial body, the Council is acting in much the same capacity as a judge would act in a court of law. Under these circumstances, the judicial or quasi-judicial must limit its consideration to matters which are placed into evidence and are part of the public record. The Council must base their decision on the law and the evidence presented at the hearing.

7. Policy/Legislative Public Hearings

8. Administrative Reports

8.A. Overarching Discussion: Available tools to maintain affordability in free market housing including STR regulations and vacancy tax opportunities

Housing Director Betsy Crum summarized the agenda item and introduced Sara Nester, Community Development Code Compliance Officer. Sarah Nester provided an update on the short-term rental program, mentioning that there are 1698 active permits and the total revenue in 2024 was \$337,200. She also discussed common complaints, including noise, occupancy, and parking issues. She highlighted common complaints received, including noise disturbances, occupancy violations, and parking issues, which are frequently addressed by the program.

Nester reported a compliance issue with the Viceroy, where 22 units were out of compliance due to expired permits or change of ownership. The management was given two months to rectify the situation, and they have since reduced the number of non-compliant units to eight.

Nester suggested hosting a "lunch and learn" for the community to address confusion about short-term rental permits and proposed a common expiration date for permits to streamline the process.

The Council discussed the possibility of incentivizing long-term rentals to address workforce housing needs. They considered various approaches, including financial incentives, disincentives, and potential changes to the fee structure for short-term rentals. The Council also requested staff to compare Snowmass Village's lodging tax

rates with other communities in the valley and explore the possibility of increasing the tax to generate additional revenue for affordable housing initiatives.

9. Town Council Reports and Actions

Mayor Shenk has a RFTA meeting coming up which will be virtual. Shenk thanked our Snowmass Tourism Department for the great music and fun 4th of July weekend. She walked in the Aspen Parade with Sister Cities. Shenk will attend a Jazz Aspen meeting next week.

Council Member Gustafson announced the upcoming Sister Cities fundraiser on August 9th, which aims to raise funds and awareness for the program. The event will be held in the Town Council chambers from 4:00 to 6:00 PM.

Council Members Marolt and DeAngelo attended the Transportation Coalition meeting where they discussed various transit options and congestion pricing to improve transportation in the area. They emphasized the importance of community involvement and coordination among elected officials.

Both Council Members DeAngelo and Marolt provided an update on the Nordic snowmaking study, which is exploring the feasibility of snowmaking at the high school track and the Aspen golf course to extend the Nordic skiing season. They highlighted the potential challenges and costs associated with the project. Both expressed strong concerns for projections that were shared regarding a climate model which shows major decreases in snow by 65% to 80% in next 25 years.

10. Executive Session

Council Member Fridstein read the legal language for the Executive Session.

At 6:12 pm Council Member Marolt motioned to go into Executive Session. Council Member Gustafson seconded. All in favor.

10.A. Quarterly Attorney Update & Town Manager Review

11. Adjournment

Council Member Marolt moved to reconvene the regular meeting. Mayor Shenk seconded. All in favor. Reconvened at 7:55 PM.

Mayor Shenk motioned to adjourn. Council Member Marolt seconded. All in favor. Adjourned at 07:56 PM.

The Snowmass Village Town Council approved this set of meeting minutes at their Regular Meeting on Monday, August 18, 2025.
Submitted By,

Megan Harris Boucher, Town Clerk



Town Council
Monday, July 14, 2025
4:00 PM
Special Meeting
130 Kearns Road
Town Council Chambers
Snowmass Village, CO 81615

Minutes

1. Call to Order

Mayor Shenk called to order the Special Meeting of the Snowmass Village Town Council on Monday, July 14, 2025, at 4:03 PM.

A complete live recording of this meeting can be found at www.tosv.com under Town Council Meetings. This meeting will be archived indefinitely, allowing you to view it at anytime.

2. Roll Call

Council Members Present: Alyssa Shenk, Tom Fridstein, Britta Gustafson, and Susan Marolt. Cecily DeAngelo attended virtually.

Council Members Absent: None.

Staff Present: Clint Kinney, Town Manager; Jeff Conklin, Town Attorney; and Theresa Cook, Town Admin.

Public Present: John Mele, Scott Thompson, Jim Pidcock, Morgan Fixel, Andrew Wickes, Leslie Desmond, Angie Davlyn, Gina McCracken.

3. Proclamations and Presentations

4. Public Comment

This section is set aside for the Town Council to LISTEN to comments by the public regarding items that do not otherwise appear on this agenda. Generally, the Town Council will not discuss the issue and will not take an official action under this section of the agenda. (Five Minute Time Limit)

5. Consent Agenda

These are items where all conditions or requirements have been agreed to or met prior to the time they come before the Council for final action. A Single Public Hearing will be opened for all items on the Consent Agenda. These items will be approved by a single motion of the Council. The Mayor will ask if there is anyone present who has objection to such procedure as to certain items. Members of the Council may also ask that an item be removed from the consent section and fully discussed. All items not removed from the consent section will then be approved. A member of the Council may vote no on specific items without asking that they be removed from the consent section for full discussion. Any item that is removed from the consent agenda will be placed on the regular agenda.

6. Public Hearings - Quasi-Judicial Hearings

Public Hearings are the formal opportunity for the Town Council to LISTEN to the public regarding the issue at hand. For land use hearings the Council is required to act in a quasi-judicial capacity. When acting as a quasi-judicial body, the Council is acting in much the same capacity as a judge would act in a court of law. Under these circumstances, the judicial or quasi-judicial must limit its consideration to matters which are placed into evidence and are part of the public record. The Council must base their decision on the law and the evidence presented at the hearing.

7. Policy/Legislative Public Hearings

8. Administrative Reports

8.A. A Continued Discussion Regarding Increased Fire Mitigation Efforts

John Mele with Roaring Fork Fire suggested crafting a new land use management municipal ordinance, to meet and possibly exceed the upcoming state code change. Angie Devlyn from Roaring Fork Valley Wildfire Collaborative proposed either a one-size-fits-all mitigation approach or a customized mitigation based on the modeling work of Dr. Hussam Mahmoud at CSU. Discussion included interest in a siren system and interest in including the community in the development of any land use ordinance. Council Member Fridstein moved to proceed with getting a customized modeling proposal from Dr. Mahmoud while exploring code ideas, siren possibilities and writing an ordinance. Council Member Marolt seconded. All in favor.

8.B. Update from EAB on their priority list

Morgan Fixel and Andrew Wickes from the Environmental Advisory Board presented an update of possible costs and initiatives for the pilot programs proposed in their previous presentation to the council. Gina McCrackin from CORE commented on building energy efficiency programs. Discussion of multiple issues that could affect residents should continue, with fire mitigation being the priority for Council. Support for this list along with the consideration of adding a sustainability coordinator position should be included in the Sept/October budget discussion.

9. Town Council Reports and Actions

Reports and Updates

Council Member Gustafson reported that the tourism board meeting will be on July 22.

Council Member Marolt had an op-ed published on rabies as a member of the Pitkin

County Board of Health. Council Member Marolt introduced the subject of Pro-Public Lands Resolutions and Anti-Sell Off letters.

Mayor Shenk shared the 2025 Onboard Passenger Survey results, a long-term issue with a transit signal priority and an August pilot program to deal with increased traffic past Glenwood from the RFTA board meeting.

The SAAB Community Mural Event will be held from 9am to 3pm on July 17 at the tunnel.

10. Executive Session

10.A. Executive Session RE Negotiation & Performance Review

Mayor Shenk read the legal language for the Executive Session.

At 6:10 pm Council Member Fridstein motioned to go into Executive Session. Council Member Marolt seconded. All in favor.

11. Adjournment

Council member Marolt moved to reconvene the regular meeting. Council member Fridstein seconded. All in favor. Reconvened at 7:30 PM.

Council Member Fridstein motioned to adjourn. Council member Gustafson seconded. All in favor.

Adjourned at 07:30 PM.

The Snowmass Village Town Council approved this set of meeting minutes at their Regular Meeting on Monday, August 18, 2025.

Submitted By,

Megan Harris Boucher, Town Clerk

Town of Snowmass Village Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

Ordinance No. 13, 2025 regarding SVPEF Ballot tax question - 1st Reading

Presented by:

Clint Kinney, Town Manager

Background:

In 2016, TOSV voters approved the imposition of a property tax in the annual amount of \$510,000.00 to be used for the educational purpose of providing support to the Aspen School District, and which such property tax was extended by voter approval in 2020, to last through 2026, with the final collection year being 2027.

Town Council has again reviewed the need of the Aspen School District, as presented to Town Council on July 21, 2025, for additional support and funding for educational purposes.

ASD has requested for Town Council to refer a ballot issue to the registered voters at the November 4, 2025 coordinated election to request voter approval of an increase in the existing property tax for educational purposes from the current annual amount of \$510,000.00 to an increased mill levy beginning in 2026 and that would generate an estimated first year amount of \$1,020,000.00 and then such amounts as may be generated thereafter from such mill. If approved, the increased tax would replace the existing tax and sunset in 5 years.

The Finance Advisory Board is scheduled to discuss this request at their August 20 meeting. Any recommendations from the FAB can be incorporated into the second reading of the ordinance. During the second reading, the final mil rate will be set utilizing the most current County assessor numbers. This variation in mil rate is expected to be very minimal.

Financial Impact:

Placing a question on the coordinated ballot has minimal cost implications (less than \$5,000). These costs are already incorporated into the 2025 Budget.

Applicability to Council Goals & Objectives:**Council Options:**

1. Approve Ordinance No. 13, Series of 2025 on First Reading and Set the Second

Reading for September 2, 2025.

2. Approve Ordinance No. 13, Series of 2025 on First Reading with amendments and set the Second Reading for September 2, 2025.

3. Deny Ordinance No. 13, Series of 2025 on First Reading.

Staff Recommendation:

It is the recommendation of Town Staff, that the Council, by motion, Approve Ordinance 13, series 2025 on first reading and set a second reading for September 2, 2025.

Attachments:

1. 5.C. Snowmass - Ord - 13-2025 - SVPEF Ballot Question - DRAFT2

1 **TOWN OF SNOWMASS VILLAGE**
2 **TOWN COUNCIL**

3
4 **ORDINANCE NO. 13**
5 **SERIES OF 2025**
6

7 **AN ORDINANCE REFERRING TO THE REGISTERED VOTERS OF THE TOWN OF**
8 **SNOWMASS VILLAGE AT THE COORDINATED ELECTION TO BE HELD ON**
9 **NOVEMBER 4, 2025 A BALLOT ISSUE TO INCREASE THE PROPERTY TAX FOR**
10 **EDUCATIONAL PURPOSES AND PROVIDING FOR OTHER MATTERS RELATING**
11 **TO THE ELECTION**
12

- 13 A. The Town of Snowmass Village (“TOSV” or the “Town”) is a home-rule
14 municipality, duly organized and existing under the TOSV's Charter adopted
15 pursuant to Article XX of the Constitution of the State of Colorado.
16
17 B. In 1992, State of Colorado voters approved an amendment to the Colorado
18 Constitution to add Article X, Section 20, commonly referred to as the Taxpayer's
19 Bill of Rights, or TABOR.
20
21 C. TABOR requires, among other things, voter approval for any “new tax, tax rate
22 increase, mill levy above that for the prior year, valuation for assessment ratio
23 increase for a property class, or extension of an expiring tax, or a tax policy change
24 directly causing a net tax revenue gain to any district.”
25
26 D. In 2009, the State of Colorado introduced a Budget Stabilization Factor that
27 resulted in a reduction of funding for school districts across the state, including the
28 Aspen School District, which has experienced significant budgetary pressures
29 since that time.
30
31 E. Approximately one-fifth of Aspen School District students reside in the TOSV.
32
33 F. In 2016, TOSV voters approved the imposition of a property tax in the annual
34 amount of \$510,000.00 to be used for the educational purpose of providing support
35 to the Aspen School District, and which such property tax was extended by voter
36 approval in 2020, to last through 2026, with the final collection year being 2027.
37
38 G. Town Council has again reviewed the need of the Aspen School District, as
39 presented to Town Council on July 21, 2025, for additional support and funding for
40 educational purposes, and finds that in order to maintain and improve the high
41 quality of education provided to the students, residents, and families of the Town,
42 additional support and funding for educational purposes should be provided to the
43 Aspen School District.
44
45 H. In furtherance of the findings above, Town Council wishes to refer a ballot issue to
46 the registered voters at the November 4, 2025 coordinated election to request

voter approval of an increase in the existing property tax for educational purposes from the current annual amount of \$510,000.00 to an increased mill levy beginning in 2026 and that would generate an estimated first year amount of \$1,020,000.00 and then such amounts as may be generated thereafter from such mill. If approved, the increased tax would replace the existing tax.

I. Pursuant to Resolution No. 24, Series of 2025, the Town Council authorized participation by the Town in the coordinated election to be held November 4, 2025, appointed the Town Clerk as the Designated Election Official, and authorized the Town Clerk to enter into intergovernmental agreements with Pitkin County to conduct the election.

J. Based on the findings above, the Town Council determines it is proper to submit to the registered voters of the Town at a coordinated election to be held on November 4, 2025 the ballot issue regarding the increase in property tax for educational purposes.

NOW, THEREFORE, BE IT ORDAINED, by the Town Council of the Town of Snowmass Village, as follows:

Section One: Recitals. The foregoing recitals are incorporated herein as findings of Town Council.

Section Two: Ballot Issue; Setting Ballot Title and Content. The Town Council hereby approves imposing a property tax of ___ mills for educational purposes, subject to approval of the registered voters of the Town at the coordinated election to be held on November 4, 2025.

At the coordinated election to be held on Tuesday, November 4, 2025, there shall be submitted to the registered voters of the Town a ballot issue which shall be in substantially the following form:

SHALL TOWN OF SNOWMASS VILLAGE TAXES BE INCREASED UP TO \$1,200,000 ANNUALLY (REPRESENTING ESTIMATED REVENUES IN 2026, THE FIRST FULL FISCAL YEAR OF COLLECTION) AND BY WHATEVER AMOUNT IS GENERATED THEREAFTER FROM AN AD VALOREM PROPERTY TAX MILL LEVY IMPOSED AT A RATE OF 1.19 MILLS BEGINNING IN TAX YEAR 2025 (COLLECTION YEAR 2026) AND CONTINUING THROUGH TAX YEAR 2030 (COLLECTION YEAR 2031); SUCH MILL LEVY TO BE USED FOR THE EDUCATIONAL PURPOSE OF PROVIDING SUPPORT TO ASPEN SCHOOL DISTRICT AND REIMBURSING THE TOWN OF SNOWMASS VILLAGE FOR THE COSTS OF COLLECTION BY PITKIN COUNTY, WITH SUCH MILL

LEVY REPLACING THE EXISTING TOWN OF SNOWMASS VILLAGE MILL LEVY SUPPORTING ASPEN SCHOOL DISTRICT THAT WAS MOST RECENTLY EXTENDED BY SNOWMASS VILLAGE VOTERS IN 2020; SHALL THE REVENUES DERIVED FROM SUCH MILL LEVY BE COLLECTED BY THE TOWN OF SNOWMASS VILLAGE AND DISBURSED THROUGH THE SNOWMASS VILLAGE PUBLIC EDUCATION FUND TO ASPEN SCHOOL DISTRICT; AND SHALL SUCH REVENUES FROM SUCH TAX AND ANY INTEREST THEREON CONSTITUTE A VOTER-APPROVED REVENUE CHANGE THAT THE TOWN MAY COLLECT, RETAIN AND EXPEND WITHOUT LIMITATION UNDER ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION (TABOR), SECTION 29-1-301, C.R.S., OR ANY OTHER LAW?

The ballot title for the ballot issue shall be in substantially the following form: "Increase Property Tax for Educational Purposes," subject to final certification of the Town Manager.

Section 3: Ballot Title and Content. For the purposes of C.R.S. § 1-11-203.5, this Ordinance shall serve to set the title and content of the ballot issue set forth herein and the ballot title for such ballot issue shall be the text of the ballot issue itself. Any petition to contest the form or content of the ballot title must be filed with the District Court in and for Pitkin County and a copy served on the Town Clerk within five days after the date of publication of this Ordinance.

Section 4: Effect of Approval. If the subject ballot issue is approved by the registered voters of the Town voting at the regular election to be held on November 4, 2025, the property tax imposed shall become effective January 1, 2026. The Town Council is authorized to take such action, by ordinance, to amend the TOSV Municipal Code as may be necessary to implement this tax, consistent with the terms and provisions of the ballot issue and this Ordinance.

Section 5: Conduct of Election. The Town Clerk, as the Designated Election Official of the Town, is hereby authorized and directed to take all action necessary or appropriate to effectuate the provisions of this Ordinance.

Section 6: TABOR Notice. The Clerk and Recorder of Pitkin County is the coordinated election official for the election pursuant to the Uniform Election Code of 1992 and is responsible for mailing the notice of election required by Article X, Section 20(3)(b) of the Colorado Constitution (the "TABOR Notice").

Section 7: Authority Upon Approval. If a majority of the votes cast on the question to authorize the levy of ad valorem property taxes submitted at the election shall be in

favor of incurring the levying ad valorem property taxes as provided in such question, the Town acting through the Council shall be authorized to proceed with the necessary action to levy ad valorem property taxes in accordance with such question.

The authority to levy ad valorem property taxes, if conferred by the results of the election, shall be deemed and considered a continuing authority to levy the ad valorem taxes so authorized at any one time, or from time to time, and neither the partial exercise of the authority so conferred, nor any lapse of time, shall be considered as exhausting or limiting the full authority so conferred.

Section 8: Ratification of Prior Action. All actions heretofore taken, not inconsistent with the provisions of this Ordinance, by the Town Council and the officers, agents, or employees of the Town relating to the subject matter of this Ordinance, are hereby ratified, approved, and confirmed.

Section 9: Severability. If any clause or provision of this Ordinance is held to be invalid or unenforceable, the invalidity or unenforceability of the clause or provisions will not affect the validity of any of the remaining clauses or provisions of this Ordinance, which, upon the date that it is to take effect, will become, and remain thereafter, in full force and effect.

Section 10: Invalidity. If this Ordinance does not for any reason become effective, or is declared invalid by a court, the provisions of this ordinance will have no force or effect, and all other acts, orders, or ordinances of the Town will continue to be effective as if this Ordinance was never adopted.

READ, APPROVED AND ADOPTED by the Town Council of the Town of Snowmass Village on First Reading on August 18, 2025, upon a motion by Council Member _____, the second of Council Member _____, and upon a vote of _____ in favor and _____ against.

READ, APPROVED AND ADOPTED as amended, by the Town Council of the Town of Snowmass Village on Second Reading on September 2, 2025, upon a motion by Council Member _____, seconded by Council Member _____, and upon a vote of ____ in favor and ____ against.

TOWN OF SNOWMASS VILLAGE

Alyssa Shenk, Mayor

ATTEST:

Megan Harris Boucher, Town Clerk

APPROVED AS TO FORM:

Jeff Conklin, Town Attorney

Town of Snowmass Village
Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

Resolution No.28, Series of 2025 – A RESOLUTION APPROVING A FIRST AMENDMENT TO LITTLE RED SCHOOL HOUSE LEASE AGREEMENT WITH WOODY CREEK KIDS, INC.

Presented by:

Clint Kinney, Town Manager

Background:

On January 1, 2023, Town and WCK entered into a Lease Agreement (“Lease”), whereby WCK leases the Little Red School House property described in the Lease from Town. The initial term of the Lease commenced January 1, 2023 and terminates December 31, 2025. The Parties desire to amend and extend the Lease term to and through June 30, 2026.

Financial Impact:

N/A

Applicability to Council Goals & Objectives:

N/A

Council Options:

Approve the Resolution approving the First Amendment

OR

Deny the Resolution approving the First Amendment.

Staff Recommendation:

Town Staff recommends that Town Council make a motion to approve Resolution No. 28, Series of 2025.

Attachments:

1. 5.D. 1 Res 28 - First Amendment to LRSH Lease Agreement
2. 5.D. 2 First Amendment to Lease - LRSH
3. 5.D. 3 Woody Creek Kids TOSV Lease -3 year ends 12-31-25_FINAL - signed

**TOWN OF SNOWMASS VILLAGE
TOWN COUNCIL**

**RESOLUTION NO. 28
SERIES OF 2025**

**A RESOLUTION APPROVING A FIRST AMENDMENT TO LITTLE RED
SCHOOL HOUSE LEASE AGREEMENT WITH WOODY CREEK KIDS, INC.**

RECITALS

- A. The Town of Snowmass Village, Colorado (“TOSV” or the “Town”) is a home-rule municipality organized under Article XX of the Colorado Constitution and with the authority of the Town of Snowmass Village Home Rule Charter (the “Charter”).
- B. Woody Creek Kids, Inc. (“WCK”) has leased the Little Red School House property from the Town of Snowmass Village since 2023 (the “Lease”).
- C. The Town and WCK wish to extend the Lease term through June 30, 2026.
- D. Accordingly, the Town Council wishes to amend and extend the Lease, as set forth in the First Amendment thereto attached hereto as **Exhibit A** (the “First Amendment”).
- E. The Town Council finds and determines that it is in the best interests of the Town to approve this Resolution and the First Amendment. The Town Council finds and determines that this Resolution is reasonable and necessary to promote the legitimate public purposes of public health, safety, and welfare.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Snowmass Village, Colorado, that:

- 1. Recitals. The foregoing recitals are incorporated herein as findings of the Town Council.
- 2. First Amendment. The Town Council hereby approves the First Amendment, attached hereto as **Exhibit A**, and authorizes and ratifies the Town Manager’s execution thereof and any amendments thereto.
- 3. Ratification of Actions. All actions heretofore taken, not inconsistent with the provisions of this Resolution, by the Town Council and the officers, agents, and employees of the Town relating to the subject matter of this Resolution, are hereby ratified, approved, and confirmed.
- 4. Severability. If any provision of this Resolution is found to be unconstitutional or unlawful, such finding shall only invalidate that part or portion found to violate the

law. All other provisions shall be deemed severable and shall continue in full force and effect.

INTRODUCED, READ AND ADOPTED by the Town Council of the Town of Snowmass Village, Colorado on the 18th day of August, 2025, by a motion made by Council Member _____ seconded by Council Member _____, and by a vote of _____ in favor and _____ opposed.

TOWN OF SNOWMASS VILLAGE

Alyssa Shenk, Mayor

ATTEST:

Megan Harris Boucher, Town Clerk

APPROVED AS TO FORM:

Jeff Conklin, Town Attorney

EXHIBIT A
(First Amendment)

**FIRST AMENDMENT
TO
LITTLE RED SCHOOL HOUSE LEASE AGREEMENT
BETWEEN THE TOWN OF SNOWMASS VILLAGE AND WOODY CREEK KIDS,
INC.**

THIS FIRST AMENDMENT TO LITTLE RED SCHOOL HOUSE LEASE AGREEMENT BETWEEN THE TOWN OF SNOWMASS VILLAGE AND WOODY CREEK KIDS, INC. (the “**First Amendment**”) is effective as of the date of the last signature hereto (“**Effective Date**”), by and between **Town of Snowmass Village**, a Colorado municipal corporation, (“**Town**”), and **Woody Creek Kids, Inc.**, a Colorado corporation, (“**WCK**”) sometimes referred to singularly as a Party or collectively as the Parties.

RECITALS

- A. On January 1, 2023, Town and WCK entered into a Lease Agreement (“**Lease**”), attached hereto as **Exhibit A**, whereby WCK leases the Little Red School House property described in the Lease from Town. The initial term of the Lease commenced January 1, 2023 and terminates December 31, 2025.
- B. The Parties desire to amend and extend the Lease term to and through June 30, 2026 as specified herein.

NOW, for and in consideration of the recitals, promises, agreements, and other good and valuable consideration exchanged herein, the receipt and sufficiency of which is acknowledged, the Parties by signing below agree as follows:

- 1. Recitals. The Recitals are incorporated herein by this reference.
- 2. Acknowledgement of Lease; Conflict. The Parties represent and agree the Lease is true and correct. The terms of the Lease are reaffirmed and remain fully binding and effective, except, as they are amended as specifically stated in this Amendment. In the event of a conflict between the Lease and this First Amendment, this First Amendment shall control.
- 3. Term. The Parties agree that the Term of the Lease is hereby amended to and through June 30, 2026, unless sooner terminated pursuant to the Lease.

THE UNDERSIGNED have read and understand this First Amendment, and voluntarily agree to and enter it as a binding agreement by signing below.

TOWN:

Town of Snowmass Village

WCK:

Woody Creek Kids, Inc.

By: Clint Kinney, Town Manager

Signature Date: _____

By: Christina Holloway, President

Signature Date: _____

ATTEST:

Town Clerk

**LITTLE RED SCHOOL HOUSE LEASE AGREEMENT
BETWEEN THE TOWN OF SNOWMASS VILLAGE
AND
WOODY CREEK KIDS INC.**

This **LEASE AGREEMENT**, made and entered into this 1st day of January 2023, the **Town of Snowmass Village** (hereinafter referred to as "Landlord"), whose address is 130 Kearns Rd. Snowmass Village, Colorado, 81615 and Woody Creek Kids Inc. (hereinafter referred to as "Tenant") whose address is 340 Woody Creek Mesa, Woody Creek, CO 81656, P.O. Box 615, Woody Creek, CO 81656.

WITNESSETH:

Section 1. Leased Premises.

In consideration of the mutual covenants and agreements set forth herein Landlord does hereby lease to Tenant and Tenant does hereby rent from Landlord the following described Leased Premises ("Leased Premises") located at 4598 Owl Creek Rd. Snowmass Village, CO 81615 ("Building").

The Lease Premises include both Town-owned Buildings on the property referred to herein, and all applicable grounds and Common Areas as shown in **Exhibit A**. It is the tenant's responsibility to maintain any improvements to the Premises. Examples include but are not limited to sand and play equipment, or appliances.

The adjoining Town-owned property, known as Cathy Robinson Park, Community Garden, and Playground is not considered Leased Premises, but nothing herein prohibits its use by Tenant, at no charge. The Landlord expressly reserves the right to withhold its consent to any change of use or purpose in its unrestricted discretion.

Section 2. Term.

The Term of this Lease shall commence at **12:00 AM - midnight on January 1, 2023 and** shall expire at **11:59 PM - on December 31, 2025**. If Tenant should remain in possession of the Leased Premises after the expiration of the Term and without executing a new lease, then such holding over shall be construed as a tenancy from month to month, subject to all the conditions, provisions and obligations of this Lease insofar as the same are applicable to a month-to-month tenancy.

Section 3. Rent.

Tenant shall pay Landlord at the address of the Landlord or at such other place as Landlord may from time to time designate in writing to Tenant, without any prior demand therefore and without any deduction or setoff whatsoever, an annual rental for the Leased Premises in monthly installments in accordance with the following schedule:

The annual Rent shall be: One Dollar (\$1.00) / year

This annual Rent shall be payable at time of execution. Rent shall be delivered or mailed to Town of

Snowmass Village at 130 Kearns Road, Snowmass Village, CO 81615.

Section 4. Security Deposit.

1. Tenant shall, on or before, the commencement of the Term of the Lease Agreement, deposit with Landlord as security for the performance of all terms, covenants, and conditions of this Lease, the sum of Two Thousand Five Hundred Dollars (\$2,500.00). This deposit shall be retained by Landlord until the expiration of the Lease, and any renewals or extensions thereof, at which time the deposit shall either be returned to Tenant or retained by Landlord in accordance with the provisions of CRS 38-12-101, et seq.

Section 5. General Conditions.

1. Tenant shall use the Leased Premises for childcare and for no other purpose without Landlord's written consent. Childcare shall be defined as care for a child aged birth to 6 years, and not having entered Kindergarten.
2. Tenant covenants that it will exercise the highest duty of care to maintain the Leased Premises in a clean condition.
3. Tenant will not use, occupy, or permit the Leased Premises, or any part thereof, to be used or occupied for any unlawful or illegal business, use, or purposes deemed by the Landlord to be disreputable, or hazardous, not in such manner as to constitute a nuisance of any kind, nor for any purpose or in any way in violation of any present or future laws, rules, requirements, orders, directions, ordinances or regulations of the United States of America, State of Colorado, County of Pitkin, Town of Snowmass Village, or other municipal, governmental, or lawful authority whatsoever.
4. Tenant shall comply and maintain good standing with any and all applicable childcare licensing provisions as administered by the State of Colorado and County of Pitkin.
5. Tenant shall not keep or have on the Premises any article or thing of a dangerous, inflammable, or explosive character that might unreasonably increase the danger of fire on the Premises, or might be considered hazardous by any reasonable insurance company.

Section 6. Maintenance and Alterations.

1. Tenant will, at Tenant's sole expense, keep and maintain the Premises and appurtenances in good and sanitary condition and repair during the term of this Lease. All costs of repair which are required to maintain the Premises, equipment, furniture, appliances, and supplies shall be borne solely by the Tenant. Certain situations may warrant the Tenant to coordinate with the Landlord regarding repairs or maintenance projects for the Premises. Nothing shall preclude the landlord from working with the Tenant to plan, coordinate, fund, and implement improvements the landlord and tenant mutually desire to make. Planned upgrades of major fixtures and repairs to major fixtures will remain the responsibility of the landlord, subject to availability of funds and annual appropriations.
2. No painting, alteration, addition or improvement to the Premises shall be made by Tenant without prior express written consent of Landlord. Landlord reserves architectural approval of any and all improvements built on the Premises. If any such improvements are installed or erected, upon termination of this Lease, the improvements will be removed, and the Premises restored to its original condition at the sole cost of Tenant, if required at Landlord's sole discretion.

Section 7. Utilities.

1. Tenant shall pay to the appropriate utility service provider for all utilities, including but not limited to, trash removal, telephone, water, internet, cable, gas and electricity, separately supplied or separately metered to the Leased Premises.
2. Landlord shall not be liable in damages or otherwise for any interruption or failure of any utility serving the Leased Premises when such interruption or failure is not due to the negligence of Landlord.

Section 8. Insurance.

1. Tenant, at its own expense, shall maintain in full force during the Term of the Lease Agreement policies of comprehensive insurance, including property damage, written by one or more responsible insurance companies licensed to do business in Colorado which will insure Tenant, Landlord and the Town of Snowmass Village against liability for injury to persons and/or property, and death of any person or persons occurring in or about the Premises. Each policy shall be approved as to form and insurance company by Landlord. The liability under such insurance shall not be less than \$1,000,000 for any one person injured or killed, and not less the \$1,000,000 for any one accident, and not less than \$100,000 property damage. If in the considered opinion of Landlord's insurance advisor, the amount of such coverage is not adequate, Tenant agrees to increase that coverage to such reasonable amounts that Landlord's advisors shall deem adequate. The policies shall name as insured parties, Tenant, Landlord, the Town of Snowmass Village and any persons, firms or corporations designated by Landlord, and shall contain a clause that the insurer will not cancel or change the insurance without first giving the Landlord thirty (30) days' prior written notice. A copy of the policy or a certificate of insurance shall be delivered to the Landlord. If Tenant fails to comply with this paragraph, Landlord shall have the right to obtain the said insurance and pay the premiums therefore, and in such event the entire amount of such premium shall be immediately paid by Tenant to Landlord.
2. The Tenant agrees that it will at all times during the lease term maintain in full force and effect on all its furniture, fixtures and equipment in the Leased Premises a policy or policies of fire insurance with the standard extended coverage endorsement attached to the extent of at least eighty percent (80%) of their insurable value, the proceeds of which will, so long as this Lease is in effect, be used for the repair or replacement of fixtures and equipment so insured. It is understood that the Landlord shall have no interest in the insurance upon Tenant's equipment and fixtures and will sign all documents necessary or proper in connection with the settlement of any claim or loss by Tenant.

Section 9. Access & Assignment.

1. Landlord may enter the Premises at any reasonable time.
2. This Lease may not be assigned, and no part of the Premises may be sublet, without the prior written consent of Landlord.

Section 10. Indemnification and Liability.

1. Landlord shall not be liable to Tenant or to any other person whatsoever for any damage occasioned by falling plaster, electricity, plumbing, gas, water, steam, sprinkler or other pipe and sewage system or by the bursting, running or leaking of any tank, washstand, closet or waste to other pipes in or about the Leased Premises, or the Building or which they are a part, nor for any damage occasioned by water being

upon or coming through the roof, or vent, or otherwise for any damage arising from any acts or neglect of co-tenants or other occupants of the Building or of adjacent property, or the public, nor shall Landlord be liable in damages or otherwise for any failure to furnish, or interruption of service of any water, gas electricity, heated water, steam and/or chilled water, caused by fire, accident, riot, strike, labor disputes, acts of God, or the making of any repairs or improvements or other causes beyond the control of Landlord.

2. Tenant shall indemnify Landlord and the Town of Snowmass Village and save it harmless from and against any and all claims, actions or damages or liability or expense in the loss of life, personal injury, and/or damage to property arising from or out of any occurrence in, upon, or at the Leased Premises, or the occupancy or use by Tenant of the Leased Premises or any part thereof, or occasioned wholly or in part by any act or omission of Tenant, its agents, contractors, servants, lessees or concessionaires. In case Landlord, shall without fault on its part be made a party to any litigation commenced by or against Tenant, then Tenant shall fully protect and hold the Landlord and the Town of Snowmass Village harmless and pay all costs, expenses, and reasonable attorney's fees incurred or paid by Landlord or the Town of Snowmass Village in connection with such litigation. Tenant shall also pay all costs, expenses, and reasonable attorney's fees that may be incurred or paid by Landlord or the Town of Snowmass Village in enforcing the covenants and agreements in this Lease, so long as Landlord prevails in such litigation.

Section 11. Notices.

1. All notices to be given with respect to this Lease shall be in writing. Each notice shall be sent by registered or certified mail, postage prepaid and return receipt requested, to the party to be notified at the address set forth in the Lease Agreement or at such other address as either party may from time to time designate in writing.
2. Every notice shall be deemed to have been given at the time it shall be deposited in the United States mail in the manner prescribed herein. Nothing contained herein shall be construed to preclude personal service of any notice in the manner prescribed for personal service of a summons or other legal process.

Section 12. Attorney's Fees.

1. In the event of any litigation or other action or proceeding between the parties hereto arising out of the performance or non-performance of this Lease, or enforcement of any rights or remedies hereunder, including any indemnities herein contained, the prevailing party shall be entitled in such litigation, action or proceeding to also recover as party of any judgment, award or other relief, its reasonable attorneys' fees and costs incurred. In the event Landlord is asked to assign, subordinate, or sublet Leased Premises, all costs incurred by Landlord will be paid by Tenant, including all reasonable attorney fees.

Section 13. Miscellaneous Provisions

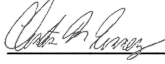
1. If any portion of this Lease Agreement shall be declared invalid or unenforceable, the remainder of the Lease Agreement shall continue in full force and effect.
2. Where necessary to carry out the meaning hereof, the singular shall mean the plural, the plural the singular, and any gender shall apply to all genders.
3. This Lease and the General Conditions constitute the total understanding of the parties with respect to

the subject matter hereof and no modification thereof may be made except by a writing signed by both of the parties.

4. This Lease Agreement and all agreements herein contained shall bind the parties hereto and their heirs, personal representative's successors and assigns.
5. Each term and each provision of this Lease Agreement shall be construed as and shall have the same force and effect as though made in the form of a covenant.
6. This Lease Agreement shall be construed in accordance with the laws of the State of Colorado.
7. Time is of the essence for the performance of any obligation contained in this Lease Agreement.
8. Tenant will be charged \$50 for each replacement building key, and the cost to replace any other key or key card to access the building.

IN WITNESS WHEREOF, the Landlord and Tenant have executed this Lease Agreement on the day and year first above written.

LANDLORD: Town of Snowmass Village

By: 
Clinton M. Kinney, Town Manager

Date: Dec 6, 2022

TENANT: Woody Creek Kids, Inc.

By: 
[Christina Holloway \(Dec 6, 2022 15:14 MST\)](#)
Christina A. Holloway, President

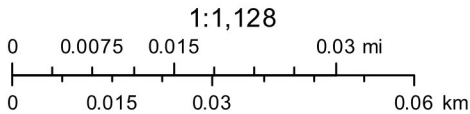
Date: Dec 6, 2022

Exhibit A LRSH Leased Premises



December 22, 2021

-  Irrigation Ditch
-  Diversion Tunnel
-  River, Lake or Pond
-  Building



Source: Esri, Maxar, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Woody Creek Kids TOSV Lease -3 year ends 12-31-25_FINAL

Final Audit Report

2022-12-06

Created:	2022-12-06
By:	Barbara Peckler (bpeckler@tosv.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAKEHSMelYnBC7Za1OjGEyUIVbVeNy7L2O

"Woody Creek Kids TOSV Lease -3 year ends 12-31-25_FINAL" History

-  Document created by Barbara Peckler (bpeckler@tosv.com)
2022-12-06 - 4:09:49 PM GMT- IP address: 75.148.117.25
-  Document emailed to Clint Kinney (ckinney@tosv.com) for signature
2022-12-06 - 4:11:04 PM GMT
-  Document emailed to wckids16@gmail.com for signature
2022-12-06 - 4:11:04 PM GMT
-  Email viewed by wckids16@gmail.com
2022-12-06 - 4:11:09 PM GMT- IP address: 74.125.212.199
-  Email viewed by Clint Kinney (ckinney@tosv.com)
2022-12-06 - 4:12:14 PM GMT- IP address: 75.148.117.25
-  Document e-signed by Clint Kinney (ckinney@tosv.com)
Signature Date: 2022-12-06 - 4:12:54 PM GMT - Time Source: server- IP address: 75.148.117.25
-  Signer wckids16@gmail.com entered name at signing as Christina Holloway
2022-12-06 - 10:14:31 PM GMT- IP address: 76.25.56.220
-  Document e-signed by Christina Holloway (wckids16@gmail.com)
Signature Date: 2022-12-06 - 10:14:33 PM GMT - Time Source: server- IP address: 76.25.56.220
-  Agreement completed.
2022-12-06 - 10:14:33 PM GMT

Town of Snowmass Village Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

Ordinance No. 10, 2025 - Amendment to Code regarding outdoor lighting regulations - 2nd Reading

Presented by:

Sara Nester, Code Compliance Manager, Dave Shinneman, Community Development Director, Mike Metheny, Chief Building Official

Background:

The Town Council has requested the Community Development Department revise the Outdoor Lighting Code (Lighting Code). In response, Town staff hired Clanton and Associates, Inc. to assist the Town in updating our Lighting Code. The Lighting Code revisions propose to enhance the Town's character and livability, prevent non-compliant outdoor lighting, reduce lighting conflicts between property owners, prevent the increase of sky glow, and preserve the naturally dark sky for the benefit of residents, visitors, wildlife, and the environment. The proposed revisions will use a lumen-based metric in lieu of the previously utilized watt-based metric to better accommodate advancements in lighting technology.

The Town Council has previously reviewed the proposed Lighting Code updates during two separate meetings prior to the first reading of the Ordinance. As the Lighting Code is now proposed to fall under the Land Use and Development Code rather than Building Regulations, the proposed amendments were brought to the Planning Commission and discussed over two meetings. The Town Council went through first reading on July 21 and requested three changes: adjusting the holiday lighting period in residential zone districts to November 15 through January 31; revising the language to prohibit outdoor televisions in residential areas; and updating the definition of "Nighttime Hours" in Section 16A-4-610. Staff have a recommendation for an additional change to the definition nighttime hours which is shown in red italics.

Financial Impact:

There will be an ongoing financial commitment to implement and enforce the Lighting Code. Currently, enforcement is being carried out on a complaint basis. The financial impact would vary based upon the level of enforcement desired.

Applicability to Council Goals & Objectives:

One of the 2025 Strategic Initiatives for Snowmass Village is to preserve and protect

open spaces and our environment to ensure that nature is and remains the dominant feature of the landscape.

Council Options:

Approve, modify or deny the Ordinance

Staff Recommendation:

It is the recommendation of Town Staff, that the Council, by motion, approve Ordinance No. 10 Series 2025 on Second Reading updating the Town's Outdoor Lighting Code.

Attachments:

1. 7.A. 1 Proposed Snowmass Village Outdoor Lighting Code Amendment – Clean
2. 7.A. 2 Snowmass Village Lighting Zone Map Draft - Updated
3. 7.A. 3 Snowmass PC - Res - 3 -2025 - Lighting Code Amendment – Signed
4. 7.A. 4 Snowmass - Ord. No. 10-2025 - Lighting Code Amendment
5. 7.A. 5 Public Comments

Town of Snowmass Village, CO

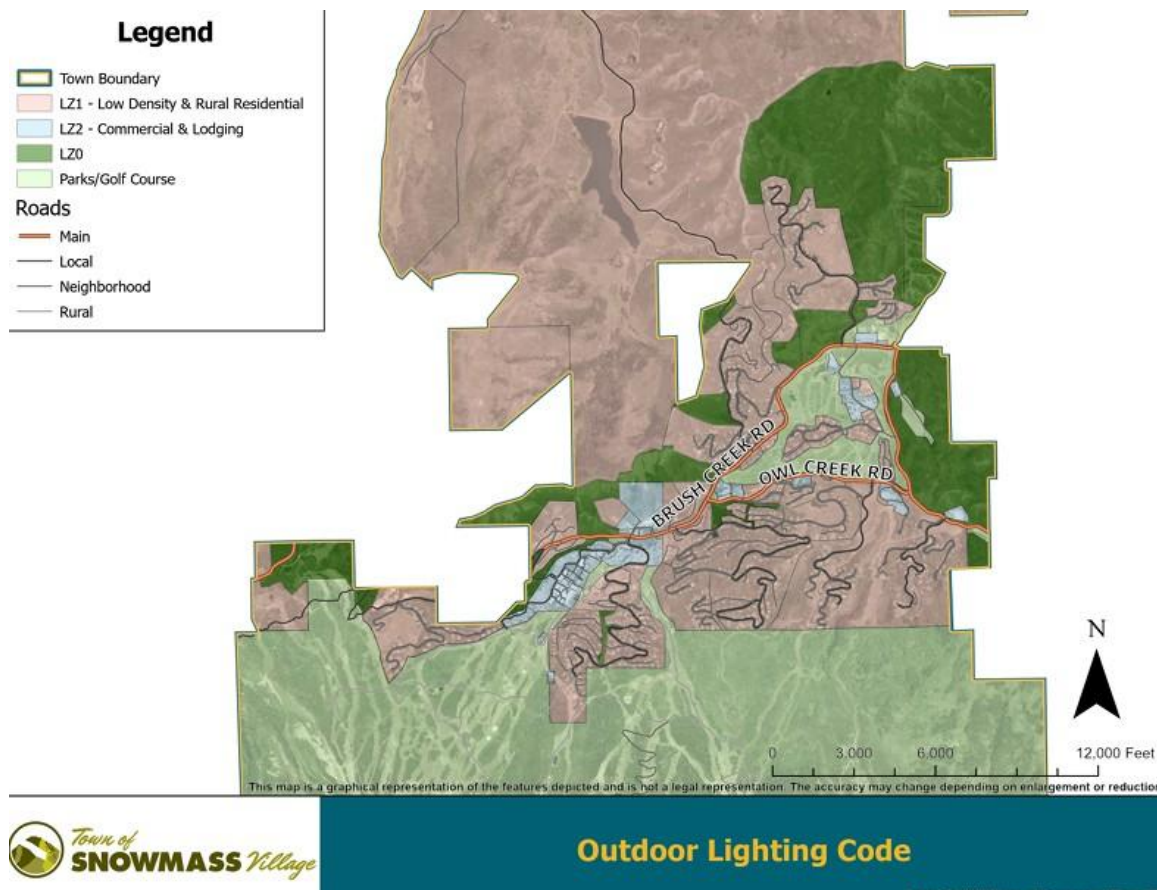
Municipal Code; Chapter 16A, Article IV, Division 6 – Lighting Standards

Draft: August 13, 2025, v0.10

Sec. 16A-4-600. – Purpose.

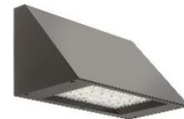
This article is intended to protect the health, safety, and welfare of residents within the Town of Snowmass Village, enhance the town's character and livability, prevent noncompliant outdoor lighting, reduce lighting conflicts between property owners, prevent the increase of sky glow, and preserve the naturally dark sky for the benefit of residents, visitors, wildlife, and the environment. Per the *Five Principles for Responsible Outdoor Lighting*, the following goals outline our outdoor lighting requirements:

- (1) Reduce excessive amounts of outdoor lighting and high-angle sources of glare that both contribute to an unsafe reduction in nighttime visual performance;
- (2) Reduce the use of unnecessary outdoor lighting during daytime hours to lessen the consumption of non-renewable energy and fuels;
- (3) Limit the use of outdoor lighting to help mitigate wasted energy and unnecessary *Light Pollution* that negatively affect the natural night sky, migration, and nocturnal ecosystems;
- (4) The Town of Snowmass Village, which has the authority to protect natural resources and maintain a healthy environment for present and future generations, will assign the following *Lighting Zones* to all property within the Town of Snowmass Village per the following map:



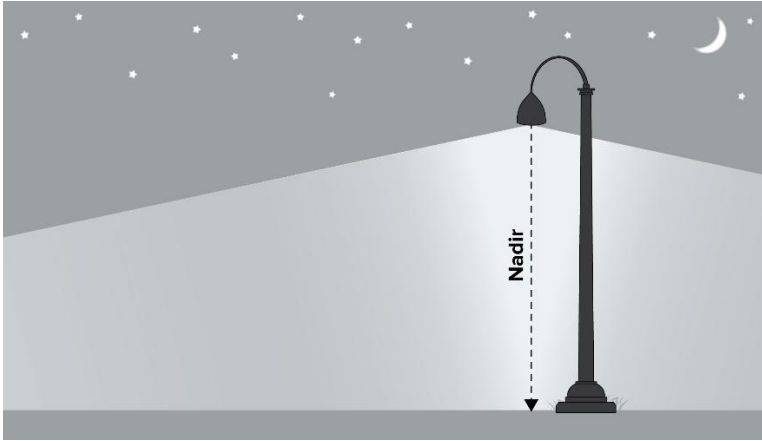
Sec. 16A-4-610. - Definitions.

- (1) **AFG:** Above Finished Grade
- (2) **ANSI/IES Outdoor Standards:** The American National Standards Institute (ANSI) recognizes the Illuminating Engineering Society (IES) as the authoritative standards for lighting applications. Applicable outdoor standards and metrics for this ordinance include:
 - a. RP-2: Outdoor Lighting for Retail (Illuminance)
 - b. RP-6: Outdoor Sport and Recreational (Illuminance)
 - c. RP-8: Roadway and Parking (Luminance and Illuminance respectively)
 - d. RP-43: Outdoor Pedestrian Applications (Illuminance)
- (3) **ALAN (Artificial Lighting at Night):** Light that is created from human technology, such as electric lighting, rather than a naturally occurring process.
- (4) **Festoon String Lighting:** Decorative overhead lighting that consists of multiple electric lamps, evenly spaced, wired to a flexible cable, and strung between at least two mounting points.
- (5) **Five Principles for Responsible Outdoor Lighting:** Co-authored and published by Dark Sky International and ANSI/IES, 1) Use light only if needed, 2) Distribute light only where needed, 3) Use light no brighter than needed, 4) Use light only when needed, 5) Use warmer color light when possible.
- (6) **Fully Shielded:** An installed *Luminaire* that produces no light rays above a simulated horizontal plane that passes through the lowest point where light is emitted. Examples include:



- (7) **Glare:** Light entering the eye directly from a luminaire or indirectly from reflective surfaces that cause visual discomfort or reduced visibility.
- (8) **Light Level:** The amount of maintained light that hits, or is reflected from, a surface as measured by *Luminance* or *Illuminance*.
- (9) **Light Pollution:** ALAN traveling into areas where it's not needed or wanted. This can be in the form of *Light Trespass*, glare, or atmospheric sky glow.
- (10) **Light Trespass:** ALAN illuminating past property lines and affecting other property owners or jurisdictions. Light trespass limits are measured at any location along a property line both horizontally on the ground plane facing upward and vertically at 5-feet above grade with the meter aimed toward the light source in question. Neither measurement shall exceed the established threshold.
- (11) **Lighting Zones:** An ANSI/IES/DarkSky system describing the luminous environment and related lighting conditions based on land uses and expected tasks. These include Lz0, Lz1, and Lz2.
- (12) **Lighting Zone Zero (0):** Open space areas characterized by predominantly dark areas such as rural, agricultural, and areas with limited built environment or adjacent to sensitive and protected lands.
- (13) **Lumen (lm):** A unit of measure for the quantity of light provided by a source.

- (14) **Luminaire:** A complete lighting unit, including the light source, housing, optics, and necessary electronics for the purpose of outdoor illumination.
- (15) **Lux (lx):** The unit of measure for illuminance.
- (16) **Nadir:** A downward vertical vector directly beneath the luminaire's light source, opposite to zenith.



- (17) **Nighttime Hours:** A time period for seasonal lighting restrictions. *Observed in residential and commercial zone districts between 10pm and 7am. Unless business operating hours end or begin within the nighttime hours. If so, nighttime hours will begin one hour after closing or one hour before opening.*
- (18) **Residential Use:** Zoning districts dedicated exclusively to properties for low-density human residence and dwelling. Examples include single family, duplex, townhouse, and mobile home. This does not include apartment and mixed-use living.
- (19) **Seasonal Lighting:** A time period starting November 15 for temporary and decorative holiday-style lighting not intended for general illumination, including but not limited to string lighting, icicle lighting, and lighted inflatables. Observed in residential zone districts until January 31, and commercial zone districts until March 1.
- (20) **Security Lighting:** Illumination used specifically to protect people, property, and infrastructure from criminal threat. Security Lighting must be kept to the minimum amount of lighting required, and the time of the motion detector light shall not exceed five minutes.
- (21) **Shielding:** A *Luminaire* design, optical intervention, or physical accessory (such as a louver) preventing light emission from traveling into a particular area, angle, or region.

Sec. 16A-4-620. – Applicability.

- (1) The outdoor lighting requirements of this article shall be applicable to all outdoor *Luminaires* installed within the Town of Snowmass Village after September 3.
- (2) Existing outdoor *Luminaires* not meeting the requirements of this article and lawfully installed prior to September 3 shall be considered legal and repairable but non-conforming. Automatic trigger events causing compliance to this article are as follows:
 - a. *Light Trespass* and *Nighttime Hour* requirements will go into effect September 3 or
 - b. If the Community Development Director, or designee, determines that a *Luminaire* constitutes a hazard to public safety, compliance can be mandated; or

- c. All remaining installations of non-conforming *Luminaires* can be used and maintained until they are replaced.

Sec. 16A-4-630. – Exemptions.

- (1) **Lawful:** Lighting requirements mandated by a legal jurisdiction with broader authority (e.g., federal, state, or territorial) than the Town of Snowmass Village.
- (2) **Safety:** *Luminaires* installed for the benefit of public health, safety and welfare, including but not limited to:
 - a. Any contradictory building code or Department of Transportation illumination requirements.
 - b. Occupational Safety and Health Administration (OSHA) mandated lighting for worker safety.
 - c. Temporary lighting used for worker safety during construction, repair, or similar activity.
 - d. Temporary lighting used by authorized first responders during emergency procedures.
- (3) **Permitted:** Temporary and semi-permanent lighting approved by the Town Manager, or designee, for special events, festivals, or community benefit.
- (4) Lighted trees at entrances to arrival centers, condominiums, and hotels are permitted.

Sec. 16A-4-640. – Prohibitions.

Unless otherwise specified in this article, the following are prohibited in the Town of Snowmass Village:

- (1) Use of unshielded outdoor lighting within Lz1.
- (2) Lighting (including but not limited to neon and fluorescent) used to outline a structure in whole or in part.
- (3) Use of outdoor televisions in residential zones.
- (4) All façade lighting is prohibited except where it is allowed under 16-A-4-690.
- (5) *ALAN* that interferes with the safe movement of motor vehicles, disables the vision of a motor vehicle operator, contributes to traffic control confusion (e.g., sources resembling or imitating traffic control lighting, railroad signals, blinking, flashing, moving, and revolving), or that hides or interferes with the effectiveness of any official traffic control devices.
- (6) Beacons and searchlights are prohibited, except for emergency use by authorized first responders.

Sec. 16A-4-650. – Building Permit Procedure.

Outdoor lighting plans shall meet the following requirements for residential, commercial, mixed use, or multi-family building permits, subdivision, planned unit development, illuminated signage, and development within environmentally sensitive area:

- (1) **Lighting Plans:** Acceptable means for outdoor lighting plans are as follows:
 - a. “Lighting Schedule”: For residential permits when specifically requested by the Community Development Director, or designee. This lighting plan shall be documented using a spreadsheet format by listing the *Luminaire* identifications (i.e., manufacturer, model number, type), *Luminaire* quantities, installation locations, and *Lumen* outputs for each.
 - b. “Performance Method”: For commercial, multi-family, mixed use, sports lighting or when specifically requested by the Community Development Director, or designee. Outdoor lighting plans shall include:

- i) *Luminaire* identification (model number), installation locations, mounting heights, targeted directions, buildings, and other physical objects within the site.
- ii) Site plan demonstrating conformance with this ordinance.
- iii) Other information deemed necessary by the Building Official to document compliance with the requirements of this article.

(2) Review: Applications and lighting plans will be submitted as follows:

- a. Subdivisions, planned unit developments, or special review applications shall be submitted and reviewed with the applicable Land Use review process as defined in the Land Use and Development Code. The Building Official may review plans upon Land Use Approval for code compliance.
- b. Building permits for a commercial or residential structure shall be reviewed by the Building Official.
- c. Any appeals related to decisions regarding outdoor lighting shall be made to the Town Manager, or designee.

Sec. 16A-4-660. – Temporary Waiver Request.

Any person may submit a written request to the Community Development Director, or designee, for a temporary waiver request. The Community Development Director, or designee, shall have the authority to refer an application to the Planning Commission if deemed appropriate. If the temporary exemption request is approved, the waiver shall be valid for the dates designated by the town. Temporary waiver requests shall include:

- (1) Specific justification/purpose of the waiver request;
- (2) Description of *Luminaires* involved;
- (3) Duration and time period requested for waiver;
- (4) Proposed location on property;
- (5) Previous exemptions if applicable;
- (6) Other information deemed necessary by the Community Development Director, or designee.

Sec. 16A-4-670. - Enforcement and Penalty.

- (1) **Enforcement:** The Town Manager, or designee, is responsible to implement, administer, and enforce the provisions of this article, including alleged violation investigations.
 - a. The Town Manager, or designee, charged with enforcing this chapter shall have the authority to grant partial or complete waiver of the article requirements if a property owner demonstrates that compliance creates unreasonable hardship, as balanced against the potential impacts of non-compliance, or results in conditions that are materially detrimental to health, safety or welfare. The Chief Building Official shall have the authority to waive the requirements of this ordinance in order to comply with health and life safety requirements set forth in the adopted Residential, Building, and Electric codes.
- (2) **Penalty:** Any person, firm, or corporation found to have violated, disobeyed, omitted, neglected, or refused to comply with any provisions of this article shall be found in violation. Existing violations issued prior to **September 3, 2025** will remain. The punishment shall be in accordance with the provisions of Section 1-72 of this Municipal Code.

Sec. 16A-4-680. – General Outdoor Lighting Requirements.

Unless otherwise specified in this article, the following requirements apply to all *Luminaires* and *Luminaire* installations in the Town of Snowmass Village:

- (1) **Legal:** All outdoor *Luminaires* and *Luminaire* installations shall comply with federal, state, municipal codes, applicable energy and building codes, product safety labeling, the requirements of this ordinance, and be subject to the appropriate permit and inspection requirements thereof.
- (2) **Light Distribution:** Unless otherwise specified, all *Luminaires* shall be *Fully Shielded*, downward directed, except:
 - a. Festoon string lighting in commercial zone districts when no individual lamp emits more than 50 lumens, and the lumen density of the string is no greater than 25 lumens per foot;
 - b. All clear-lensed point light sources must be shielded. Any unshielded light source must use a non-clear clouded material as the primary lens to reduce glare from the light bulb.
- (3) **Trespass:** Unless otherwise specified, *Luminaire* lamp sources shall be located and optically shielded such that the lamp source(s) shall be minimally visible from adjacent property or public right-of-way during *Nighttime Hours*.
- (4) **Light Curfew:** During *Nighttime Hours*, non-essential outdoor lighting, including but not limited to sports field, landscape, and decorative lighting elements, shall be extinguished, except for hotels, condominium hotels, and lodging with 24-hour check-in periods.
- (5) **Light Controls:** *Luminaires* activated by motion detection shall activate by motion within the same property on which they are installed. All motion activated lights that automatically turn on or brighten shall return to their off or dimmed state no more than [5] minutes after activity is no longer detected.
- (6) **Landscape Lighting:** Low lux (under 40 lux), landscape, or walkway lighting under 42" is allowed.

Sec. 16A-4-690. – Residential Lighting Requirements.

The following requirements are supplementary to the General Requirements and shall further regulate *Residential Use* properties:

- (1) Unshielded light sources meeting the requirements of Section 16A-4-680(2)(b) shall not exceed 850 lumens per *Luminaire* with a maximum of two (2) *Luminaires* per dwelling.
- (2) The total outdoor lumen allowance for *Residential Use* structures is 2.5 lumens per square foot (2.5 lm/sf). This is calculated on the approved above grade floor area of the structure and includes all building mounted and site lighting.
- (3) *Luminaires* shall not be pole mounted taller than 42 inches AFG.

Sec. 16A-4-691. – Public and Common Area Lighting Requirements.

- (1) The following requirements are supplementary to the General Requirements and shall further regulate public and common area uses including mixed use, commercial, and multi-family applications (e.g., condominiums, apartments): Outdoor charging stations shall target an average illuminance of 20 *Lux* within a 10-foot radius of the charging station and not exceed a maximum measurement of 40 *Lux*.
- (2) *Luminaires* used to illuminate parking lots and vehicle circulation areas shall not exceed a height of 20-feet AFG. The resulting illuminance shall provide a minimum of 2 *Lux* and not exceed 40 *Lux* horizontally at finished grade.

- (3) *Light Trespass* leaving non-*Residential Use* property shall be no greater than (3) *Lux* when measured 20-feet past the property line, into the public right-of-way.

Sec. 16A-4-692. – Roadway Lighting Requirements.

Roadway *Luminaires* and lighting plans shall be approved jointly by the Community Development and Public Works Departments.

Sec. 16A-4-693. – Seasonal Lighting Requirements.

Temporary *Seasonal* lighting is allowed in Residential and Commercial Zones from November 15 to March 1, provided it meets all of the following:

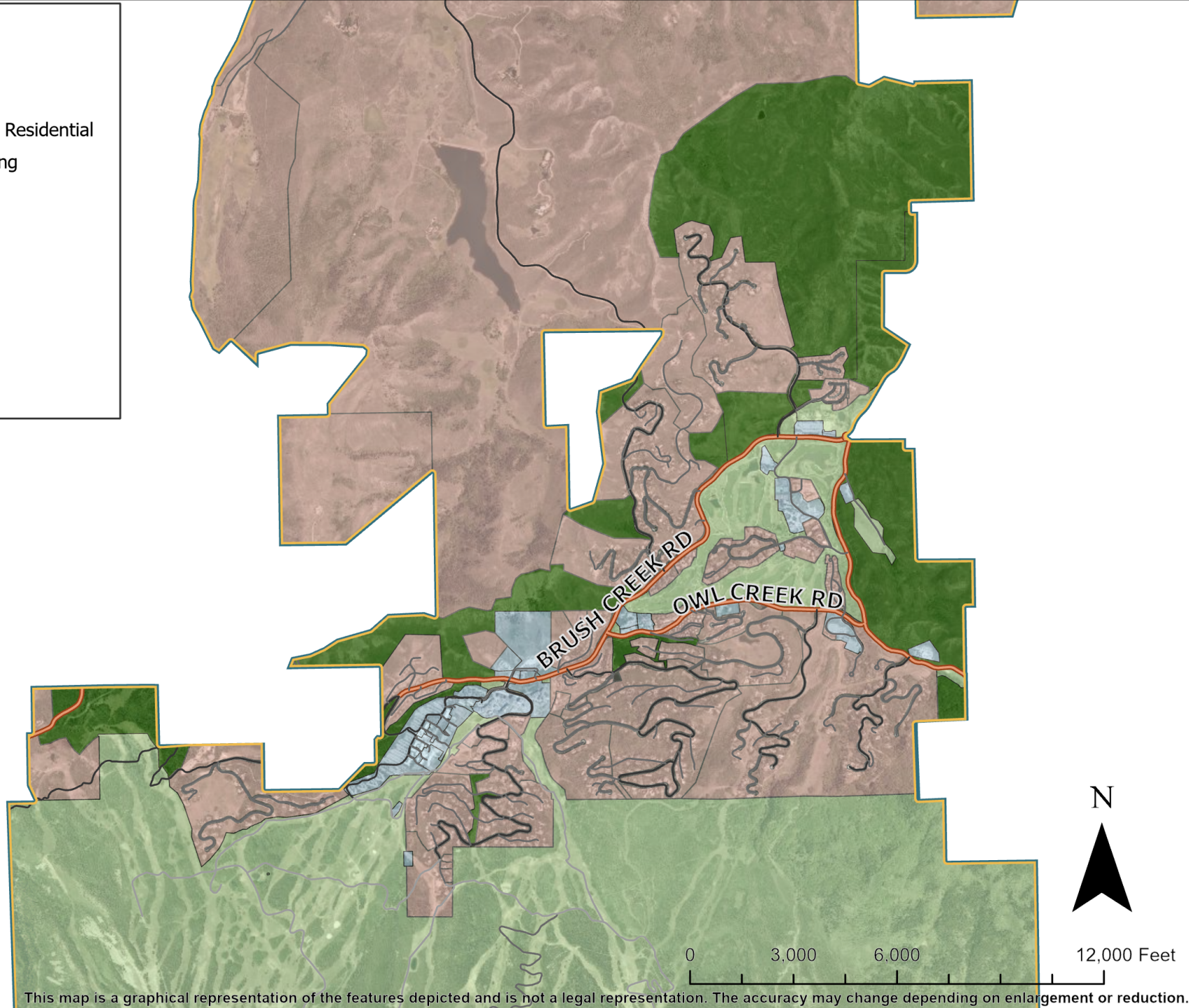
- (1) *Seasonal* lighting shall not interfere with the safe movement of motor vehicles or create dangerous glare conditions on adjacent roadways or properties.
- (2) *Seasonal* lighting shall be maintained in an attractive condition and not constitute a dangerous situation or fire hazard.
- (3) *Seasonal* lighting shall be extinguished during *Nighttime Hours*.

Legend

-  Town Boundary
-  LZ1 - Low Density & Rural Residential
-  LZ2 - Commercial & Lodging
-  LZ0
-  Parks/Golf Course

Roads

-  Main
-  Local
-  Neighborhood
-  Rural



This map is a graphical representation of the features depicted and is not a legal representation. The accuracy may change depending on enlargement or reduction.

**TOWN OF SNOWMASS VILLAGE
PLANNING COMMISSION**

**RESOLUTION NO. 3
SERIES OF 2025**

**A RESOLUTION RECOMMENDING CODE TEXT AMENDMENTS TO THE TOWN OF
SNOWMASS VILLAGE MUNICIPAL CODE, AMENDING CHAPTER 16A - LAND USE
AND DEVELOPMENT CODE AND CHAPTER 18, ARTICLE XIII – OUTDOOR
LIGHTING, RELATED TO NEW OUTDOOR LIGHTING REGULATIONS**

WHEREAS, The Town of Snowmass Village (“TOSV” or the “Town”) is a home-rule municipality, duly organized and existing under the TOSV’s Charter adopted pursuant to Article XX of the Constitution of the State of Colorado; and

WHEREAS, the Town Council approved Ordinance No. 9, Series of 2018 on December 17, 2018, thereby adopting the 2018 Town of Snowmass Village Comprehensive Plan (the “Comprehensive Plan”); and

WHEREAS, amendments to Chapters 16A and 18 of the Snowmass Village Municipal Code (the “Code”) are necessary to implement certain action steps identified within the Comprehensive Plan; and

WHEREAS, the TOSV’s Building Regulations in Chapter 18, Article XIII of the Code contain the Town’s outdoor lighting standards; and

WHEREAS, the Town of Snowmass Village Land Use and Development Code (the “Land Use Code”), Chapter 16A of the TOSV Municipal Code, provides for orderly development of the Town while protecting the quality of life within the TOSV; and

WHEREAS, Section 16A-5-210 of the Code provides the authority for the Planning Commission or Town Council to initiate text amendments of the Land Use Code by resolution; and

WHEREAS, the TOSV wishes to protect the health, safety, and welfare of residents within the Town; enhance the Town’s character and livability; prevent noncompliant outdoor lighting; reduce lighting conflicts between property owners; prevent the increase of sky glow; and preserve the naturally dark sky for the benefit of residents, visitors, wildlife, and the environment; and

WHEREAS, the TOSV wishes to update the Town’s outdoor lighting standards based on national best practices and to respond to updated lighting technology; and

WHEREAS, Planning Commission finds and determines that it is necessary to include the Town’s lighting standards in the TOSV’s Land Use Code and that the following

amendments to Chapter 18, Article XIII and Chapter 16A of the Code are necessary to protect the public health, safety, and welfare of the citizens of the TOSV; and

WHEREAS, Planning Commission finds that the passage of this Resolution is in the best interest of the TOSV.

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

1. Recitals. The foregoing recitals are incorporated herein as findings of the Planning Commission.
2. Findings. The Planning Commission makes the following findings:
 - a. The procedural requirements set forth in Section 16A-5-210 of the Code have been satisfied.
 - b. The proposed amendments comply with the applicable review standards set forth in Section 16A-5-210(e) of the Code.
3. Recommendation to Town Council – Amendment to Chapter 16A – Land Use and Development Code. The Planning Commission hereby recommends that the Town Council approve the amendments to **Chapter 16A, Article IV** of the TOSV Municipal Code with the addition of Division 6 – Lighting Standards as set forth in **Exhibit A**.
4. Recommendation to Town Council – Amendment to Chapter 18 – Building Regulations. The Planning Commission hereby recommends that Town Council approve repealing and replacing **Chapter 18, Article XIII – Outdoor Lighting** as follows:

ARTICLE XIII – Outdoor Lighting

Sec. 18-261. – Outdoor Lighting.

All exterior lighting or illumination shall be designed, located, placed and shielded to be architecturally and aesthetically in compliance with Chapter 16A, Article IV, Division 6 of this Code.

5. Severability. If any provision of this Resolution or application hereof to any person or circumstance is held invalid, the invalidity shall not affect any other provision or application of this Resolution which can be given effect without the

invalid provision or application, and, to this end, the provisions of this Resolution are severable.

INTRODUCED, READ, AND ADOPTED by the Planning Commission of the Town of Snowmass Village, Colorado on the 18th day of June 2025, with a motion made by Commissioner Dube and second by Commission member Marshack, by a vote of 5 in favor and 0 opposed. Absent were Commission members Clauson and Faurer.

**TOWN OF SNOWMASS VILLAGE
PLANNING COMMISSION**

Matthew Dubé
Matthew Dube, Chairperson

ATTEST:

Ashleigh Huff
Ashleigh Huff, Planning Commission Secretary

ATTACHMENTS:

Exhibit A – Amendment to Chapter 16A, Article IV of the TOSV Municipal Code

Res. 3, 2025
Page 4 of 4

**EXHIBIT A
AMENDMENT TO TOWN CODE**

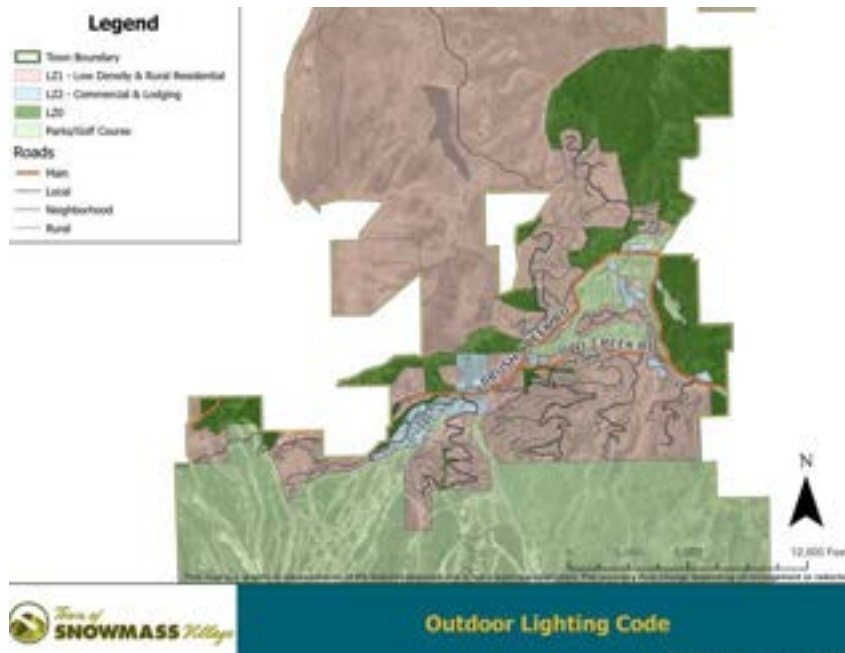
*Chapter 16A, Article IV of the Code is approved amended with the addition of Article 6 –
Lighting Standards as follows:*

Town of Snowmass Village, CO
Municipal Code; Chapter 16A, Article IV, Division 6 – Lighting Standards
Draft: June 12, 2025 v0.10

Sec. 16A-4-600. – Purpose.

This article is intended to protect the health, safety, and welfare of residents within the Town of Snowmass Village, enhance the town's character and livability, prevent noncompliant outdoor lighting, reduce lighting conflicts between property owners, prevent the increase of sky glow, and preserve the naturally dark sky for the benefit of residents, visitors, wildlife, and the environment. Per the *Five Principles for Responsible Outdoor Lighting*, the following goals outline our outdoor lighting requirements:

- (1) Reduce excessive amounts of outdoor lighting and high-angle sources of glare that both contribute to an unsafe reduction in nighttime visual performance;
- (2) Reduce the use of unnecessary outdoor lighting during daytime hours to lessen the consumption of non-renewable energy and fuels;
- (3) Limit the use of outdoor lighting to help mitigate wasted energy and unnecessary *Light Pollution* that negatively affect the natural night sky, migration, and nocturnal ecosystems;
- (4) The Town of Snowmass Village, which has the authority to protect natural resources and maintain a healthy environment for present and future generations, will assign the following *Lighting Zones* to all property within the Town of Snowmass Village per the following map:



Sec. 16A-4-610. - Definitions.

- (1) **AFG:** Above Finished Grade
- (2) **ANSI/IES Outdoor Standards:** The American National Standards Institute (ANSI) recognizes the Illuminating Engineering Society (IES) as the authoritative standards for lighting applications. Applicable outdoor standards and metrics for this ordinance include:
 - a. RP-2: Outdoor Lighting for Retail (Illuminance)
 - b. RP-6: Outdoor Sport and Recreational (Illuminance)
 - c. RP-8: Roadway and Parking (Luminance and Illuminance respectively)
 - d. RP-43: Outdoor Pedestrian Applications (Illuminance)
- (3) ***ALAN (Artificial Lighting at Night):*** *Light that is created from human technology, such as electric lighting, rather than a naturally occurring process.*
- (4) **Festoon String Lighting:** Decorative overhead lighting that consists of multiple electric lamps, evenly spaced, wired to a flexible cable, and strung between at least two mounting points.
- (5) **Five Principles for Responsible Outdoor Lighting:** Co-authored and published by DarkSky International and ANSI/IES, 1) Use light only if needed, 2) Distribute light only where needed, 3) Use light no brighter than needed, 4) Use light only when needed, 5) Use warmer color light when possible.
- (6) **Fully Shielded:** An installed *Luminaire* that produces no light rays above a simulated horizontal plane that passes through the lowest point where light is emitted. Examples include:



- (7) **Glare:** Light entering the eye directly from a luminaire or indirectly from reflective surfaces that cause visual discomfort or reduced visibility.
- (8) **Light Level:** The amount of maintained light that hits, or is reflected from, a surface as measured by *Luminance* or *Illuminance*.
- (9) **Light Pollution:** *ALAN* traveling into areas where it's not needed or wanted. This can be in the form of *Light Trespass*, glare, or atmospheric sky glow.
- (10) **Light Trespass:** *ALAN* illuminating past property lines and affecting other property owners or jurisdictions. Light trespass limits are measured at any location along a property line both horizontally on the ground plane facing upward and vertically at 5-feet above grade with the meter aimed toward the light source in question. Neither measurement shall exceed the established threshold.
- (11) **Lighting Zones:** An ANSI/IES/DarkSky system describing the luminous environment and related lighting conditions based on land uses and expected tasks. These include Lz0, Lz1, and Lz2.
- (12) **Lighting Zone Zero (0):** Open space areas characterized by predominantly dark areas such as rural, agricultural, and areas with limited built environment or adjacent to sensitive and protected lands.
- (13) **Lumen (lm):** A unit of measure for the quantity of light provided by a source.

Formatted: Font: Italic, Font color: Red

- (14) **Luminaire:** A complete lighting unit, including the light source, housing, optics, and necessary electronics for the purpose of outdoor illumination.
- (15) **Lux (lx):** The unit of measure for illuminance.
- (16) **Nadir:** A downward vertical vector directly beneath the luminaire's light source, opposite to zenith.



- (17) **Nighttime Hours:** A time period for seasonal lighting restrictions. Observed in *residential and commercial zone districts* between ~~11pm and 6am~~ *10pm and 7am*. ~~Residential zone districts and all other areas will use 10pm until 6am.~~ For businesses and events with operating hours later than 10pm, nighttime hours will begin one hour after closing.
- (18) **Residential Use:** Zoning districts dedicated exclusively to properties for low-density human residence and dwelling. Examples include single family, duplex, townhouse, and mobile home. This does not include apartment and mixed-use living.
- (19) **Seasonal Lighting:** A time period starting November 15 for temporary and decorative holiday-style lighting not intended for general illumination, including but not limited to string lighting, icicle lighting, and lighted inflatables. *Observed in residential and commercial zone districts until March 1.*
- (20) **Security Lighting:** Illumination used specifically to protect people, property, and infrastructure from criminal threat. *Security Lighting must be kept to the minimum amount of lighting required, and the time of the motion detector light shall not exceed five minutes.*
- (21) **Shielding:** A Luminaire design, optical intervention, or physical accessory (such as a louver) preventing light emission from traveling into a particular area, angle, or region.

Formatted: Font color: Red, Strikethrough

Formatted: Font color: Red, Strikethrough

Formatted: Font color: Red

Formatted: Font: Italic, Font color: Red

Formatted: Font: Italic, Font color: Red

Sec. 16A-4-620. – Applicability.

- (1) The outdoor lighting requirements of this article shall be applicable to all outdoor *Luminaires* installed within the Town of Snowmass Village after *[effective date 1]*.
- (2) Existing outdoor *Luminaires* not meeting the requirements of this article and lawfully installed prior to *[effective date 1]* shall be considered legal and repairable but non-conforming. Automatic trigger events causing compliance to this article are as follows:
 - a. *Light Trespass and Nighttime Hour* requirements will go into effect *[effective date 2]*; or
 - b. If the Community Development Director, or designee, determines that a *Luminaire* constitutes a hazard to public safety, compliance can be mandated; or
 - c. All remaining installations of non-conforming *Luminaires* can be used and maintained until they are replaced.

Sec. 16A-4-630. – Exemptions.

- (1) **Lawful:** Lighting requirements mandated by a legal jurisdiction with broader authority (e.g., federal, state, or territorial) than the Town of Snowmass Village.
- (2) **Safety:** *Luminaires* installed for the benefit of public health, safety and welfare, including but not limited to:
 - a. Any contradictory building code or Department of Transportation illumination requirements.
 - b. Occupational Safety and Health Administration (OSHA) mandated lighting for worker safety.
 - c. Temporary lighting used for worker safety during construction, repair, or similar activity.
 - d. Temporary lighting used by authorized first responders during emergency procedures.
- (3) **Permitted:** Temporary and semi-permanent lighting approved by the Town Manager, or designee, for special events, festivals, or community benefit.

~~(3)(4) *Lighted trees at entrances to arrival centers, condominiums, and hotels are permitted.*~~

Formatted: Font: Italic, English (United States)

Formatted: Font: Italic

Sec. 16A-4-640. – Prohibitions.

Unless otherwise specified in this article, the following are prohibited in the Town of Snowmass Village:

- (1) Use of unshielded outdoor lighting within Lz1.
- (2) Lighting (including neon and fluorescent) used to outline a structure *in whole or in part.*
- (3) *Use of outdoor televisions.*
- (4) ~~Facade lighting that is mounted above grade onto poles, trees, or other structures, except as permitted Section 16A-4-690. All facade lighting is prohibited except where it is allowed under 16-A-4-690.~~
- (5) *ALAN* that interferes with the safe movement of motor vehicles, disables the vision of a motor vehicle operator, contributes to traffic control confusion (e.g., sources resembling or imitating traffic control lighting, railroad signals, blinking, flashing, moving, and revolving), or that hides or interferes with the effectiveness of any official traffic control devices.
- (6) Beacons and searchlights are prohibited, except for emergency use by authorized first responders.

Formatted: Font: Italic, Font color: Red

Formatted: Font: Italic, Font color: Red

Formatted: Font color: Red, Strikethrough

Formatted: Font color: Red

Sec. 16A-4-650. – Building Permit Procedure.

Outdoor lighting plans shall meet the following requirements for residential, commercial, mixed use, or multi-family building permits, subdivision, planned unit development, illuminated signage, and development within environmentally sensitive area:

- (1) **Lighting Plans:** Acceptable means for outdoor lighting plans are as follows:
 - a. “Lighting Schedule”: For residential permits when specifically requested by the Community Development Director, or designee. This lighting plan shall be documented using a spreadsheet format by listing the *Luminaire* identifications (i.e., manufacturer, model number, type), *Luminaire* quantities, installation locations, and *Lumen* outputs for each.
 - b. “Performance Method”: For commercial, multi-family, mixed use, sports lighting or when specifically requested by the Community Development Director, or designee. Outdoor lighting plans shall include:

- i) *Luminaire* identification (model number), installation locations, mounting heights, targeted directions, buildings, and other physical objects within the site.
- ii) Site plan demonstrating conformance with this ordinance.
- iii) Other information deemed necessary by the Building Official to document compliance with the requirements of this article.

(2) **Review:** Applications and lighting plans will be submitted as follows:

- a. Subdivisions, planned unit developments, or special review applications shall be submitted and reviewed with the applicable Land Use review process as defined in the Land Use and Development Code. The Building Official may review plans upon Land Use Approval for code compliance.
- b. Building permits for a commercial or residential structure shall be reviewed by the Building Official.
- c. Any appeals related to decisions regarding outdoor lighting shall be made to the Town Manager, or designee.

Sec. 16A-4-660. – Temporary Waiver Request.

Any person may submit a written request to the Community Development Director, or designee, for a temporary waiver request. The Community Development Director, or designee, shall have the authority to refer an application to the Planning Commission if deemed appropriate. If the temporary exemption request is approved, the waiver shall be valid for the dates designated by the town. Temporary waiver requests shall include:

- (1) Specific justification/purpose of the waiver request;
- (2) Description of *Luminaires* involved;
- (3) Duration and time period requested for waiver;
- (4) Proposed location on property;
- (5) Previous exemptions if applicable;
- (6) Other information deemed necessary by the Community Development Director, or designee.

Sec. 16A-4-670. - Enforcement and Penalty.

- (1) **Enforcement:** The Town Manager, or designee, is responsible to implement, administer, and enforce the provisions of this article, including alleged violation investigations.
 - a. The Town Manager, or designee, charged with enforcing this chapter shall have the authority to grant partial or complete waiver of the article requirements if a property owner demonstrates that compliance creates unreasonable hardship, as balanced against the potential impacts of non-compliance, or results in conditions that are materially detrimental to health, safety or welfare. The Chief Building Official shall have the authority to waive the requirements of this ordinance in order to comply with health and life safety requirements set forth in the adopted Residential, Building, and Electric codes.
- (2) **Penalty:** Any person, firm, or corporation found to have violated, disobeyed, omitted, neglected, or refused to comply with any provisions of this article shall be found in violation. Existing violations issued prior to **[effective date 1]** will remain. The punishment shall be in accordance with the provisions of Section 1-72 of this Municipal Code.

Sec. 16A-4-680. – General Outdoor Lighting Requirements.

Unless otherwise specified in this article, the following requirements apply to all *Luminaires* and *Luminaire* installations in the Town of Snowmass Village:

- (1) **Legal:** All outdoor *Luminaires* and *Luminaire* installations shall comply with federal, state, municipal codes, applicable energy and building codes, product safety labeling, the requirements of this ordinance, and be subject to the appropriate permit and inspection requirements thereof.
- (2) **Light Distribution:** Unless otherwise specified, all *Luminaires* shall be *Fully Shielded*, downward directed, except:
 - a. Festoon string lighting in commercial zone districts when no individual lamp emits more than 50 lumens, and the lumen density of the string is no greater than 25 lumens per foot;
 - b. All clear-lensed point light sources must be shielded. Any unshielded light source must use a non-clear clouded material as the primary lens to reduce glare from the light bulb.
- (3) **Trespass:** Unless otherwise specified, *Luminaire* lamp sources shall be located and optically shielded such that the lamp source(s) shall be minimally visible from adjacent property or public right-of-way during *Nighttime Hours*.
- (4) **Light Curfew:** During *Nighttime Hours*, non-essential outdoor lighting, including but not limited to sports field, landscape, and decorative lighting elements, shall be extinguished, except for hotels, condominium hotels, and lodging with 24-hour check-in periods.
- (5) **Light Controls:** *Luminaires* activated by motion detection shall activate by motion within the same property on which they are installed. All motion activated lights that automatically turn on or brighten shall return to their off or dimmed state no more than [5] minutes after activity is no longer detected.

~~(5)(6) **Landscape Lighting:** Low lux (under 40 lux), landscape, or walkway lighting under 42" is allowed.~~

Sec. 16A-4-690. – Residential Lighting Requirements.

The following requirements are supplementary to the General Requirements and shall further regulate *Residential Use* properties:

- (1) Unshielded light sources meeting the requirements of Section 16A-4-680(2)(b) shall not exceed 850 lumens per *Luminaire* with a maximum of two (2) *Luminaires* per dwelling.
- (2) The total outdoor lumen allowance for *Residential Use* structures is 2.5 lumens per square foot (2.5 lm/sf). This is calculated on the approved above grade floor area of the structure and includes all building mounted and site lighting.
- (3) *Luminaires* shall not be pole mounted taller than 42 inches AFG.

Sec. 16A-4-691. – Public and Common Area Lighting Requirements.

- (1) The following requirements are supplementary to the General Requirements and shall further regulate public and common area uses including mixed use, commercial, and multi-family applications (e.g., condominiums, apartments): Outdoor charging stations shall target an average illuminance of 20 *Lux* within a 10-foot radius of the charging station and not exceed a maximum measurement of 40 *Lux*.
- (2) *Luminaires* used to illuminate parking lots and vehicle circulation areas shall not exceed a height of 20-feet AFG. The resulting illuminance shall provide a minimum of 2 *Lux* and not exceed 40 *Lux* horizontally at finished grade.

Formatted: Font: Bold, Italic

Formatted: Font: Italic

Formatted: Font: Not Bold, Italic

Formatted: Font: Italic

Formatted: Font: (Default) Calibri, Italic

- (3) *Light Trespass* leaving non-*Residential Use* property shall be no greater than (3) *Lux* when measured 20-feet past the property line, into the public right-of-way.

Sec. 16A-4-692. – Roadway Lighting Requirements.

Roadway *Luminaires* and lighting plans shall be approved jointly by the Community Development and Public Works Departments.

Sec. 16A-4-693. – Seasonal Lighting Requirements.

Temporary *Seasonal* lighting is allowed in Residential and Commercial Zones from *November 15 to March 1*, provided it meets all of the following:

- (1) *Seasonal* lighting shall not interfere with the safe movement of motor vehicles or create dangerous glare conditions on adjacent roadways or properties.
- (2) *Seasonal* lighting shall be maintained in an attractive condition and not constitute a dangerous situation or fire hazard.
- (3) *Seasonal* lighting shall be extinguished during *Nighttime Hours*.

Formatted: Font: Italic, Font color: Red

PC Reso No. 3 of 2025 Outdoor Lighting Code

Final Audit Report

2025-07-08

Created:	2025-07-07
By:	Ashleigh Huff (Ahuff@tosv.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAINAx4OOUwQgMf8QKpl_ZJCft4B9xPBN_

"PC Reso No. 3 of 2025 Outdoor Lighting Code" History

 Document created by Ashleigh Huff (Ahuff@tosv.com)
2025-07-07 - 9:32:16 PM GMT

 Document emailed to dube.innover@gmail.com for signature
2025-07-07 - 9:32:42 PM GMT

 Email viewed by dube.innover@gmail.com
2025-07-08 - 1:23:01 PM GMT

 Signer dube.innover@gmail.com entered name at signing as Matthew Dubé
2025-07-08 - 1:26:46 PM GMT

 Document e-signed by Matthew Dubé (dube.innover@gmail.com)
Signature Date: 2025-07-08 - 1:26:48 PM GMT - Time Source: server

 Agreement completed.
2025-07-08 - 1:26:48 PM GMT

1 **TOWN OF SNOWMASS VILLAGE**
2 **TOWN COUNCIL**

3
4 **ORDINANCE NO. 10**
5 **SERIES OF 2025**
6

7 **AN ORDINANCE APPROVING AMENDMENTS TO THE TOWN OF SNOWMASS**
8 **VILLAGE MUNICIPAL CODE, AMENDING CHAPTER 16A - LAND USE AND**
9 **DEVELOPMENT CODE AND CHAPTER 18, ARTICLE XIII – OUTDOOR LIGHTING,**
10 **RELATED TO NEW OUTDOOR LIGHTING REGULATIONS**
11

12 WHEREAS, The Town of Snowmass Village (“TOSV” or the “Town”) is a home-
13 rule municipality, duly organized and existing under the TOSV's Charter adopted pursuant
14 to Article XX of the Constitution of the State of Colorado; and
15

16 WHEREAS, Section 3.3 of the TOSV's Charter confers upon Town Council the
17 power to amend the TOSV Municipal Code (the “Code”); and
18

19 WHEREAS, the TOSV’s Building Regulations in Chapter 18, Article XIII of the
20 Code contain the Town’s outdoor lighting standards; and
21

22 WHEREAS, the Town of Snowmass Village Land Use and Development Code (the
23 “Land Use Code”), Chapter 16A of the TOSV Municipal Code, provides for orderly
24 development of the Town while protecting the quality of life within the TOSV; and
25

26 WHEREAS, the TOSV wishes to protect the health, safety, and welfare of
27 residents within the Town; enhance the Town’s character and livability; prevent
28 noncompliant outdoor lighting; reduce lighting conflicts between property owners; prevent
29 the increase of sky glow; and preserve the naturally dark sky for the benefit of residents,
30 visitors, wildlife, and the environment; and
31

32 WHEREAS, the TOSV wishes to update the Town’s outdoor lighting standards
33 based on national best practices and to respond to updated lighting technology; and
34

35 WHEREAS, Town Council finds and determines that it is necessary to include the
36 Town’s lighting standards in the TOSV’s Land Use Code and that the following
37 amendments to Chapter 18, Article XIII and Chapter 16A of the Code are necessary to
38 protect the public health, safety, and welfare of the citizens of the TOSV; and
39

40 WHEREAS, Town Council finds that the adoption of this Ordinance is in the best
41 interest of the TOSV.
42

43 NOW, THEREFORE, BE IT ORDAINED, by the Town Council of the Town of
44 Snowmass Village, as follows:
45

1. Recitals. The foregoing recitals are incorporated herein as findings of the Town Council.
2. Amendment to Chapter 16A – Land Use and Development Code. **Chapter 16A, Article IV** of the TOSV Municipal Code is hereby amended with the addition of Division 6 – Lighting Standards as set forth in **Exhibit A**.
3. Amendment to Chapter 18 – Building Regulations. **Chapter 18, Article XIII – Outdoor Lighting** is hereby repealed and replaced as follows:

ARTICLE XIII – Outdoor Lighting

Sec. 18-261. – Outdoor Lighting.

All exterior lighting or illumination shall be designed, located, placed and shielded to be architecturally and aesthetically in compliance with Chapter 16A, Article IV, Division 6 of this Code.

4. Severability. If any provision of this Ordinance or application hereof to any person or circumstance is held invalid, the invalidity shall not affect any other provision or application of this Ordinance which can be given effect without the invalid provision or application, and, to this end, the provisions of this Ordinance are severable.
5. Effective Date. This Ordinance shall be effective 15 days after adoption in accordance with the Town of Snowmass Village Home Rule Charter.

READ, APPROVED AND ADOPTED by the Town Council of the Town of Snowmass Village on First Reading on _____, 2025, upon a motion by Council Member _____, the second of Council Member _____, and upon a vote of _____ in favor and _____ against.

READ, APPROVED AND ADOPTED as amended, by the Town Council of the Town of Snowmass Village on Second Reading on _____, 2025, upon a motion by Council Member _____, seconded by Council Member _____, and upon a vote of ____ in favor and ____ against.

TOWN OF SNOWMASS VILLAGE

Alyssa Shenk, Mayor

ATTEST:

Megan Harris Boucher, Town Clerk

APPROVED AS TO FORM:

Jeff Conklin, Town Attorney

EXHIBIT A
AMENDMENT TO TOWN CODE

Chapter 16A, Article IV of the Code is amended with the addition of Article 6 – Lighting Standards as follows:

DRAFT

From: [Janie Lowe](#)
To: [Megan Boucher](#); [Sara Nester](#)
Subject: Re: Holiday Lighting Ordinance
Date: Thursday, February 27, 2025 7:53:33 AM
Attachments: [cdsc-logo-158px-200px-150dpi.png](#)

You don't often get email from janielowe@comcast.net. [Learn why this is important](#)

Thanks for the opportunity to comment on our town's holiday lighting.
(I have reviewed the draft proposal.)

1. Seasonal timing: I would propose the end date for residential holiday lighting displays change to January 31, instead of March 1st. Many residents light their displays at least by Thanksgiving, if not before. This allows 2 + months of holiday lighting-plenty! Commercial displays will no doubt continue until April, but residential displays could be restricted to 2 months.

2. Environmental concerns

a) Holiday lighting = energy consumption! Let's cut down on excess for the sake of excess. Turn off your lights.....be environmentally responsible.

b) Birds and wildlife ARE affected by light during nighttime hours. Wintertime is tough for our critters, let's give them a break! Two months is enough "holiday spirit"!

c) Although it's not feasible to become a Dark Sky Community in our resort town proper, we do have the opportunity to keep our residential neighborhoods dark enough for star gazing and viewing meteor showers by limiting the duration of holiday lighting as well as the type of lights and lumen concentration in individual displays. Consider the example of your neighbor's 40' blue spruce, heavily bedecked with cool white lights beaming into your bedroom window, potentially from November-February!!

d) Avoid excessive use of lights that are 'cool' and/or blue in appearance, instead using warmer white lights that are closer in color to a candle flame. "Blue light is most harmful to wildlife and contributes more than other colors to skyglow". (See darkskyconsulting below) We need a maximum allowable lumen level for residential lighting displays. With the new directive on timing, it's an appropriate time to consider the types of lights, and level of lumens, we want to promote in our community and include specifics for homeowners to follow.

Consider adding to the ordinance: limitations on lumens and color of lighting, banning blue and cool white.

3. Timing

Proposed 'lights out' at 10 pm. Personally would prefer 9:30 pm, with some flexibility around the holiday season - December 20 - January 1st.

Some of us live in neighborhoods with houses which have excessive lighting and owners that are unwilling to be considerate of their neighbors.

4. Enforcement

How will seasonal deadline and nightly timing be enforced? This is an important aspect of having a seasonal lighting plan. Add mandatory timer controls to the ordinance.

5. Short Term Rentals and New Home Sales

Realtors and owners of STR's should be obligated to inform their buyers/renters of the regulations to avoid unnecessary conflicts with neighbors.

(excerpted from DarkSkyConsulting, LLC)

There are several things that users of holiday lighting can do to make it a little more friendly to the night. First, use fewer lights overall. "That first string of lights you put out, it adds a lot of holiday cheer," says University of British Columbia business professor David Hardisty. "Having one string of lights up versus none makes a big difference. Having having six strings of light versus having five barely makes any difference."

Second, consider the color of lights and avoid excessive use of lights that have a more "cool" or blue appearance. Blue light is most harmful to wildlife and contributes more than other colors to skyglow. If you use white lighting, select warmer lights that are close in color to a candle flame. Such lights are easier on the eyes at night.

Lastly, control outdoor holiday lighting with timers and turn it off completely at bedtime. Lights illuminated all night long benefit no one and simply waste electricity. Instead, only run the lighting during the hours when people are generally outside at night to enjoy them.

Also very worth a read through. We need to preserve our dark skies just as we do our open spaces.

Why Dark Skies
darkskyconsulting.com

Thank you for taking the time to read. I hope to be at the meeting on March 3rd.

Best regards,

Janie Lowe

970-456-5495

From: [Stephanie Kelly](#)
To: [Snowmass Town Council](#)
Subject: Support for Strong Seasonal Lighting Ordinance – Align with Pitkin County Standards
Date: Friday, July 18, 2025 3:30:08 PM

Dear Members of the Snowmass Village Town Council,

I am writing as a resident of Snowmass Village to urge you to adopt a seasonal lighting ordinance that reflects the intent initially shared when I first spoke with Council—that Snowmass Village would align with Pitkin County’s standards. I was recently disappointed to learn that there may now be pushback from the Planning Department regarding this alignment.

It is my strong belief that Snowmass Village should stand with our broader mountain community in protecting our exceptional night skies. Pitkin County’s seasonal lighting code allows holiday lighting from **November 15 through January 30**, with a nighttime **curfew from 10:00 p.m. to 7:00 a.m.** The City of Aspen has adopted an even more generous window through March 1, but both jurisdictions agree on the importance of a lighting curfew to limit light pollution during nighttime hours.

I urge the Council to stand firm in adopting the **Nov 15 – Jan 30 timeframe**, with a curfew beginning no later than **10:00 p.m.**, to preserve the character and ecology of our community.

The efforts underway in Old Snowmass to pursue a formal Dark Sky designation reflect the growing awareness and public support for reducing light pollution. These efforts underscore the broader value of such ordinances:

- **Protecting Wildlife and Ecosystems:** Limiting artificial lighting helps safeguard nocturnal species, migratory birds, and vital pollinators.
- **Enhancing Human Experience:** Residents and visitors alike treasure the opportunity to witness a truly star-filled sky and enjoy the quiet serenity of nighttime.
- **Preserving Cultural and Scenic Assets:** Our rural, mountain identity is defined not just by our trails and slopes, but by our dark skies and natural rhythm.

I respectfully ask that you honor the original intent to match Pitkin County’s standards. Snowmass Village has the opportunity to lead by example in balancing festive holiday traditions with environmental stewardship and community well-being.

Thank you for your thoughtful consideration.

Warmly,
Stephanie Kelly
Snowmass Village Resident

From: [Andrea Kaplan](#)
To: [Snowmass Town Council](#)
Cc: [Andrea Kaplan](#); [Howard Kaplan](#)
Subject: Support for Strong Seasonal Lighting Ordinance – Align with Pitkin County Standards
Date: Monday, July 21, 2025 10:22:31 AM
Attachments: [image001.png](#)

You don't often get email from ak@travelbx.com. [Learn why this is important](#)

Dear Members of the Snowmass Village Town Council,

I am writing as a resident of Snowmass Village to urge you to adopt a seasonal lighting ordinance that reflects the intent initially shared when I first spoke with Council—that Snowmass Village would align with Pitkin County's standards. I was recently disappointed to learn that there may now be pushback from the Planning Department regarding this alignment.

It is my strong belief that Snowmass Village should stand with our broader mountain community in protecting our exceptional night skies. Pitkin County's seasonal lighting code allows holiday lighting from **November 15 through January 30**, with a nighttime **curfew from 10:00 p.m. to 7:00 a.m.** The City of Aspen has adopted an even more generous window through March 1, but both jurisdictions agree on the importance of a lighting curfew to limit light pollution during nighttime hours.

I urge the Council to stand firm in adopting the **Nov 15 – Jan 30 timeframe**, with a curfew beginning no later than **10:00 p.m.**, to preserve the character and ecology of our community.

The efforts underway in Old Snowmass to pursue a formal Dark Sky designation reflect the growing awareness and public support for reducing light pollution. These efforts underscore the broader value of such ordinances:

- **Protecting Wildlife and Ecosystems:** Limiting artificial lighting helps safeguard nocturnal species, migratory birds, and vital pollinators.
- **Enhancing Human Experience:** Residents and visitors alike treasure the opportunity to witness a truly star-filled sky and enjoy the quiet serenity of nighttime.
- **Preserving Cultural and Scenic Assets:** Our rural, mountain identity is defined not just by our trails and slopes, but by our dark skies and natural rhythm.

I respectfully ask that you honor the original intent to match Pitkin County's standards. Snowmass Village has the opportunity to lead by example in balancing festive holiday traditions with environmental stewardship and community well-being.

Thank you for your thoughtful consideration.

Warmly,
Andrea & Howard Kaplan
Snowmass Village Resident

Andréa Kaplan
Chief Xperience Officer



www.bucketlistxperiences.com
Mobile: +1-305-321-6881

From: [Summer Berg](#)
To: [Snowmass Town Council](#)
Subject: Support for restrictions on holiday lights
Date: Tuesday, July 22, 2025 10:03:36 AM

You don't often get email from summerwoodsonberg@gmail.com. [Learn why this is important](#)

Dear Members of the Snowmass Village Town Council,

As a resident of Snowmass Village, I'm writing to express my strong support for a seasonal lighting ordinance that aligns with the standards already in place in Pitkin County. When I first discussed this idea with Council, there was a shared understanding that we would follow the county's lead. I was surprised and disappointed to hear that there may now be resistance to that alignment from the Planning Department.

In my view, it's important for Snowmass Village to be part of the broader regional effort to protect our night skies. Pitkin County's approach—allowing holiday lights from November 15 through January 30, with a curfew from 10:00 p.m. to 7:00 a.m.—strikes a thoughtful balance. Aspen has even extended its timeframe to March 1, but both recognize the value of curbing nighttime light pollution.

I respectfully urge the Council to adopt the same November 15 through January 30 window, with a curfew no later than 10:00 p.m. This would help preserve not just the character of our village, but the health of our ecosystems and the quality of life we enjoy here.

Efforts in Old Snowmass to earn a formal Dark Sky designation are a sign of growing community interest in reducing light pollution. There are many compelling reasons to support this kind of policy:

- **Protecting wildlife and ecosystems** by limiting artificial light that disrupts natural behaviors
- **Enhancing the experience for residents and visitors** who cherish the opportunity to see the stars and enjoy peaceful evenings
- **Preserving our mountain village identity**, which is defined as much by its natural rhythms as its landscapes

I hope the Council will uphold the original vision to mirror Pitkin County's standards and take a leadership role in promoting thoughtful, seasonal lighting practices that reflect our community values.

Thank you for your time and consideration.

-Summer Berg

36 Ermine Lane

From: [Tiffany Phipps](#)
To: [Snowmass Town Council](#)
Subject: Holiday Lighting Code
Date: Monday, July 21, 2025 10:22:28 AM

You don't often get email from tiffany@aspdevco.com. [Learn why this is important](#)

Dear Members of the Snowmass Village Town Council,

I am writing as a resident of Snowmass Village because we would like to see the council adopt a seasonal lighting ordinance that is respectful of the Dark Sky Designation set forth by Old Snowmass.

While holiday lighting is fun for everybody, the lights at night take away from the night sky views and interrupt our delicate eco system (both animals and plants). Pitkin County's seasonal lighting code allows holiday lighting from **November 15 through January 30**, with a nighttime **curfew from 10:00 p.m. to 7:00 a.m.** This window seems appropriate for our community and I am in support of adopting this schedule.

Light pollution is an increasing issue in our world and I would like to see Snowmass Village doing our part. In Old Snowmass they have adopted a formal Dark Sky designation to reflect the growing awareness and public support for reducing light pollution. These efforts help:

- **Protecting Wildlife and Ecosystems:** Limiting artificial lighting helps safeguard nocturnal species, migratory birds, and vital pollinators.
- **Enhancing Human Experience:** Residents and visitors alike treasure the opportunity to witness a truly star-filled sky and enjoy the quiet serenity of nighttime.
- **Preserving Cultural and Scenic Assets:** Our rural, mountain identity is defined not just by our trails and slopes, but by our dark skies and natural rhythm.

I respectfully ask that you honor the original intent to match Pitkin County's standards. Snowmass Village has the opportunity to lead by example in balancing festive holiday traditions with environmental stewardship and community well-being.

Thank you for your thoughtful consideration.

Warmly,

Tiffany Phipps

591 Meadow Rd

Snowmass Village

From: [Mary Lou Farrell](#)
To: [Megan Boucher](#); [Sara Nester](#); agenshaft@tosv.com
Subject: Holiday lights restrictions
Date: Tuesday, February 25, 2025 3:33:10 PM

[You don't often get email from mlf52@comcast.net. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

Hi Megan and Sarah and Alyssa - I am asking you to make strong enforceable regulations for the holiday lights in our neighborhoods. Our new neighbors have LED lights that do shine onto other (our) properties and the streets. I am suggesting all lights be off by 9:30 PM and permanently turned off/taken down by February 28 (personally I'd prefer January 31). The lights do not provide a DARK SKY for us AND the lights interfere with the wildlife, owls, birds, etc that we want to live in communion with!! Also I suggest that Realtors upon their closings with new buyers give them a pamphlet listing the outside lighting rules and regulations. I attended a Dark Sky presentation at TACAW last fall. There are brochures explaining the benefits of DARK SKY and the HARM to wildlife and birds. I'm sure the town could obtain the brochures by calling TACAW - I would do that for you!! Please let's work on getting DARK SKY certification like Old Snowmass has. There was a great article in the local papers a few weeks ago about Pitkin County's lighting restrictions. We are in Pitkin County! Thank you Mary Lou Farrell
Sent from my iPad

Town of Snowmass Village Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

Ordinance No. 11, 2025 - RE Workforce Housing LUC changes

Presented by:

Brian McNellis, Senior Planner

Background:

The State of Colorado is still reviewing the proposed changes to the Land Use Code to ensure they are compliant with proposition 123. Staff is suggesting that this second reading be moved September 2 so any required changes from the state can be incorporated.

Background:

This public meeting is the second reading of Ordinance No 11 of 2025, recommending approval of amendments to the Land Use Code which would formally recognize “Workforce Housing” as an allowed use in any residential, commercial, mixed-use, or public zone with Special Review approval. First reading was approved on July 21, 2025. This proposed change(s) would simplify the current approval process by replacing the existing three-step PUD process with a streamlined Special Review process. Projects could remain under ‘ownership review’ for as long as necessary to gather essential feedback before a formal workforce housing application is submitted. Furthermore, multiple meetings could be held as part of the formal application process so long as the review is completed within 90 days.

The proposal would also standardize the term “Workforce Housing” aligning it with the 2022 Workforce Housing Master Plan as well as references to Affordable, Employee, and Restricted Housing throughout the Land Use Code. The proposed definition is provided below:

Workforce Housing means any dwelling unit that is restricted to use for the sale or rent to qualified employees pursuant to the Permanent Moderate Housing Regulations, a restricted housing agreement approved by the Town, or other restrictions approved by the Town for such uses.

Financial Impact:

The savings incurred by the Town and individual developers wishing to pursue Workforce Housing projects (amounting in significantly less time going through the application and review process) may incentivize these type of community benefiting projects within the community.

The Special Review process would also make the Town of Snowmass Village (TOSV)

eligible for state grants to support workforce housing development. The recently established State Affordable Housing Fund - created through voter-approved Proposition 123 - requires local governments to implement an “expedited review process” to qualify for funding. With construction costs rising and demand for workforce housing increasing, it is crucial that Snowmass Village maintain access to all available funding sources. Enabling workforce housing to proceed through the Special Review process would help TOSV to meet this requirement.

Applicability to Council Goals & Objectives:

Staff finds that the project contributes to the following goals and objectives identified in the 2018 Comprehensive Land Use Plan to “Provide More Employee Housing.”

This project is also intended to meet the 2023 Town Council Goal to: “Identify and Provide More Affordable, Community, Workforce Housing.”

Council Options:

Town Council should listen to the presentation by staff and ask questions as needed. The ordinance may be discussed by the Town Council and either adopted on second reading, continued for further consideration, or denied on second reading.

Staff Recommendation:

It is the recommendation of Town Staff, that the Council, by motion, continue this public hearing and second reading until September 2, 2025.

Attachments:

1. 7.B. Attachment A - Snowmass - Ord No. 11 of 2025 - Workforce Housing as Special Review - DRAFT
2. 7.B. Attachment B -Workforce Housing Code Amend_Reso No.5 of 2025 final - signed
3. 7.B. Attachment C -Workforce Housing redline amendments
4. 7.B. Attachment D -Housing Office memo

1 TOWN OF SNOWMASS VILLAGE
2 TOWN COUNCIL
3

4 ORDINANCE NO. 11
5 SERIES OF 2025
6

7 AN ORDINANCE APPROVING TEXT AMENDMENTS TO THE TOWN OF
8 SNOWMASS VILLAGE MUNICIPAL CODE, SPECIFICALLY TO CHAPTER 16A
9 LAND USE DEVELOPMENT CODE, AND CHAPTER 17- EMPLOYEE HOUSING,
10 WHICH WOULD CHANGE THE REVIEW PROCESS FOR 'RESTRICTED'
11 HOUSING FROM PLANNED UNIT DEVELOPMENT (PUD) TO SPECIAL REVIEW
12 AND CHANGING THE TERMINOLOGY OF SUCH THROUGHOUT THE LAND
13 USE CODE TO 'WORKFORCE' HOUSING AND PROVIDING A DEFINITION
14 THEREOF
15

16 WHEREAS, The Town of Snowmass Village ("TOSV" or the "Town") is a home-
17 rule municipality, duly organized and existing under the TOSV's Charter adopted pursuant
18 to Article XX of the Constitution of the State of Colorado; and
19

20 WHEREAS, Section 3.3 of the TOSV's Charter confers upon Town Council the
21 power to amend the TOSV Municipal Code (the "Code") and Section 16A-5-210 of the
22 Code provides the authority for the Planning Commission or Town Council to initiate text
23 amendments thereof; and
24

25 WHEREAS, the Town of Snowmass Village Land Use and Development Code (the
26 "Land Use Code"), Chapter 16A of the TOSV Municipal Code, provides for orderly
27 development of the Town while protecting the quality of life within the TOSV; and
28

29 WHEREAS, amendments to Chapters 16A and 17 of the Snowmass Village
30 Municipal Code (the "Code") are necessary to implement certain action steps identified
31 within the Comprehensive Plan; and
32

33 WHEREAS, the Town Council approved Ordinance No. 9, Series of 2018 on
34 December 17, 2018, thereby adopting the 2018 Town of Snowmass Village
35 Comprehensive Plan (the "Comprehensive Plan"); and
36

37 WHEREAS, the 2018 Comprehensive Plan and the 2022 Amendments
38 incorporated Goals, Policies, and Next Steps as it pertains to providing More
39 Employee Housing; and
40

41 WHEREAS, the Comprehensive Plan's Goal E, **Expanding Housing Choice &**
42 **Affordability**, in which policy number E.2 states:
43

44 ***'Provide More Employee Housing' - The Town should continue to provide***
45 ***and ensure that others also build many different types, sizes, and price points***

of housing intermingled in close proximity, with a range of living experiences from rural (where feasible) to more dense, so that there is something for everyone. The variety of dwelling types should include: different sizes of detached single family houses, townhouses, and multifamily condo buildings. Residential units should be available for lease and for ownership. This allows young and old, singles and families, having a range of income levels to find a home that suits their preferences and lifestyles. An additional benefit of this mix of housing types is that workers can live within walking distance of their jobs, rather than requiring that they commute to work, worsening traffic on local roads. Workforce housing should be in balance with the character and resources of the Town. As its primary housing goal, provide housing for 70 percent of full-time, year-round employees (60 percent of total employees).

WHEREAS, said amendments of the Snowmass Village Municipal Code ("Code") are necessary to make it easier to accomplish the goal of 'Expanding Housing Choice and Affordability' by making the associated land use process less cumbersome for applicants and the Town; and

WHEREAS, in 2022, Colorado voters approved Proposition 123 which, among other requirements, requires a local government to implement an expedited review/fast track process (by December 31, 2026) for the Town (and affordable housing projects in the Town) to be eligible for Proposition 123 financial assistance/grant funds (from DOLA and/or OEDIT); and

WHEREAS, allowing Affordable, Employee, Restricted, and/or Workforce Housing on any property, whether private or public, to proceed through the Special Review process pursuant to Section 16A-5-230 of Code which would no longer require Planned Unit Development (PUD) review pursuant to Section 16A-5-300 of the Code and thereby allow for the expedited review of said land use and would allow for compliance with Proposition 123: and

WHEREAS, the Code has varying references to deed restricted housing which also include, among others, 'Affordable, Employee or Restricted' housing, and while in an effort to standardize any references to residential units dedicated for the benefit Town of Snowmass Village serving employees, shall now consistently be referenced as 'Workforce' housing in the Code as it pertains to the established definition herein as Exhibit 'A'; and

WHEREAS, Town Council finds that the adoption of this Ordinance is in the best interest of the TOSV.

NOW, THEREFORE, BE IT ORDAINED, by the Town Council of the Town of

Snowmass Village, as follows:

Section One: General Findings. Based upon the information provided, analyses and testimony given during the meetings, the Town Council finds as follows:

1. The procedural requirements set forth in Section 16A-5-210, 'Amendments to the Text of the of the Development Code' of the Municipal Code have been satisfied.
2. The proposed amendments comply with the applicable review standards specified within Section 16A-5-210(e) of the Municipal Code.

Section Two: Action. The Town Council approves upon second reading the that Land Use Code, Chapter 16A, Article II, Section 16A-2-20, "Definitions," Chapter 16A, Article III, Table 3-1, "Schedule of Uses," and Chapter 17, "Employee Housing" are hereby amended to address proposed modifications to the Town's processing of land use applications pertaining to (hereafter) 'Workforce' housing as further described in Exhibit 'A' attached hereto and incorporated herein.

1. Recitals. The foregoing recitals are incorporated herein as findings of the Town Council.
2. Severability. If any provision of this Ordinance or application hereof to any person or circumstance is held invalid, the invalidity shall not affect any other provision or application of this Ordinance which can be given effect without the invalid provision or application, and, to this end, the provisions of this Ordinance are severable.
3. Effective Date. This Ordinance shall be effective 15 days after adoption in accordance with the Town of Snowmass Village Home Rule Charter.

READ, APPROVED AND ADOPTED by the Town Council of the Town of Snowmass Village on First Reading on July 21, 2025, upon a motion by Council Member Marolt, the second of Council Member Fridstein, and upon a vote of 4 in favor and 0 against.

READ, APPROVED AND ADOPTED as amended, by the Town Council of the Town of Snowmass Village on Second Reading on August 18, 2025, upon a motion by Council Member _____, seconded by Council Member _____, and

upon a vote of ____ in favor and ____ against.

TOWN OF SNOWMASS VILLAGE

Alyssa Shenk, Mayor

ATTEST:

Megan Harris Boucher, Town Clerk

APPROVED AS TO FORM:

Jeff Conklin, Town Attorney

EXHIBIT A
AMENDMENT TO TOWN CODE

Chapter 16A, Article IV and Chapter 17, Article I of the Code is amended as follows:

DRAFT

**TOWN OF SNOWMASS VILLAGE
PLANNING COMMISSION**

**RESOLUTION NO. 5
SERIES OF 2025**

**A RESOLUTION RECOMMENDING TEXT AMENDMENTS TO CHAPTER 16A
LAND USE DEVELOPMENT CODE, AND CHAPTER 17- EMPLOYEE HOUSING
TO REVISE THE REVIEW PROCESS FOR 'RESTRICTED' HOUSING FROM
PLANNED UNIT DEVELOPMENT (PUD) TO SPECIAL REVIEW AND CHANGING
THE TERMINOLOGY OF SUCH THROUGHOUT THE LAND USE CODE TO
'WORKFORCE' HOUSING AND PROVIDING A DEFINITION THEREOF**

WHEREAS, The Town of Snowmass Village ("TOSV" or the "Town") is a home-rule municipality, duly organized and existing under the TOSV's Charter adopted pursuant to Article XX of the Constitution of the State of Colorado; and

WHEREAS, the Town Council approved Ordinance No. 9, Series of 2018 on December 17, 2018, thereby adopting the 2018 Town of Snowmass Village Comprehensive Plan (the "Comprehensive Plan"); and

WHEREAS, amendments to Chapters 16A and 17 of the Snowmass Village Municipal Code (the "Code") are necessary to implement certain action steps identified within the Comprehensive Plan; and

WHEREAS, the Town of Snowmass Village Land Use and Development Code (the "Land Use Code"), Chapter 16A of the TOSV Municipal Code, provides for orderly development of the Town while protecting the quality of life within the TOSV; and

WHEREAS, Section 16A-5-210 of the Code provides the authority for the Planning Commission or Town Council to initiate text amendments of the Land Use Code by resolution; and

WHEREAS, the 2018 Comprehensive Plan and the 2022 Amendments incorporated Goals, Policies, and Next Steps as it pertains to providing More Employee Housing; and

WHEREAS, the Comprehensive Plan's Goal E, **Expanding Housing Choice & Affordability**, in which policy number E.2 states:

'Provide More Employee Housing' - The Town should continue to provide and ensure that others also build many different types, sizes, and price points of housing intermingled in close proximity, with a range of living experiences from rural (where feasible) to more dense, so that there is something for everyone. The variety of dwelling types should include: different sizes of detached single family houses, townhouses, and multifamily condo buildings.

Residential units should be available for lease and for ownership. This allows young and old, singles and families, having a range of income levels to find a home that suits their preferences and lifestyles. An additional benefit of this mix of housing types is that workers can live within walking distance of their jobs, rather than requiring that they commute to work, worsening traffic on local roads. Workforce housing should be in balance with the character and resources of the Town. As its primary housing goal, provide housing for 70 percent of full-time, year-round employees (60 percent of total employees).

WHEREAS, said amendments of the Snowmass Village Municipal Code ("Code") are necessary to make it easier to accomplish the goal of 'Expanding Housing Choice and Affordability' by making the associated land use process less cumbersome for applicants and the Town; and

WHEREAS, allowing Affordable, Employee, Restricted, and/or Workforce Housing on any property, whether private or public, to proceed through the Special Review process pursuant to Section 16A-5-230 of Code which would no longer require Planned Unit Development (PUD) review pursuant to Section 16A-5-300 of the Code and thereby allow for the expedited review of said land use: and

WHEREAS, the Code has varying references to deed restricted housing which also include, among others, 'Affordable, Employee or Restricted' housing, and while in an effort to standardize any references to residential units dedicated for the benefit Town of Snowmass Village serving employees, shall now consistently be referenced as 'Workforce' housing in the Code as it pertains to the established definition herein as Exhibit 'A'; and

WHEREAS, Planning Commission finds that the passage of this Resolution is in the best interest of the TOSV.

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

1. Recitals. The foregoing recitals are incorporated herein as findings of the Planning Commission.
2. Findings. The Planning Commission makes the following findings:
 - a. The procedural requirements set forth in Section 16A-5-210 of the Code have been satisfied.
 - b. The proposed amendments comply with the applicable review standards set forth in Section 16A-5-210(e) of the Code.

3. Recommendation to Town Council - The Planning Commission hereby recommends the Town Council approve the amendments to **Chapter 16A and Chapter 17 of Article V** of the TOSV Municipal Code with the additions as set forth in **Exhibit A**.
4. Severability. If any provision of this Resolution or application hereof to any person or circumstance is held invalid, the invalidity shall not affect any other provision or application of this Resolution which can be given effect without the invalid provision or application, and, to this end, the provisions of this Resolution are severable.

READ, APPROVED AND ADOPTED by the Planning Commission of the Town of Snowmass Village, upon a motion by Planning Commission member Marshack, the second of Planning Commission member McMannes, and upon a vote of 3 in favor and 2 against, on this 18th day of June 2025. Absent were Faurer and Clauson.

**TOWN OF SNOWMASS VILLAGE
PLANNING COMMISSION**

Matthew Dubé
Matthew Dubé, Chairperson
Matthew Dubé (Jul 14, 2025 13:58 EDT)

ATTEST:

Ashleigh Huff
Ashleigh Huff, Planning Commission Secretary

ATTACHMENTS:

Exhibit A – Amendment to Chapter 16A, Article IV and Chapter 17 of the TOSV Municipal Code

Attachment A_Workforce Housing Code Amend_Reso No.5 of 2025 final

Final Audit Report

2025-07-14

Created:	2025-07-07
By:	Ashleigh Huff (Ahuff@tosv.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAI4Bhzauql9ag0OxRIhUJPEQCOZLv9VBg

"Attachment A_Workforce Housing Code Amend_Reso No.5 of 2025 final" History

-  Document created by Ashleigh Huff (Ahuff@tosv.com)
2025-07-07 - 7:08:39 PM GMT
-  Document emailed to dube.innover@gmail.com for signature
2025-07-07 - 7:09:31 PM GMT
-  Email viewed by dube.innover@gmail.com
2025-07-14 - 5:37:23 PM GMT
-  Signer dube.innover@gmail.com entered name at signing as Matthew Dubé
2025-07-14 - 5:38:42 PM GMT
-  Document e-signed by Matthew Dubé (dube.innover@gmail.com)
Signature Date: 2025-07-14 - 5:38:44 PM GMT - Time Source: server
-  Agreement completed.
2025-07-14 - 5:38:44 PM GMT

Sec. 16A-2-20. - Definitions.

Workforce Housing means any dwelling unit that is restricted to use for the sale or rent to qualified employees pursuant to the Permanent Moderate Housing Regulations, a restricted housing agreement approved by the Town, or other restrictions approved by the Town for such uses.

Sec. 16A-3-40. - Statements of zone district intent.

Specially planned area and planned unit development zone districts.

(5) Specially Planned Area (SPA-1 and SPA-2). There are areas within the Town where development existed prior to incorporation of the Town and the establishment of municipal zoning. It is the purpose of the Specially Planned Area (SPA-1 and SPA-2) zone districts to establish standards that are applicable to existing development within said areas. Governmental Specially Planned Areas were established for the Fire Department and the Water and Sanitation District. Except as may be permitted pursuant to [Section 16A-5-250\(a\)\(10\)](#), Interim SPA (SPA-1 and SPA-2) Authorization, this is done by requiring the approval of a plan that establishes approved densities, uses, required parking and other development limitations for all or any portion of a property so designated. This plan shall be submitted and reviewed pursuant to the procedures and standards of Article V, Division 3, Planned Unit Development, and shall constitute the zoning and development regulations for said area or building *except for 100% Workforce Housing projects for which Special Review process shall determine the residential development parameters by Resolution of the Town Council.*

Sec. 16A-3-50. - Zone district use schedule

TABLE 3-1 Schedule of Uses																			
Uses: A = Allowed; S = Special Review; P = Prohibited	SF 4	SF 6	SF 15	SF 30	SF 150	EST	DU	MF	MF PUD	MU	MU PUD	MU 1	MU 2	CC	CC PUD	PUB	CON	OS	REC
Residential and Accommodation Uses																			
Single-Family Detached Dwelling ¹	A	A	A	A	A	A	A	A	A	P	A	P	P	P	P	P	P	P	P
Two-Family Dwelling ²	P	P	P	P	P	P	A	A	A	P	A	P	P	P	P	P	P	P	P
Single-Family Attached Dwelling	P	P	P	P	P	P	P		A	A	A			P	A	P	P	P	P
Multi-Family Dwelling	P	P	P	P	P	P	P	A	A	A	A	A	A	P	A	P	P	P	P
<i>Workforce Housing</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>S</i>	<i>P</i>	<i>P</i>	<i>S</i>
Hotel/Lodge Room or Suite	P	P	P	P	P	P	P	P	P	A	A	P	A	S	A	P	P	P	S
Lock-Off Room	P	P	P	P	P	P	P	P	P	A	A	A	A	S	A	P	P	P	S
Time Share Unit ³	P	P	P	P	P	P	P	S	S	S	S	P	A	S	S	P	P	P	S
Dormitory	P	P	P	P	P	P	P	A	A	S	A	P	A	S	A	P	P	P	S
Manager's Unit/ Restricted Employee Housing	P	P	P	P	P	P	P	A	A	A	A	A	A	A	A	S	P	P	S
Conference Facilities ⁴	P	P	P	P	P	P	P	P	A	A	A	S	A	A	A	P	P	P	S
Accessory Building and Use ¹⁵	A	A	A	A	A	A	A	A	A	A	A	A	A	A	A	S	S	P	A
Home Occupation ⁵	A	A	A	A	A	A	A	A	A	P	A	S	P	P	P	P	P	P	P
Day Care Home	S	S	S	S	S	P	S	S	S	S	S	A	A	S	S	P	P	P	P
Wireless Communication Facilities ⁶	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	P	P	S

Sec. 16A-5-60. - Notice of public hearings

TABLE 5-2 Timing of Required Public Notices			
Application Type	Days Prior to Hearing That Public Notice Must Be Given		
	Published	Mailed	Posted
Amendment to Comprehensive Plan	30	No	No
Interpretation	No	No	No
Amendment to Text of Development Code	15	No	No
Amendment to Official Zone District Map	15	15	15
PUD Sketch Plan (Planning Commission)	10 ¹	No	No
PUD Sketch Plan (Town Council)	10	10	10
PUD Preliminary Plan	30	30	15
PUD Final Plan	No	No	No
PUD Amendment	15	30 (Major) 15 (Minor)	15
Special Review	15 ³	15 ³	15 ³
Variance	30	30	15
Administrative Modification	No	15 ²	No
Subdivision Exemption	No	No	No
Subdivision	30	30	15
Subdivision Amendment	15	15	15
Annual Temporary Use	15	No	15
Administrative Temporary Use	No	No	No
Comprehensive Sign Plan	15	15	No
Special Event	No	No	No

¹ No public hearing occurs before the Planning Commission; the required public notice is for the joint meeting, pursuant to Section 16A-5-320(c)(4), Joint Meeting.

² Mailed notice shall be by United States mail postage prepaid.

³ *Workforce Housing applications that propose 100% deed restricted units and thereby qualifying for Special Review, shall provide public notice (15 days for mailing, posting and publishing) for all Planning Commission public meetings and Town Council public hearings for which the proposal is considered.*

Division 4. - Standards for Restricted *Workforce* Housing

Sec. 16A-4-400. - Purpose.

To provide adequate housing for persons of low, moderate or middle income, provisions for comfortable and affordable housing in locations approved by the Town Council shall be made to accommodate sixty percent (60%) of new employees generated by development and redevelopment within the Town.

Sec. 16A-4-410. - Restricted *Workforce* housing requirements.

(b) Square Footage Per Employee. For that number of employees required to be housed in restricted *workforce* housing, as determined in Subsection (a) above, the developer shall be responsible for the creation of a total square footage equal to four hundred forty-eight (448) square feet (as measured in [Section 16A-3-210\(b\)](#), Measuring Floor Area) for each employee to be housed. The total square footage for which the developer shall be responsible shall be provided in dwelling units whose size shall be within the range of sizes described in Subsection (c), Size Ranges of Restricted Dwelling *Workforce* Units. The unit mix and methods of providing housing shall be determined as described in [Section 16A-4-420](#), Methods of Complying With Requirements.

Size Ranges of ~~Restricted Dwelling~~ **Workforce** Units for Full-time Employees. Table 4-6, Size Ranges of ~~Restricted Dwelling~~ **Workforce** Units, establishes the minimum and maximum size range of restricted dwelling **Workforce** units, to ensure that the size of dwelling units contributed by a developer is appropriate. All units contributed by a developer shall meet these size limits.

Table 4-6
Size Ranges of ~~Restricted Dwelling~~ **Workforce Units**

<i>Type of Unit</i>	<i>Minimum Size (sq. ft.)</i>	<i>Maximum Size (sq. ft.)</i>
Studio	448	550
One-bedroom	550	750
Two-bedroom	750	1,080
Three-bedroom	1,150	1,350

(d) Size Ranges of ~~Restricted~~ **Workforce** Housing Units for Seasonal Employees. Seasonal employee housing shall be designed to provide efficient, comfortable and affordable accommodations for seasonal employees and may include dormitory style or shared living accommodations configured to provide single-room occupancy for each employee with shared living, restroom and kitchen facilities. To ensure that the size of the housing contributed by a developer for shared living accommodations is appropriate, each building shall provide two hundred twenty-four (224) square feet of private or jointly shared living area for each employee being housed.

(e) Redevelopment.

(2) Existing ~~employee~~ **workforce** housing replacement. If any existing square footage currently utilized as employee housing is to be removed, an equal square footage of restricted housing shall be replaced within the development.

(h) Independent Payroll Audit. In the event of an independent calculation, the Town Council may require the applicant to have an independent payroll audit performed two (2) years following the subject building's occupancy to determine if the number of employees in the project corresponds with the applicant's calculation. The Town Council may waive or extend the date of the independent payroll audit. The applicant and the Town shall agree upon a method for mitigating any additional restricted housing that may be required as a result of the audit and said methodology shall be specified within the ~~restricted~~ **Workforce** housing agreement.

Sec. 16A-4-420. - Methods of complying with requirements.

~~Restricted~~ **Workforce** housing shall be provided as follows:

(2) Methods of providing housing. Housing shall be provided using one (1) or more of the following methods with preferences given to Subparagraph a or b below:

b. ~~Restricted~~ **Workforce** sale. Developer builds the ~~restricted~~ **workforce** units and sells the units to qualified employees, at prices established by the Town Council, as determined by current sale prices of comparable restricted units within the Town.

c. Other means. Such other means as may be agreed upon by the Town Council at its sole discretion and the developer of a project requiring ~~restricted~~ **workforce** housing, as required by Article IV of this Chapter, which may include:

1. ~~Restricted~~ **Workforce Housing** rates and use. The developer builds, owns and manages ~~restricted~~ **workforce** rental units in accordance with current Town of Snowmass Village ~~Restricted~~ **Workforce** Housing Guidelines. When permitted by all applicable state and local laws, or when agreed to by the developer, the units shall be restricted at the same rental rates charged by the Town for similar size units with similar amenities, as determined by the Town Council. Rental rates may be adjusted annually based on the inflation index used by the Town. A ~~restricted~~ **workforce** housing agreement shall be entered into between the Town and the developer identifying the conditions of occupancy, maintenance and rental guidelines for the ~~restricted~~ **workforce** units.

(3) Cash in lieu for minor developments. The Town Council may, at its sole discretion, accept cash in lieu of ~~restricted employee~~ **workforce** housing as defined in this Chapter. Cash in lieu of employee housing shall include the net cost (total cost less the amount covered by rental or sale income) of land and all related planning, design, site development, construction and construction management costs of the project, in current dollars, which would be incurred by the Town in order to provide the required amount of ~~restricted~~ **workforce** housing, or as agreed to by the Town and developer.

(4) Developer responsibilities. The developer shall be responsible for planning, design and development approvals for any housing proposed to mitigate employee impact. The developer shall provide adequate land for the project and shall be responsible for the full costs of constructing the project. If the Town Council has determined that the ~~restricted~~ **workforce** housing will be owned by the Town, upon issuance of a certificate of occupancy, the developer shall convey the project free and clear of any monetary liens or restraints on alienation to the Town and the Town shall thereafter own and manage the ~~restricted~~ **workforce** units. The developer shall warrant that the project is free of any construction defects for a period of one (1) year from the transfer of title to the Town.

(5) Town Council responsibilities. The Town Council shall determine, at the time of Preliminary PUD review of the specific ~~restricted~~ **workforce** housing projects, the unit mix and configuration of restricted units to be provided, fair and reasonable rental rates and sale prices for each type of restricted unit, estimates of occupancy rates, estimates of operating budgets (including maintenance and capital reserve), and the effect of the proposed ~~restricted~~ **workforce** units on the overall restricted housing inventory in the Town. The criteria shall be the Comprehensive Plan, the most recent housing surveys, comparable restricted rental rates, information provided by the developer and recommendations from Town staff. At the Town Council's discretion, the developer may be required to prepare, or the developer may provide, a peak season (maximum annual) employee staffing plan for all or portions of the development being mitigated to determine the appropriate full-time/seasonal ~~restricted~~ **workforce** housing mix to be provided by the developer.

(6) Homeowner's Association. If a restricted housing unit is developed as part of a mixed free market/~~restricted~~ **workforce** housing development project in which both free market and ~~restricted~~ **workforce** units will be included in the same association, then the documents creating the condominium regime, Homeowner's Association (HOA) and any Covenants, Conditions and Restrictions (CC&R) shall state that the ~~restricted~~ **workforce** housing unit shall only be assessed monthly dues and other shared assessments based on whichever of the following two (2) formulas apply:

- a. The size of the ~~restricted~~ **workforce** housing unit in square feet as compared to the total size of the other units in the development; or
- b. The size of the lot on which the ~~restricted~~ **workforce** housing unit is located as compared to the total size of the other lots in the development.

The Town shall consider the economic effect all assessments may have upon the Town's goal of successfully maintaining reasonable long-term affordability of the ~~restricted~~ **workforce** housing units or lots. The Town Council will evaluate the proposed assessment rates considering the nature of the project, the level of maintenance, types of utilities, services and amenities being provided relative to those of comparable wholly ~~restricted~~ **workforce** projects. The condominium regime, HOA and any CC&R documents shall state the maximum share of general, common, limited, special or other assessments allocated to each ~~restricted~~ **workforce** housing unit or lot and how such documents may be amended in the future within a ~~restricted~~ **workforce** housing agreement.

CHAPTER 17 – ~~Employee~~ **Workforce** Housing

ARTICLE I - Permanent ~~Moderate~~ **Workforce** Housing

Sec. 17-1. - Purpose.

To effectuate the orderly administration of housing units, the Town Council has determined that reasonable regulation is required. It is the intention of the Town Council to ensure that **workforce** housing units shall be available for purchase and occupancy by qualified individuals at an affordable price. Public funds are being utilized to make the original purchase price of a **workforce** housing unit affordable, and, therefore, restrictions on the escalation of the value of the unit are required to ensure that the purposes of creation of the housing unit are maintained.

Sec. 17-2. - Application.

The provisions of this Chapter shall apply to and restrict the use, occupancy and sale of all **workforce** housing units in the Town, including without limitation those units located in the following projects: Capital Peak Condominiums, Coffee Place, Creekside Condominiums, Country Club Townhomes, Crossings at Horse Ranch, Daly Permanent Moderate Housing Townhomes, Mountain View Permanent Moderate Housing Condominiums, and all other ~~Permanent Moderate~~ **Workforce** Housing developments and housing units recognized by the Snowmass Village Town Council.

Sec. 17-3. - Definitions.

Maximum resale price means the maximum price for which a **workforce** housing unit may be sold. The maximum resale price for **any workforce** housing units located in the Creekside Condominiums and Country Club Townhomes that have been continuously owned by the same owner on and after July 22, 1991, shall be computed in accordance with resale price procedures established by the Housing ~~Manager~~ **Director** referred to as the current resale price.

Owner means the fee simple owner of a **workforce** housing unit.

Pre-sale inspection means an inspection of the housing unit to confirm that the **workforce** housing unit has been kept and maintained in a clean and orderly condition, normal wear and tear excepted, in a manner determined by the Housing ~~Manager~~ **Director**.

Qualified applicant means all adult applicants who collectively meet the qualifications for purchase of a **workforce** housing unit as established from time to time by the Housing ~~Manager~~ **Director**, taking into consideration employment, income, net worth, unit size, dependents and any other criteria established by the Housing ~~Manager~~ **Director** to determine eligibility for purchase.

Resale fee means a fee collected upon the filing of a notice of intent to sell a **workforce** housing unit as determined by the Housing ~~Manager~~ **Director**.

Requalified owner is an owner who, following initial purchase of a **workforce** housing unit, meets the qualifications for employment, income, net worth and residency established by the Housing ~~Manager~~ **Director**.

Unit size means a **workforce** housing unit intended to be occupied by a minimum or maximum number of occupants as established by the Housing ~~Manager~~ **Director**.

Workforce Housing unit means a dwelling unit that is subject to the provisions of this Chapter.

Sec. 17-4. - Resale procedure.

(a) **Workforce** Housing Unit Inspection. As a condition precedent to filing a notice to sell a **workforce** housing unit, the owner shall obtain an approved pre-sale inspection which shall, among other things, confirm that the number of bedrooms in the **workforce** housing unit has not decreased since the housing unit was purchased by the owner.

(b) Notice to Sell and Resale Fee Deposit. The owner, after having received an approved inspection report, shall file a written notice of intent to sell with the Housing ~~Manager~~ **Director** and shall pay the resale fee.

(c) Town Purchase Option. The Town reserves the right to purchase any housing unit **as workforce housing inventory**.

(d) Snowmass Village Employee Priority. For thirty (30) days from the date of filing of the notice of intent to sell, the Housing ~~Manager~~ **Director** will receive applications for the purchase of the **workforce** housing unit from qualified applicants. At the end of the thirty-day period, the Housing ~~Manager~~ **Director** will proceed to determine if a super priority exists or if lottery chances will be assigned to all qualified applicants.

(e) Super Priorities. If a qualified applicant meets the criteria for a super priority as established by the Housing ~~Manager~~ **Director** for disabled employees and in-complex owners, a first priority qualified applicant shall be designated and is authorized to enter into a contract for purchase of the **workforce** housing unit in accordance with the provisions of [Section 17-4](#) (g) of this Code.

(f) Determination of Employment Priority and Lottery Chances. Lottery chances will be assigned by the Housing ~~Manager~~ **Director** to qualified applicants. Following the assignment of lottery chances to qualified applicants, the Housing ~~Manager~~ **Director** shall schedule and conduct a lottery to determine the priority of qualified purchasers.

(g) Contract and Sale Procedure. The qualified purchaser, in priority, may negotiate a contract for the purchase of the **workforce** housing unit from the owner and proceed to close the purchase.

(h) Confirmation of Qualification. At the closing of the sale, the Housing ~~Manager~~ **Director** shall confirm the status of the qualified purchaser to purchase the **workforce** housing unit and that the purchase price does not exceed the maximum resale price.

Sec. 17-5. - Mandatory resale.

An owner shall immediately offer the **workforce** housing unit for sale in accordance with the provisions of [Section 17-4](#) upon the happening of any of the following events:

- (1) If a non-qualified purchaser takes title to a **workforce** housing unit, or
- (2) The owner does not maintain residency at the **workforce** housing unit; or
- (3) The owner has not sold a residential dwelling unit within six (6) months of the closing of the acquisition of the **workforce** housing unit, or such greater period of time as approved by the Town Council upon good cause shown; or
- (4) The owner acquires a residential dwelling unit after the closing of the acquisition of a **workforce** housing unit; and
- (5) The owner purchases the **workforce** housing unit for a purchase price greater than the maximum purchase price; or
- (6) The owner fails to be a requalified owner.

Sec. 17-6. - Rental.

An owner may rent a **workforce** housing unit only to the extent permitted by and in accordance with the regulations adopted pursuant to this Article.

Sec. 17-7. - Exempt transactions.

A one-time transfer by operation of law, by will or inheritance to a surviving spouse of an owner is exempt from the procedures set forth in [Section 17-4](#) and 17.4 of the Regulations, provided written notice shall be given to the Housing Manager **Director** providing information to support that an exempt transaction has occurred.

Additional, limited exempt transactions are set forth in the regulations adopted pursuant to this Article.

Sec. 17-8. - Release of restrictions.

To induce lending institutions to finance **workforce** housing units, the Housing Manager **Director** is authorized to enter into agreements with lending institutions which allow for the release of a **workforce** housing unit from the application of the provisions of this Chapter in the event of a foreclosure of a first priority deed of trust or mortgage securing a loan. Any such agreement shall provide that:

- (1) The Town shall have an option to purchase the **workforce** housing unit for the price which would be paid by the redeeming owner in the foreclosure;
- (2) The option to purchase period shall commence upon the end of the last redemption period of the foreclosure and shall continue for a period not less than ten (10) days; and
- (3) The release of the **workforce** housing unit from the applicability of this Chapter shall occur only after the expiration of the option to purchase period.

Sec. 17-9. - Remedies of the town.

The Town expressly reserves all remedies provided by law for breach of these restrictions.

- (1) Transfer void. In the event a **workforce** housing unit is sold and conveyed without compliance herewith, such sale shall be wholly null and void and shall confer no title whatsoever upon the purported purchaser. Each and every conveyance of the property, for all purposes, shall be deemed to include and incorporate by this reference the covenants herein contained, even without reference herein to this agreement.
- (2) Failure to cure breach. In the event the owner fails to cure any breach, the Town may resort to legal action, including, but not limited to, specific performance of these restrictions or a mandatory injunction requiring sale of the **workforce** housing unit by the owner.
- (3) **Workforce** Housing unit price freeze. In the event of a breach of any of the terms or conditions hereby of the owner or the transfer of a housing unit to a non-qualified transferee, the original purchase price of the **workforce** housing unit shall upon the date of such breach or transfer automatically cease to increase and shall remain fixed until the date of cure of said breach or disqualification.
- (4) Purchase of **Workforce** Housing Unit. The Town reserves the right to purchase a **workforce** housing unit.
- (5) Town Attorney Fees. All costs incurred by the Town in enforcing the terms of this Article and regulations adopted pursuant thereto, including without limitation, costs of suit and reasonable attorneys' fees, even in the event that the Town secures redress without a completed judicial proceeding, shall be repaid upon demand by the person or persons against whom enforcement has been sought.

Sec. 17-10. - No guaranty or warranty.

No guaranty or warranty is made by the Town that an owner may be able to:

- (1) Resell a **workforce** housing unit without incurring a monetary loss;
- (2) Resell a **workforce** housing unit at a maximum price;
- (3) Rent a **workforce** housing unit; or
- (4) Rent a **workforce** housing unit without incurring monetary loss.

Sec. 17-11. - Regulations.

The Housing ~~Manager~~ **Director** shall establish rules and regulations to effectuate the provisions of this Article after conducting a public hearing and with the advice and consent of the Town Council. All rules and regulations so established shall be enforceable as if enacted in this Code. In the event of a conflict between this Article and the regulations, the more restrictive provision shall control.

INTEROFFICE MEMORANDUM

TO: BRIAN MCNELLIS, SENIOR PLANNER
FROM: BETSY CRUM, HOUSING DIRECTOR
SUBJECT: PROPOSED AFFORDABLE HOUSING PROCESS AMENDMENTS
DATE: APRIL 7, 2025

I am writing to express my support for the proposal to amend the Snowmass Village Code to have Workforce Housing qualify for review as a Special Use. As you know, workforce housing is not considered as a specific residential use outside of the Multi-Family Dwelling use and so can only be approved under an existing Multi-family or Mixed-Use zone, or as a Planned Unit Development.

As you know, we currently face an unprecedented need for workforce housing in Snowmass Village. Rising housing costs have pushed prices beyond the reach of our local employees. Commutes continue to expand in volume and length as many workers seek down-valley costs of living and need up-valley wages to make ends meet. As a result, the formerly attainable mid-valley housing markets are now also experiencing significant increases in housing costs, pushing regional labor markets even beyond Glenwood Springs toward Western Slope communities. There is functionally no local free-market attainable housing available to our workforce, and the waitlist for TOSV's rental housing results in a 10+ year wait for an affordable apartment.

New workforce housing development is one of the essential tools to meet the housing needs of our local workforce. In fact, we currently require that businesses mitigate the housing needs for at least 60% of the employees generated by them when they build in town. However, the PUD process we currently use is lengthy and requires multiple submissions, public hearings, meetings and back-and-forth throughout the approval process. This can, and often does, add many months to the process. This is not just costly; it delays the provision of the very housing needed for the new employees.

In addition, the primary state funding program – called the State Affordable Housing Fund and created a few years ago by Proposition 123 – requires that, to remain eligible for Prop 123 funds, local governments must demonstrate they have implemented an “expedited review process.” With the rising cost of construction and the increasing demand for workforce housing, it is critical that Snowmass Village and our partners remain eligible for state and federal grants and loans. Allowing workforce housing to be approved under a Special Use process would go a long way toward meeting that criterion.

In short, workforce housing is a critical community need that benefits our entire Village and, like public utilities, day care and trails, adds an essential service to our community. I believe that this change would reflect the importance of getting housing built when it is most needed.

Please let me know if you have any questions.

Town of Snowmass Village Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

Ordinance No. 12, 2025 - Budget appropriation for Mobile Home Park Donation - 2nd Reading

Presented by:

Marianne Rakowski, Finance Director, Clint Kinney, Town Manager

Background:

The Council discussed a contribution of \$1,000,000 towards the purchase of the two mobile home parks as a means of preserving the supply of affordable housing, improving long-term housing security and supporting durable and sustainable homeownership for its residents.

The attached ordinance approves the budget amount of \$1,000,000 and appropriates the funds for expenditure. The funds are coming from housing funds within the Capital Improvement Program.

Financial Impact:

Ordinance No. 12, Series of 2025, revises the 2025 adopted budget and appropriates these funds for spending.

The impact on the Capital Improvement Program Fund is \$1,000,000.

Applicability to Council Goals & Objectives:

Workforce housing remains one of the main strategic initiatives of the Town Council.

The budget is one of the keystone policy documents the Town Council adopts. It is the primary tool to pay for and implement Town Council goals. Revising the 2025 budget will ensure the Council's goals and objectives can continue to be met.

Council Options:

1. Approve, Modify or Deny Ordinance No. 12, Series of 2025

Staff Recommendation:

It is the recommendation of the Town Staff that the Council, by motion, approve the Second Reading of Ordinance No. 12, Series of 2025 revising the 2025 budget.

Attachments:

1. 7.C. Ordinance 12, 2025 - 2nd Reading-Budget Revisions 2025 - Mobile Home

Park

47

**Town of Snowmass Village
Budget Changes – 2025**

	<u>2025 Revenues</u>	<u>2025 Expenditures</u>
Capital Improvement Fund	\$ -0-	\$ 1,000,000
TOTAL	\$ -0-	\$ 1,000,000

48

49 INTRODUCED, READ AND ADOPTED on first reading by the Town Council of
50 Snowmass Village, Colorado on the 4th day of August, 2025 with a motion made by
51 Council Member Marolt and seconded by Council Member Gustafson and by a vote of 5
52 in favor to 0 opposed.

53

54 INTRODUCED, READ AND ADOPTED on second reading by the Town Council of
55 Snowmass Village, Colorado on the 18th day of August, 2025 with a motion made by
56 _____ and seconded by _____, and by a vote of ___ in favor to ___
57 opposed. A roll call was taken, those in favor were _____,
58 those opposed were _____.

59

60

61

62

TOWN OF SNOWMASS VILLAGE

63

64

Alyssa Shenk, Mayor

65

66

ATTEST:

67

68

69

Megan Harris Boucher, Town Clerk

Town of Snowmass Village Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

Destination Management Plan update

Presented by:

Julia Theisen, Tourism Director

Background:

Snowmass Tourism is working on the final draft of the Destination Management Plan. The revised plan has incorporated feedback from the Town Council, Tourism Board and Stakeholders as well as the Tourism Team.

The Tourism Board met on July 22nd for a half-day work session to review the plan in greater detail. The Board is supportive of the draft document with some suggested changes which have been made in this latest draft.

The plan will guide the work of the tourism department over the next 5 years and beyond and lead Snowmass in destination management as stated in the council goals.

This is an opportunity for the council to provide feedback before final draft.

Financial Impact:

\$60k budgeted for DMP facilitation.

Applicability to Council Goals & Objectives:

- 1) Preserve, protect and retain locally owned and locally serving businesses.
The DMP will address how we can support tourism businesses and ensure a high-quality visitor experience.
- 2) Increase community engagement to foster emotional connectivity.
The DMP is a community wide process engaging residents and the community in the future of Snowmass. Community remains a central theme to the process and the plan.
- 3) Ensure public spaces and facilities meet our community's unique character.
The DMP will address destination development such as the ice age discovery program, history and heritage, and our natural environment.

Council Options:**Staff Recommendation:**

Attachments:

1. 8.A. 1 Snowmass DMP
2. 8.A. 2 Snowmass DMP Presentation



SNOWMASS
COLORADO

Destination Management Plan

**A BLUEPRINT FOR DESTINATION MANAGEMENT TRANSITION
AND SUSTAINABLE TOURISM**

SUMMER 2025

Table of Contents

The Why	3
Executive Summary	6
Implementation examples.....	7
Purpose Statement, Vision, Mission, Values	9
Snowmass Tourism DMP Purpose Statement	9
Pillars, Goals & Strategies	10
Pillar 1: People	11
Strategy 1.1: Monitor And Message The Impact Of Tourism Within The Community.....	12
Strategy 1.2: Preserve Local Identity	14
Strategy 1.3: Advance Inclusivity in Tourism.....	15
Pillar 2: Place.....	17
Strategy 2.1: Develop Signature Experiences.....	18
Strategy 2.2: Express Community Values Through Marketing	20
Strategy 2.3: Promote Accessible Tourism For All.....	21
Strategy 2.4: Develop Sustainable Tourism And Responsible Travel Experiences	22
Pillar 3: Prosperity.....	24
Strategy 3.1: Stimulate Economic Vitality Through Ongoing Initiatives	25
Strategy 3.3: Enhance Employee Retention	28
Strategy 3.5: Develop Green Business and Climate Adaptation Initiatives	31
Foundational Pillar 4: Process.....	33
Strategy 4.1: Enhance Destination Management Capacity and Knowledge	34
Strategy 4.2: Strengthen Stakeholder Collaboration	36
Strategy 4.3: Improve Data-Driven Decision Making	38
Future Strategy: The Long Shot.....	40
The How.....	42
Planning Methodology	42
Stakeholder Mapping	43
Stakeholder Engagement.....	44
Key recommendations	45
Snowmass Tourism Glossary Of Terms	46
Acknowledgements	48



The Why

Snowmass is at a pivotal time in our tourism evolution. We are proud to present the Snowmass Tourism Destination Management Plan. Tourism (referred to throughout this document using the acronym DMP and also the plan) which provides a strategic framework that aligns our tourism strategy with the broader community priorities of our residents and stakeholders, including tourism businesses and industry partners, and protecting the natural environment.

The journey for this work began with the proactive leadership of the Snowmass Town Council amid community concerns around tourism growth and success metrics based solely on a “heads in beds” approach. Central to this work is an intentional shift towards a community centric approach that measures the true impact of tourism on resident well-being, economic resilience and environmental sustainability. Council is committed to a strategy aimed at managing tourism in a way that safeguards the character, environment and livability of Snowmass Village for generations to come.

SHIFT TO DESTINATION MANAGEMENT

Snowmass’s challenges—seasonal businesses, lack of affordable housing availability, climate risk, and maintaining our unique community identity—require coordinated destination management. To address these challenges, the Snowmass Tourism Department must evolve from Destination Marketing Organization functions to a more comprehensive and broader Destination Management Organization responsibilities.

The Town of Snowmass Village, through the Snowmass Tourism Department, has excelled at elevating our brand and showcasing our world-class skiing, biking, breathtaking mountain scenery, and family-friendly atmosphere. We’ve promoted vibrant events like the Snowmass Free Concert Series, the Snowmass Balloon Festival, and the Snowmass Rodeo. This work has positioned Snowmass Village as a premier mountain destination in both winter and summer. While we will continue to drive awareness and inspiration, marketing alone is no longer sufficient, and we must evolve into a community-first tourism management thought process.

This vital transition places the well-being of our residents, workforce, and the environment at the center of our tourism strategy. It acknowledges that the success of Snowmass as a destination is inseparable from the well-being of our community. We can’t be a thriving destination without first being a thriving community.

Tourism touches every aspect of Snowmass Village, from economic vitality to environmental stewardship, workforce housing, and the preservation of our unique mountain town identity. As visitation has grown, so too have pressures on our natural resources, housing market, and community character. The discovery of the Snowmastodon fossils demonstrates the deep history of this special place and our responsibility to protect it for future generations.

OUR VISION FOR TRANSFORMATION

The destination management model represents a fundamental shift in how we approach tourism development:



OLD MODEL: DMO

- Promote experiences year-round
- Track KPIs like visitation
- Market Snowmass’s strengths
- Attract more visitors



NEW MODEL: DMMO

- Design and manage experiences with the community in mind
- Track broader KPIs: community sentiment, workforce stability, sustainability outcomes
- Align tourism with Snowmass’s community values
- Balance visitation with stewardship, equity, and quality of life

THE PATH FORWARD

This plan organizes our work into four essential pillars to support our tourism department, each responding to critical opportunities and challenges identified through extensive community engagement. You'll find actionable strategies within each pillar that bridge our marketing strengths with new management responsibilities. From enhancing workforce retention programs to developing sustainable tourism initiatives, to preserving local identity and improving data-driven decision making, every strategy represents our commitment to thoughtful, balanced management of tourism.

The Rim Trail's Spiral Point symbolizes the balance we seek—between visitors and residents, growth and preservation, marketing and management. Like this favorite local landmark, our approach must find harmony between seemingly opposing forces.

Our success depends on robust collaboration with partners. We aim to position Snowmass Village as a model for destination management where tourism enriches rather than burdens, where natural resources are preserved, and where residents and visitors thrive together.

This plan is designed to sustain the heart and soul of Snowmass Village as a thriving, world-class destination and a community where nature and experiences invite connection and inspire joy.



Executive Summary

OVERVIEW

Developed through a seven-month planning process, the DMP incorporates feedback from over 200 stakeholders, including residents, tourism partners, and community organizations. This participatory approach ensures that the plan aligns with Snowmass’s vision to be a thriving, sustainable, and inclusive mountain destination.

PLANNING METHODOLOGY

The DMP Planning Initiative began with a destination assessment and SWOT analysis, identifying key strengths (e.g., natural beauty, strong resident support for tourism) and challenges (e.g., housing, seasonality, limited visitor data). Stakeholder engagement included two workshops, over 200 survey responses, 22 interviews, and forming a Tourism Inclusivity Coalition. This approach ensured the plan reflects community voices and builds broad-based support.

STRATEGIC INSIGHTS

- Tourism must prioritize both visitor satisfaction and resident quality of life.
- Environmental sustainability and inclusivity are non-negotiable principles.
- The tourism department must adopt new roles, skills, and partnerships.
- Marketing efforts should be values-driven and stewardship-oriented.

PURPOSE AND VISION

At its core, the DMP aims to ensure that tourism in Snowmass supports a vibrant community, nurtures the natural environment, and provides lasting prosperity for all. Guided by its mission—to support our mountain community by enriching the lives of those who live, work, and visit here through sustainable economic vitality—the plan aspires to position Snowmass as a destination where community and nature inspire connection and joy.

FOUR STRATEGIC PILLARS

The plan is structured around four foundational pillars, each reflecting the key values of sustainable tourism:

PILLAR 1:

People

Build community alignment and equity

- Preserve local identity and foster inclusivity.
- Communicate tourism’s impact transparently.
- Support events and initiatives that connect residents and visitors.

PILLAR 2:

Place

Enhance the destination experience while safeguarding natural and cultural assets

- Curate immersive and sustainable destination experiences.
- Express community values in marketing.
- Promote accessibility, stewardship, and responsible travel behaviors.

PILLAR 3:

Prosperity

Build a resilient and inclusive tourism economy

- Collaborate on workforce housing and employee retention.
- Support small businesses and green tourism enterprises.
- Launch marketing and training programs that benefit local partners.

PILLAR 4:

Process

Strengthen governance and data systems to manage tourism effectively

- Build internal capacity for destination management.
- Improve stakeholder engagement and governance.
- Use data to track progress and inform decisions.

The Snowmass Tourism Destination Management Plan charts a bold and actionable path forward for a sustainable tourism future. It is not just a tourism plan—it is a community framework for protecting Snowmass’s unique character while sharing its beauty responsibly with the world. With implementation already underway, the DMP will guide Snowmass Tourism in fostering a balanced, inclusive, and resilient destination that works for both residents and visitors, today and in the future.

IMPLEMENTATION EXAMPLES

1. Create and lead the inclusivity coalition to determine priorities and collaborate.
2. Expand visitor information tools, including multilingual digital tools and trip-planning AI.
3. Develop visitor messaging that conveys community values to build responsible visitation and community morale.
4. Develop a Climate Champions plan in collaboration with the Colorado Tourism Office program.
5. Form a Tourism Innovation Lab.
6. Develop a stakeholder engagement plan.
7. Implement a sponsorship program to support community initiatives.
8. Create messaging and experiences that celebrate Snowmass’ history and heritage beyond the Snowmass Ice Age Discovery.
9. Develop and adjust tourism initiatives in marketing, group sales and events, to adapt to economic climate and consumer sentiment.



How to Read This Plan

IDENTITY

PURPOSE STATEMENT

PAGE 9

This statement sets forth the intention for this document and how it shapes the future work of the Snowmass Tourism department.

VISION AND MISSION

PAGE 9

The vision statement provides an aspirational description of its bold future for Snowmass Tourism.. The vision and mission for Snowmass Tourism were cast by the department staff, who led the charge for this work on behalf of the community and the industry. The mission statement defines who will benefit from tourism evolution to destination management in Snowmass and how.

VALUES

PAGE 9

These values represent priorities for the community and tourism partners in Snowmass.

GOALS

PILLARS AND GOALS

PAGE 10

The four pillars were shaped by emerging priority themes identified during the stakeholder consultation process and help to organize the areas of focus for tourism work. Broad objectives for each theme help to provide goals and targets for the work within this plan. The Core Team's themes aligned best with the Triple Bottom Line concept of the Three P's, which would support understanding sustainable tourism.

ACTION

STRATEGIES AND ACTIONS

PAGE 11–41

This destination management plan is designed as a highly actionable plan, featuring more than 20 appropriate and scalable strategies, each supported by recommended actions that become programming or initiatives being led by the tourism department staff. Several strategies and actions are cross-cutting and support multiple pillars or functions.

ASPIRATION

IMPLEMENTATION FRAMEWORK

PAGE 11–41

An implementation framework supports each action item, helping staff prioritize support resources, consider community and industry partners, and support resources, as well as any appropriate performance indicators. Snowmass Tourism's role in implementing the DMP will be different for each action.

CASE STUDIES AND EXISTING BEST PRACTICE

PAGE 11–41

Throughout this document are examples of industry case studies to support learning and provide inspiration for destination management, as well as highlights of Snowmass Tourism's existing best practices, work, and programs to continue building upon.

Purpose Statement, Vision, Mission, Values

SNOWMASS TOURISM DMP PURPOSE STATEMENT

With this plan as its Blueprint, providing the direction and actionable steps, Snowmass Tourism will advance and evolve in its functions to be stewards of the destination and manage tourism on behalf of the host community.

MISSION

Snowmass Tourism’s mission is to support our mountain community by enriching the lives of those who live, work, and visit here through sustainable economic vitality.



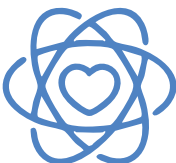
VISION

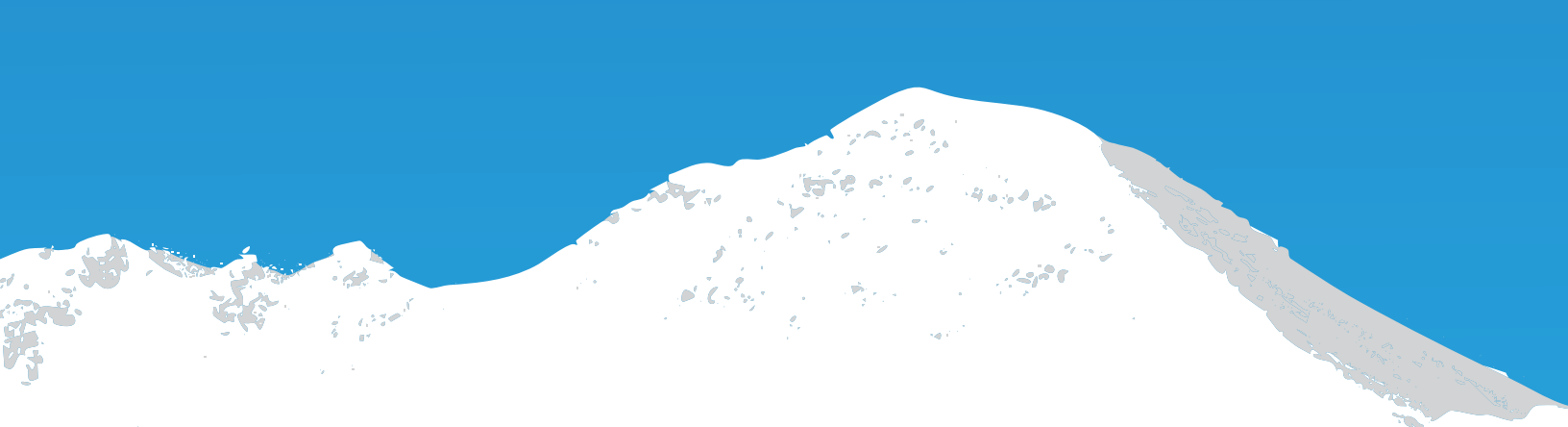
A vibrant mountain destination where nature, community, and the economy thrive as one.



VALUES

- | | | |
|-------------|-------------|-------------|
| Community | Wellbeing | Stewardship |
| Environment | Partnership | Inclusion |





Pillars, Goals & Strategies

The Destination Management Plan guides Snowmass Tourism through sustainable tourism principles—considering social, environmental, and economic impacts. This defines our purpose and “why.” Our “how” involves building capacity across tourism management functions. Each pillar contains goals and strategies, with many strategies overlapping across multiple pillars.

PILLAR 1: People

Goal: Foster a thriving community that enhances quality of life for those that live, work and play here through balanced destination management.

- 1.1 Monitor and Message The Impact of Tourism Within The Community
- 1.2 Preserve Local Identity
- 1.3 Advance Inclusivity in Tourism

PILLAR 2: Place

Goal: Deliver exceptional experiences that deepen connection to Snowmass while protecting our natural beauty, environment, unique character, and community culture.

- 2.1 Develop Signature Experiences
- 2.2 Express Community Values Through Marketing
- 2.3 Promote Accessible Tourism For All
- 2.4 Develop Sustainable Tourism and Responsible Travel Experiences

PILLAR 3: Prosperity

Goal: Cultivate a thriving local economy to enhance community well-being.

- 3.1 Stimulate Economic Vitality Through Ongoing Initiatives
- 3.2 Collaborate on Workforce Housing Solutions
- 3.3 Enhance Employee Retention
- 3.4 Grow Tourism Industry Resources for Partners
- 3.5 Develop Green Business and Climate Adaptation Initiatives

PILLAR 4: Process

Goal: Advance Snowmass Tourism’s impact as a destination management organization by championing the core pillars of people, place and prosperity.

- 4.1 Enhance Destination Management Capacity and Knowledge
- 4.2 Strengthen Stakeholder Collaboration
- 4.3 Improve Data-Driven Decision Making



PILLAR 1:

People

What makes a destination special and unique is the residents, who are not only the placemakers but also the hosts of the destination. The community of Snowmass, defined as those who live and work in the destination, are considered front-and-center in the management of tourism for Snowmass. As well as continually monitoring sentiment towards tourism among those that live, work and play in the destination, there will be a focused effort to align the values of the community within the visitor experience, incorporating and elevating the culture and history of Snowmass into visitor interaction and through destination marketing.

OPPORTUNITIES AND CHALLENGES ADDRESSED

Visitor experience data, product development opportunities, and stakeholder engagement (community and tourism partners).

GOAL

Foster a thriving community that enhances quality of life for those who live, work, and play here through balanced destination management.

STRATEGY 1.1:

Monitor And Message The Impact Of Tourism Within The Community

OBJECTIVES:

Educate key stakeholders about the positive effects of tourism on Snowmass’s quality of life, emphasizing shared benefits for both residents and visitors.

ACTION 1.1.1

Develop messaging on the impact of tourism, including communication resources like fact sheets that summarize key data points. These should cover areas such as annual job creation, resident tax savings, lodging tax collections, and community investments. The fact sheets should be updated periodically and shared with key stakeholder groups, including residents, elected officials, and tourism partners. This information can also be included in industry updates and posted on an industry partner webpage. Additionally, journal keepsakes can be distributed to lodging partners.

Role:	Lead
Partners:	TOSV communication channels, including newsletters
Resources:	ST marketing, ST communications staff capacity
Timeline:	Short
KPI/Outcome:	Messaging materials are developed and disseminated through stakeholder communication channels

ACTION 1.1.2

Conduct bi-annual resident and tourism stakeholder surveys to continually monitor sentiment around tourism among the community members, as well as among tourism industry partners. Incorporate survey results into tourism performance metrics to ensure that community feedback is measured and incorporated into destination management strategies and actions. This is a cross-cutting action that feeds into data-driven decision-making. The next sentiment survey could be implemented in fall/winter, 2026, based on the 2024 DMP planning initiative survey timeline.

Role:	Lead
Partners:	TOSV communication channels, including newsletters to promote the survey to residents and stakeholders
Resources:	ST staff capacity to design a survey instrument
Timeline:	Medium
KPI/Outcome:	The community is provided with a bi-annual feedback loop, and sentiment is measured and monitored as a tourism performance metric

¹ TOSV= Town of Snowmass Village
² Snowmass Tourism



ACTION 1.1.3

Review previous tourism/quality of life data analysis collated by the Roaring Fork Valley Destination Alliance (RVDA) for Snowmass and update annually to present broader information and greater understanding on how visitor spending drives the economy and quality of life benefits to local residents.

Role: Lead

Partners: RFVDA, Colorado Tourism Office, data partners

Resources: ST staff/research capacity

Timeline: Medium

KPI/Outcome: Quality of life impacts of tourism become part of success measurements and ongoing data collection that is shared with stakeholders and partners

ACTION 1.1.4

Develop criteria to evaluate tourism initiatives based on their impact on both visitors and the local community. The goal is to measure outcomes such as visitor satisfaction, economic benefits, and improvements to residents' quality of life, like job creation. This innovative approach would involve reviewing existing data, creating new ways to measure impact, and partnering with a tourism research organization—potentially supported by programs like the Colorado Tourism Office's CRAFT initiative.

Role: Lead

Partners: Colorado Tourism Office

Resources: ST staff capacity to liaise with a technical assistance program partner or consultant

Timeline: Long

KPI/Outcome: New tourism ranking system to understand greater impacts on the community

CASE STUDY

Visit Sarasota "Where Do Tourism Dollars Go"

Many destination management organizations have created community education to support understanding of the economic impacts and broader benefits that tourism brings to a community. Visit Sarasota provides ongoing updates through its website and media relations to update on economic metrics such as job creation and where and how tourism revenue is used to improve quality of life for residents. Other DMO's including the Colorado Tourism Office have created marketing assets such as messaging decks and videos for partners to disseminate to educate residents on how tourism supports quality of life.



STRATEGY 1.2:

Preserve Local Identity

OBJECTIVES:

Develop tourism programming that respects Snowmass’s historical and natural roots, and prioritize sustainable tourism practices to support a balance between community and visitors.

ACTION 1.2.1

Evolve and expand Snowmass Local into a broader messaging campaign that promotes and informs visitors about community values. Engage different sectors of the community, such as regional workforce members and business sectors, to help shape the definition of a true Snowmass local and what it means to be part of this mountain community, as a worker, resident, business owner, or second-home owner.

Role:	Lead
Partners:	Marketing agencies, tourism stakeholders, including industry partners and community members/ residents
Resources:	ST marketing campaign development funding
Timeline:	Short
KPI/Outcome:	Launch of a broader community values campaign, digital and print impressions, and engagement generated

ACTION 1.2.2

Elevate the community’s story of cultural heritage and history of Snowmass by introducing the historical story of the community through new visitor experiences such as history tours, visitor information and marketing. Working with a destination development or product development specialist, conduct a cultural heritage asset inventory to assess and collate the historical story. Work with local experts and community partners to devise storytelling materials about the Snowmass history of the ice age, native Ute Indians, settlers and ranchers, as well as ski culture and heritage. Contract a local writer to craft the stories to be incorporated into marketing collateral, including the website. Identify suitable partners, such as history experts or outfitters, to conduct visitor tours. Explore collateral development, such as room amenity “Snowmass Stories” journal keepsakes for lodging partners to distribute. Incorporate these new resources into frontline worker and stakeholder training.

Role:	Lead
Partners:	Aspen Historical Society, Old Snowmass Capitol Creek Caucus, Marketing contractors, including a copywriter
Resources:	Funding, capacity to support the ST marketing team on research, copywriting
Timeline:	Medium
KPI/Outcome:	Snowmass’s heritage and culture become part of the visitor experience through touchpoints, including new tours, information, frontline worker communications, and marketing campaigns

CASE STUDY

Breckenridge Tourism’s “B Like Breck”

Breckenridge Tourism has evolved from visitor education to a campaign that speaks to the spirit and values of the community, with five elements. B Like Breck helps visitors align with the community by supporting local businesses, participating in volunteer programs, and stewardship – caring for the community and the environment. There is a new business program to engage businesses around sustainability practices, as well as visitor education resources and trip-planning information.



STRATEGY 1.3:

Advance Inclusivity in Tourism

OBJECTIVES:

Engage community and tourism partners and programming to elevate inclusivity and the welcoming spirit of Snowmass Village for all visitors and the wider community.

ACTION 1.3.1

Continue to steer the new Tourism Inclusivity Coalition of active community partners dedicated to developing and driving inclusivity initiatives for the Snowmass tourism industry, developing partnerships, and fostering accountability and momentum within the organization. Use the quarterly coalition meetings for networking, knowledge sharing, and coalition-building. Work with industry partners, subject matter experts, and tourism peers to gain insights on best industry practices, current affairs, and training opportunities, as well as future visitor resources or new programming that could be developed in partnership with coalition members.

Role:	Lead
Partners:	Aspen Skiing Company, Aspen Chamber Resort Association (ACRA), Challenge Aspen, Aspen OUT, Aspen Gay Ski Week, English in Action, Cook Inclusive, as well as representation from Snowmass businesses, including lodging, retail, and F&B
Resources:	ST staff capacity for administration and oversight of implementation, facilitator support to lead and manage coalition-building and meetings
Timeline:	Short
KPI/Outcome:	Regular quarterly meetings and expansion of the coalition

ACTION 1.3.2

Partner with local organizations and nonprofits engaged in inclusivity work to support the implementation of inclusive actions in Snowmass across marketing, group sales, events and guest services, to include creation of visitor information/guides and experiences, group outreach/support and event accommodations. As there are many great non-profit organizations that are leading the community in this work, stipends can be offered for their consulting support to build out visitor information and marketing content. This visitor information can also provide a small business guide spotlight to promote diverse and inclusive-friendly businesses.

Role:	Lead
Partners:	ST marketing contractors, Tourism Inclusivity Coalition members, and community partners, including Cook Inclusive and Aspen Gay Ski Week
Resources:	Funding
Timeline:	Short
KPI/Outcome:	Launch of inclusive + visitor information on gownsnowmass.com and other marketing platforms

ACTION 1.3.3

Launch a tourism-led sponsorship program, that offers three areas of focus for investment support, funded through lodging tax collections as a direct commitment to community needs from tourism. Under each pillar, defined requirements and goals will be further developed before launching. This is another example of a cross-cutting action that supports multiple strategies in this DMP. Three areas for funding consideration are:

#1: Inclusivity: community-identified projects that support inclusivity organizations and/ or programming. Funding may support services such as translation, accessibility improvements, inclusivity training and education, youth leadership stipends, economic access, historical research, and resource development (including toolkits).

#2: Sustainability: projects or initiatives that align with the protection of the natural environment or climate action, including green business operations such as food waste and composting, energy efficiency, trail maintenance, and conservation.

#3: Local Business Support: funds that provide support for small local businesses looking to add vitality or enhancement, such as sponsoring an event, music, or entertainment programming to add more vitality.

Role: Lead

Partners: Tourism Inclusivity Coalition members

Resources: Funding

Timeline: Medium

KPI/Outcome: The program has been developed and launched

CASE STUDY

Destination D.C. “Visit Learn Meet Engage”

Washington, D.C., is not only a premier travel destination but also a community that nurtures and uplifts its residents. As Destination D.C., the tourism organization for the capital city, DDC prioritizes diversity, equity and inclusion within the hospitality industry through the DEI Business Fellowship to support small businesses in the local travel and tourism industry owned by individuals from underrepresented communities, including people of color, LGBTQ+, veterans, women, disabled persons and their allies. Visitor information about inclusivity is presented as “Visit, Learn, Meet, Engage.”





PILLAR 2:

Place

The destination experience is more important than ever, with today's travelers seeking immersion and authentic local activities rather than simply visiting a place. Snowmass is well-positioned to meet this demand for experiential tourism, offering extended families and outdoor enthusiasts easy access to Colorado's iconic western slopes and Roaring Fork Valley. As the industry shifts toward more authentic experiences, Snowmass Tourism can proactively develop products that maintain residents' quality of life while also managing tourism's impact on the community. Marketing efforts must promote responsible visitor behavior, emphasizing the area's location within the White River National Forest and encouraging Leave No Trace—and even regenerative—tourism practices so that visitors help leave Snowmass better for future generations.

CHALLENGE ADDRESSED

Visitor management and responsible traveler education, visitor experience development, and protection of the natural environment.

GOAL

Deliver exceptional experiences that deepen connection to Snowmass while protecting our natural environment, unique character, and community culture.

STRATEGY 2.1:

Develop Signature Experiences

OBJECTIVES:

Curate experiences and new tourism products highlighting Snowmass’s outdoor adventures, local arts, and historical heritage, tailored to different visitor interests.

ACTION 2.1.1

Collaborate with regional tourism partners for new and enhanced visitor information and guides. For example, the IMBA program, regional road trips.

Role:	Lead/Partner
Partners:	Roaring Fork Valley Destination Alliance (RFVDA)
Resource:	Capacity and Funding
Timeline:	Short
KPI/Outcome:	Continuation of visitor information guides/ asset development in a regional collaboration

ACTION 2.1.2

Incorporate AI visitor information and trip-planning enhancements– including sample itineraries for the gosnowmass.com– such as Guide Geek, so that visitors can choose their own adventure during the planning phase of their travel journey.

Role:	Lead
Partners:	ST Marketing and contractors
Resources:	Funding
Timeline:	Short
KPI/Outcome:	Integration of trip-planning AI technology



ACTION 2.1.3

Build more straightforward website navigation and information that allows locals and travelers to better understand the products available and plan daily activities that connect them with Snowmass dining, shopping, and local business services.

Role: Lead

Partners: Marketing contractors

Resources: Capacity

Timeline: Short

KPI/Outcome: Relaunching of functions and navigation features on gosnowmass.com

ACTION 2.1.4

Develop a dark skies tourism development strategy to bring a new experience to Snowmass visitors, utilizing technical support through the Colorado Tourism Office destination development program. This could lead to the creation of new visitor experiences aligned with dark sky experience trends that include stargazing trails, guided stargazing tours, night sky-centric events, and photography workshops while also supporting environmental dark sky conservation efforts of local community members.

Role: Lead/ Partner

Partners: Colorado Tourism Office, Dark Skies Colorado, Snowmass Capitol Creek Caucus, and local outfitter partners

Resources: CTO grant programming

Timeline: Medium

KPI/Outcome: Snowmass Tourism develops and launches new dark skies visitor experience with tourism partners

ACTION 2.1.5

Secure a cultural heritage tourism development partner through an RFP process to create a heritage tourism development strategy that defines a long-term vision for the Ice Age Discovery visitor experiences and outlines key features to be created as part of this experience such as interpretive and educational resources, tours, and other visitor experience offerings. Part of this work can include identifying appropriate funding and grants.

Role: Lead/ Partner

Partners: Colorado Tourism Office, History Colorado, Denver Museum of Nature and Science, Northwest Colorado Cultural Heritage Program

Resources: Cultural heritage tourism development support, funding

Timeline: Medium

KPI/Outcome: Ice Age Discovery tourism strategy

CASE STUDY

Cultural Heritage Tours, Baltimore, MD

Visit Baltimore promotes black heritage and history within the city. Visitor information promotes all the museums and markers, or locations that tell the linear history of the City's culture. Cultural experiences for visitors include events, music and concerts, art galleries and exhibitions, and Experiences are also curated around Black Heritage Month.

There is a visitor pass/ reward program and downloadable resource guide.



STRATEGY 2.2:

Express Community Values Through Marketing

OBJECTIVES:

Showcase Snowmass’s family-friendly, community-focused, and environmentally-conscious tourism offerings in all promotional activities.

ACTION 2.2.1

Develop a marketing campaign that enhances information to include what-to-know traveler information, including transportation and getting around/promotion of the Village Shuttle App, seasonal mountain safety information (wildfires, avalanche conditions, wildlife encounters, etc.). Develop specific themed visitor itineraries that emphasize family-friendly activities, dining, and services. Look at opportunities to partner with TOSV to enhance wayfinding or visitor information, and signage through its Connecting the Nodes initiative.

Role:	Lead
Partners:	Marketing Contractors, TOSV
Resources:	ST Marketing capacity, funding
Timeline:	Short
KPI/Outcome:	Successful launch of a “what-to-know” traveler information awareness campaign

CASE STUDY

“Yaad Love, True Jamaican Experiences Community Values Campaign”

This community-based tourism marketing campaign promotes product development for experiences on the island that promote the local heritage and celebrate the community. The program allows visitors to travel with a purpose and offers a means for Jamaicans to show their cultural pride.



ACTION 2.2.2

Launch a range of cooperative marketing programs to provide support and promotional opportunities that support local, independent businesses (including dining and retail partners) to reach larger visitor audiences. This can be modeled from other tourism organizations, including the Colorado Tourism Office social media co-op program (such as social media takeovers), and provide social media or regional/national advertising partnerships that are more financially accessible.

Role:	Lead
Partners:	Marketing Contractors, Snowmass small businesses
Resources:	ST Marketing capacity and funding
Timeline:	Medium
KPI/Outcome:	Successful launch of the co-op program and participation among tourism businesses

STRATEGY 2.3:

Promote Accessible Tourism For All

OBJECTIVES:

Engage community and tourism partners for programming to elevate inclusivity for visitors and the community to underscore that Snowmass is a welcoming and accessible destination for all.

ACTION 2.3.1

Develop visitor information, including a business directory, outlining accessibility information for travelers with disabilities. Start by conducting an accessible tourism asset inventory of lodging, shopping, dining, trails, and transportation to create the directory– this can be done by providing a survey to businesses. Research other best industry practices from other destinations to design visitor information resources. Include appropriate language and an accessibility statement. Seek support from industry experts for further guidance.

Role:	Lead/ Partner
Partners:	Tourism Inclusivity Coalition partners, Colorado Tourism Office, Travel Ability, Wheel the World, Travel Unity
Resources:	ST Marketing capacity/funding
Timeline:	Short/ Medium
KPI/Outcome:	Successful launch of accessible traveler visitor information

ACTION 2.3.2

Introduce a multilingual and translation tool, to support international visitors using the website (Portuguese, Spanish, French, Japanese, German etc.)

Role:	Lead
Partners:	Marketing & web development contractors
Resources:	ST marketing capacity, funding for associated costs
Timeline:	Short
KPI/Outcome:	Successful integration of bilingual translation tools

ACTION 2.3.3

Develop wayfinding tools, including increased signage and interpretative or visual guides, to help visitors navigate more easily between the Snowmass Mall and Base Village.

Role:	Lead/Partner
Partners:	TOSV
Resources:	ST visitor services capacity and funding
Timeline:	Medium
KPI/Outcome:	Creation of signage and pathways that connect the Snowmass Mall to Base Village

ACTION 2.3.4

Create a family traveler resource guide for Snowmass so families can access easy-reference practical information on age-specific and kid-friendly activities and programs including stroller-friendly hiking trails and transportation, family travel tips and favorite recommendations from locals, as well as services such as babysitting or local pediatricians, resources for specific child traveler needs such as clothes, baby food, or baby equipment rentals.

Role:	Lead/Partner
Partners:	Marketing contractors
Resources:	ST Marketing capacity and funding
Timeline:	Short
KPI/Outcome:	Development of a family-friendly traveler resource guide on the website

CASE STUDY

Discover Moab “Accessible Trails Information”

Discover Moab provides accessible travel information that includes accessible outdoor recreation and ratings to describe trail information, facilities, and access to parks for wheelchair users. There is also a list of outfitters that can provide guided tours.



STRATEGY 2.4:

Develop Sustainable Tourism And Responsible Travel Experiences

OBJECTIVE:

Foster sustainable tourism practices that highlight eco-friendly, low-impact experiences to mitigate environmental pressure during peak seasons.

ACTION 2.4.1

Develop and launch “How To Snowmass”, a responsible visitor education messaging to influence behavior around environmental stewardship and responsible travel, aligning with the values of the community. Work with Snowmass-based outfitters and land managers, to identify behavioral issues or priority locations for specific messaging. Join with statewide and regional coalitions to utilize messaging and marketing asset resources that can support initial activation.

Role:	Lead
Partners:	Town of Snowmass Village Environmental Advisory Board, White River National Forest, Blazing Adventures, Roaring Fork Outdoor Volunteers, Roaring Fork Outdoor Recreation Coalition, RFVDA, Leave No Trace, and Care for Colorado Coalition
Resource:	Capacity/Funding
Timeline:	Short
KPI/Outcome:	Successful launch of a responsible visitor education campaign and impressions generated

ACTION 2.4.2

Develop and promote low-impact and car-free itineraries via linkages to Aspen Airport, downtown Aspen, and between Brush Creek Park & Ride and down-valley destinations including Basalt, Carbondale, and Glenwood Springs, where travelers can connect with Amtrak, Bustang, and other regional transit solutions to Denver and the Front Range. This information can be researched and available via gosnowmass.com, and is a cross-cutting action that also supports climate adaptation initiatives in Strategy 3.5.

Role:	Lead/Partner
Partners:	Town of Snowmass Village/Village Shuttle, RFTA, Bustang, Amtrak
Resources:	ST marketing capacity
Timeline:	Short
KPI/Outcome:	Successful launch of itineraries

CASE STUDY

Visit Iceland's "Iceland Academy"

Visit Iceland brought humor to their responsible visitor education and created a series of informational videos to help travelers understand how to behave in the natural environment, how to drive, what to pack, and cultural etiquette at hot springs.





An inclusive economy and resilient tourism industry together create a sustainable foundation for broadly shared prosperity. By building adaptability to withstand market shifts, pandemics, economic fluctuations, and climate threats, tourism can protect livelihoods, preserve cultural heritage, and support long-term stability—ensuring Snowmass remains vibrant and sustainable for generations.

OPPORTUNITIES AND CHALLENGE ADDRESSED:

Industry knowledge and education, small business promotion, workforce development

GOAL:

Cultivate a thriving local economy to enhance community well-being.

STRATEGY 3.1:

Stimulate Economic Vitality Through Ongoing Initiatives

OBJECTIVES:

Position Snowmass as a premier choice for a mountain destination in an increasingly competitive global tourism market by proactively driving visitation, attracting new and diverse audiences and increasing market share, particularly during need periods. Strengthen the Snowmass brand and visibility through targeted marketing, strategic group sales efforts and special events that drive economic prosperity to support local businesses and also elevate the community and visitor experience.

ACTION 3.1.1

Identify sales and events data tools to better target visitors, including groups, at particular travel periods, where there are opportunities including earlier or later season (e.g. early June or September). This is a cross-cutting action that also aligns with data-driven decision-making in Strategy 4.3.

Role:	Lead
Partners:	ST Group Sales, ST Special Events, ST Marketing, data resources (Knowland)
Resources:	ST department capacity, research, and data tools
Timeline:	Short
KPI/Outcome:	Select and implement at least one new sales or events data tool within 12 months to improve targeting of visitor groups in identified shoulder periods (e.g., early June, September), with reporting aligned to Strategy 4.3 data-driven decision-making goals

ACTION 3.1.2

Create new marketing strategies and tactics that target new audiences and/or need-periods. For example, shift the family-friendly campaign to target broader traveler demographics during fall season and around new special event programming.

Role:	Lead
Partners:	ST Marketing and contractors
Resource:	Capacity
Timeline:	Short
KPI/Outcome:	Develop and launch at least one new seasonal marketing campaign annually that targets expanded traveler demographics for identified need periods, such as fall and special event windows

ACTION 3.1.3

Continually assess tourism programming trends including special events, marketing and group sales for innovation and growth during need periods. Complete an annual assessment of tourism programming that is guided by potential to drive measurable visitation, economic benefit and community alignment.

Role:	Lead
Partners:	Research or data vendors, as needed
Resources:	ST special events capacity
Timeline:	Medium
KPI/Outcome:	Complete an annual competitor set event programming assessment and develop at least two new event concepts meeting defined need-period criteria and economic impact ROI targets (e.g., minimum 3:1 return on investment)

STRATEGY 3.2:

Collaborate on Workforce Housing Solutions

OBJECTIVES:

Advocate for affordable housing projects supported by tourism taxes and ensure tourism industry representation in housing discussions.

ACTION 3.2.1

Work with partners that include Aspen Skiing Company and the lodging community to develop rental incentive initiatives similar to the Tenants for Turns program to support short-term and seasonal workforce housing needs by pairing with potential Snowmass landlords.

Role:	Partner
Partners:	TOSV housing department, Snowmass lodging partners, Aspen Skiing Company, TOSV Part-Time Resident Advisory Board
Resource:	ST stakeholder engagement capacity
Timeline:	Short/Medium
KPI/Outcome:	Snowmass Tourism facilitates and supports incentive programs that can be allocated and promoted to Snowmass seasonal tourism workforce

ACTION 3.2.2

Develop messaging that supports ongoing education to communicate how tourism funds workforce housing, under the 2022 Ballot 2C initiative to fund long-term workforce housing needs. This messaging should be available for partners and the community, as part of the Snowmass Tourism industry section and organizational content on the website.

Role:	Lead
Partners:	TOSV housing department
Resource:	ST communications capacity, ST marketing
Timeline:	Short
KPI/Outcome:	# of resident impressions of messaging

ONGOING SNOWMASS SUCCESS

SNOWMASS TOURISM TEAMV ACTIVATE AT MOUNTAIN TRAVEL SYMPOSIUM, 2025



ACTION 3.2.3

Conduct an annual workforce housing survey among tourism industry partners to measure and understand housing needs for tourism workers. This data will provide the Snowmass Tourism Team, industry partners, and stakeholders with accurate information to support more effective decision-making.

Role:	Partner
Partners:	TOSV housing department, TOSV communications
Resource:	ST communications and leadership capacity to conduct surveys
Timeline:	Medium
KPI/Outcome:	The Stakeholder survey instrument is developed in partnership and tourism stakeholders are surveyed, with results are shared among housing partners.



CASE STUDY

Visit Estes Park “Tax You Don’t Pay”

Visit Estes Park initiated and led a lodging tax extension ballot initiative in November 2022 to provide funding for vital community projects including workforce housing and childcare. Visit Estes Park actively promoted their work around this ballot initiative and continue to do so with high detailed information, fact sheets, and a promo video. All of this amplifies and informs around the message of tourism dollars paying for vital community resources.

STRATEGY 3.3:

Enhance Employee Retention

OBJECTIVES:

Develop programs for workforce recognition, community integration, and frontline training, especially for seasonal and upper management roles.

ACTION 3.3.1

Enhance outreach for existing social programs, such as happy hour gatherings or holiday potluck events, to specifically target the workforce through industry partner and community outreach.

Role:	Partner
Partners:	TOSV, business community, and partners
Resource:	ST special events capacity and funding
Timeline:	Short
KPI/Outcome:	Successful launch of pre-season workforce event

ACTION 3.3.2

Partner with Snowmass business community to incentivize affordability for locals. Examples include local's discounts or bar menus or specials in off-peak times.

Role:	Partner
Partners:	Local Snowmass business owners
Resource:	ST marketing to develop program collateral
Timeline:	Short
KPI/Outcome:	Successful launch of program

ACTION 3.3.3

Develop a beginning of season (both summer and winter) open-house social for seasonal workers in conjunction where workers can patronize Snowmass bars and restaurants. This is designed to build relationships between businesses and workers, as well as act as an educational forum for frontline staff.

Role:	Partner
Partners:	Marketing contractors and business owners
Resource:	ST special events capacity
Timeline:	Short
KPI/Outcome:	Successful launch of the open-house social program before 2025-26 ski season

ONGOING SNOWMASS SUCCESS

TOWN OF SNOWMASS VILLAGE JOHN BEMIS
COMMUNITY POTLUCK



STRATEGY 3.4:

Grow Tourism Industry Resources for Partners

OBJECTIVES:

Provide resources for sustainable tourism and inclusivity practices and business development, mentorship opportunities, small business grant programs and marketing initiatives to promote locally-owned enterprises and strengthen workforce capabilities.

ACTION 3.4.1

Launch an "Industry" website page on gosnowmass.com for key information and resources for work-force and industry partners, and organizational information. This action is cross-cutting as this section will serve to support other communication and information needs outlined within the DMP.

Role: Lead

Partners: ST board and stakeholders

Resources: ST marketing and web development contractors

Timeline: Medium

KPI/Outcome: Successful launch of Industry sub-site on gosnowmass.com

ACTION 3.4.2

Enhance front line training programs like Snowmass 101 to provide destination information for seasonal/new employees.

Role: Lead/Partner

Partners: TOSV and business owners, Colorado Tourism Office

Resources: ST staff capacity and/or funding

Timeline: Medium

KPI/Outcome: Launch of destination Learning Lab and number of staff members completing said course each season

ACTION 3.4.3

Enhance programs for professional development and business resources for the business community. Examples include Digital marketing 101, Tourism Talk, Sales Education.

Role: Lead/Partner

Partners: DEIA partners including Cook Inclusive, tourism industry partners, including Colorado Tourism Office, Travel Unity/ Tourism Cares

Resources: ST staff capacity and/or funding

Timeline: Medium

KPI/Outcome: Successful launch of industry partner training programming and resources

ACTION 3.4.4

Develop co-op marketing and promotion campaigns that provide marketing resources and promotional partnership opportunities to local and independent businesses. These can be for local, regional, and national marketing opportunities such as social media and advertising.

Role: Lead

Partners: Marketing contractors

Resources: ST marketing capacity

Timeline: Medium

KPI/Outcome: Successful launch of coop program

ACTION 3.4.5

Measure the impact of events on the community, environment and the economy. Tracking might include waste, energy use, attendance and return on investment for local businesses. Use tracking to measure overall event success. The criteria can eventually be adopted by event partners and vendors as a Snowmass standard.

Role: Lead

Partners: TOSV, research and data partners

Resources: ST data and research capacity, consultant support

Timeline: Long

KPI/Outcome: Successful creation and measurement of criteria

CASE STUDY

Colorado Tourism Office Tourism Social Media Co-op

The CTO provides equity among its partners by offering subsidized marketing programs that promote partner destinations through its main social media channels. Partner destination content is developed with branding or resource support and then amplified to Colorado audiences. This is a subsidized and fund-match grant program.



STRATEGY 3.5:

Develop Green Business and Climate Adaptation Initiatives

OBJECTIVES:

Develop mitigation and adaptation strategies that diversify Snowmass’s tourism offerings beyond snow-dependent activities—focusing on outdoor recreation, conservation education, and waste reduction—while encouraging local tourism businesses to adopt sustainable practices through certification programs and environmental incentives.

ACTION 3.5.1

Through participation in the Colorado Tourism Office Climate Champions program, develop and launch a destination climate action plan that outlines tourism industry-related adaptation and mitigation strategies such as water, waste, and energy reduction, creation of low-impact travel visitor solutions such as car-free itineraries, and promotion of local and regionally-sourced food.

Role:	Lead/Partner
Partners:	Colorado Tourism Office
Resources:	ST staff capacity
Timeline:	Short
KPI/Outcome:	Completion of the Colorado Tourism Climate Champions Program, currently underway, and development of a climate action plan for the local tourism industry

ACTION 3.5.2

Initiate the proposed formation of a Sustainable Tourism Coalition to bring key partners in sustainability and environmental stewardship together to help guide and support the work and efforts around sustainable and responsible tourism for the wider industry. Potential coalition members were already identified during the DMP planning initiative, and the coalition launch can be supported by an external community facilitator.

Role:	Lead
Partners:	Aspen Skiing Company, Pitkin County, National Forest Service, RFVDA, outfitters, and other local representatives of public lands as well as representation from Snowmass businesses, including lodging, retail, and F&B
Resources:	ST staff capacity for administration and oversight of implementation, facilitator support to lead and manage coalition-building and meetings
Timeline:	Medium
KPI/Outcome:	Regular quarterly meetings and expansion of the coalition



CASE STUDY

Actively Green, Walking Mountain Science Center, Vail Valley

Actively Green provides a framework of sustainable business criteria and performance indicators that support any business in elevating performance with the use of best management practices specific to sustainability principles. Local businesses receive exclusive marketing, networking opportunities, and professional development including semi-annual roundtable discussions.

CASE STUDY

Zurich Climate Action Carbon Neutral Plan

Zurich's tourism office partners with the local government to achieve goals for the City to be carbon neutral by 2040. Tourism efforts include offsetting emission for tourism office business trips, production, events and works with a local climate foundation to do this work. As part of its climate action, the DMO promotes sustainable and low-impact travel to visitors, including eating locally produced food, and car-free travel. Sustainable meetings are also promoted to reduce the footprint of the meetings industry. The tourism organization sought Earth Check certification to measure and monitor its efforts and commitment to environmental and social responsibility.





FOUNDATIONAL PILLAR 4:

Process

As Snowmass enters a new era of incorporating broader functions to its existing work, there are many new areas of focus required to successfully adapt to management that include broader stakeholder engagement and conversations with new partners — including the community itself. There are many areas of support that have been identified including providing the right resources and expertise to successfully transition into destination management.

OPPORTUNITIES AND CHALLENGES ADDRESSED:

Destination Management capacities, limited visitor experience data, limited stakeholders engaged in tourism planning.

GOAL:

Advance Snowmass Tourism's impact as a destination management organization by championing the core pillars of people, place and prosperity.

STRATEGY 4.1:

Enhance Destination Management Capacity and Knowledge

OBJECTIVES:

Incorporate the new DMP emphasizing sustainability, inclusivity in tourism, community engagement, along with destination management functions and governance, into the work of the tourism department.

ACTION 4.1.1

Formalize the transition to destination management by adopting the plan and allocating appropriate resources to support destination management capacity and expertise to expand the department’s work around destination development, stakeholder engagement, and sustainable tourism. Consider short-term solutions and long-term needs:

- Determine a scope of work for short-term capacity support to begin implementation of Year One priority actions that actualize destination management functions.
- Allocate resources to create a destination management staff position to oversee medium to long-term destination management strategies and initiatives, and overall continuity of action items within the DMTP.

Role:	Lead
Partners:	TOSV HR and town manager
Resources:	ST staff capacity and funding
Timeline:	Short and Long term
KPI/Outcome:	Short term priorities are implemented, and long-term capacity through a staff position are built into department

ACTION 4.1.2

Identify industry education and training resources for the tourism department staff that will support development of industry knowledge and expertise around destination management functions and tourism development. This may include professional certification and training programs including Destination International CDME, shorter professional certifications available at leading tourism universities.

Role:	Lead
Partners:	National tourism industry and educational organizations including Destinations International
Resources:	ST professional development funding
Timeline:	Long
KPI/Outcome:	Snowmass Tourism has a trained and educated team with skills and education around industry standards of destination management

ACTION 4.1.3

Launch a Tourism Innovation Lab, a staff incubator committee that identifies and continually steers Tourism Innovation Projects, including the “Longshot” to ensure Snowmass Tourism maintains a position as an industry leader and innovator. This can be a quarterly staff meeting or bi-annual retreat setting for strategic brainstorming.

Role:	Lead
Partners:	Identified based on projects and ideas developed. These may be community, TOSV, or industry partners required to advance work
Resources:	ST staff capacity
Timeline:	Long
KPI/Outcome:	Tourism Innovation Lab provides motivation, development, learning for staff



DENIS TANGNEY JR., ISTOCK

CASE STUDY

Visit Park City’s Director of Sustainable Tourism

In order to implement the work and achieve success with its new Sustainable Tourism Plan, Visit Park City created a new role within its tourism department to provide capacity and oversee new destination management efforts. This new position is responsible for sustainable tourism programs including visitor management/ education and community engagement, as well as implementation of the plan.

STRATEGY 4.2:

Strengthen Stakeholder Collaboration

OBJECTIVES:

Foster partnerships with local businesses and community organizations to support sustainable tourism development and promotional opportunities. Activate engagement opportunities including public forums and town hall meetings, along with new stakeholder forums to discuss tourism strategies, gather feedback, and address concerns about overcrowding and cost of living.

ACTION 4.2.1

Align the Snowmass Tourism Board with the stakeholder inventory to ensure broad representation that includes community environmental/ public lands, non-profits, and inclusivity partners. Devise a recruitment plan to target expanded stakeholder groups for board participation.

Role:	Lead
Partners:	Identified stakeholder groups of interested and affected parties
Resources:	ST staff capacity
Timeline:	Short/Medium
KPI/Outcome:	The tourism advisory board represents broader voices and perspectives to shape and support destination management initiatives

ACTION 4.2.2

Develop a stakeholder engagement plan based on the Snowmass Tourism stakeholder inventory that identifies engagement touchpoints to continually inform and have two-way dialogue with key tourism stakeholder groups, including presence at stakeholder meetings, one-on-one sessions, updates via communications and outreach within the community. This effort should also include continued sentiment surveys for residents and tourism partners.

Role:	Lead
Partners:	TOSV, stakeholder groups
Resources:	ST communications capacity
Timeline:	Short
KPI/Outcome:	All stakeholder groups are engaged and informed about tourism in Snowmass

ACTION 4.2.3

Identify external tourism industry and community opportunities for staff engagement, representation, and leadership. This provides opportunities for Snowmass Tourism to increase its presence within the community, region, and state industry. An example may include serving on the Roaring Fork Outdoor Recreation Coalition or the CTO Destination Development committee.

Role:	Partner
Partners:	Town of Snowmass Village, Pitkin County, RFVDA, Colorado Tourism Office
Resources:	ST staff capacity
Timeline:	Short
KPI/Outcome:	Snowmass Tourism department staff are engaged within the local and regional community, and the statewide tourism industry to forge relationship and raise the presence of Snowmass Tourism

ACTION 4.2.4

Expand business networking programs that are inclusive, including the Business After Hours event. Work with the Aspen Chamber Resort Association and other organizations to partner on specific Snowmass business programming and events.

Role: Lead

Partners: ACRA, Rotary Club of Snowmass, Roaring Fork Leadership, Aspen Connect, Aspen Skiing Company

Resources: ST special events capacity and funding for coordination

Timeline: Medium

KPI/Outcome: Stakeholder networking and business engagement event schedule is designed, and quarterly events are launched

ONGOING SNOWMASS SUCCESS

Snowmass Tourism's Tourism Talk Series



STRATEGY 4.3:

Improve Data-Driven Decision Making

OBJECTIVES:

Implement systems for monitoring tourism’s economic, social, and environmental impacts to inform strategic planning and resource allocation.

ACTION 4.3.1

Create and embed a DMP progress tracker on a new industry section of the Snowmass Tourism website to publish updates of the work. This helps keep partners and stakeholders informed and hold accountability of the destination management transition.

Role:	Lead
Partners:	Marketing/website development team
Resources:	ST marketing/web development capacity
Timeline:	Short
KPI/Outcome:	DMP progress tracker webpage is created and launched

ACTION 4.3.2

Develop and maintain a public-facing dashboard to track tourism performance across economic, social, and environmental metrics. Identify key data points, address existing gaps, and determine sources for metrics such as lodging and sales tax, job creation, resident sentiment, visitor behavior, and environmental impacts. This initiative can be executed in partnership with the Town of Snowmass Village and data providers with results embedded on the GoSnowmass.com industry page and shared in monthly reports for stakeholders. Additional analysis may be supported by vendors or consultants.

Role:	Lead/Partner
Partners:	TOSV, new data vendors
Resources:	ST staff capacity to manage, research, and data, and funding
Timeline:	Short
KPI/Outcome:	New tourism measurement systems and data collection launch, and are being published

ACTION 4.3.3

Work with a sustainability partner to assess the destination based on Global Sustainable Tourism Council (GSTC) or Mountain Ideal criteria. This process will help Snowmass Tourism set benchmarks around growing future programs and efforts to manage the destination for future generations. The process will involve conducting a technical “destination diagnostic” to identify, measure, and report on destination management performance indicators, and ultimately lead to destination certification, which is becoming a tourism industry standard practice.

Role:	Lead/Partner
Partners:	GSTC or Mountain Ideal, TOSV, Pitkin County, tourism industry partners
Resources:	ST staff capacity, funding
Timeline:	Medium/Long
KPI/Outcome:	The destination assessment and benchmarking lead to Mountain Ideal certification



CASE STUDY

Visit Jackson Hole SDMP Progress Tracker

Since launching its Sustainable Destination Management Plan in 2023, Visit Jackson Hole has created a progress tracker on its website that allows stakeholders to follow the status of work within the plan.



FUTURE STRATEGY:

The Long Shot

VISION FOR THE FUTURE OF TOURISM IN SNOWMASS

"A moonshot is about striving for what's hard, not settling for what's easy."

—Inspired by President John F. Kennedy

During the DMP tourism planning workshops in December 2024, community members and tourism stakeholder participants were invited to think creatively about the future of tourism in the destination by envisioning transformative projects that would ensure Snowmass remains a thriving, sustainable, and inclusive destination over the next 20 years. The title of this exercise is a riff on President John F. Kennedy's Moonshot challenge, when tasking NASA to put a man on the moon. Instead, the consulting team titled this exercise the Long Shot, after Snowmass's infamous 5.3-mile-long ski run, which is touted as Colorado's longest continuous ski run.

Recognizing both challenges and opportunities, the workshop groups identified bold, future-focused "moonshot" style projects that elevate visitor experiences while supporting community well-being, environmental stewardship, and economic resilience. While serving as a fun exercise, The Long Shot provides destination development starter seeds to grow actionable, long-term tourism initiatives. The new Tourism Innovation Lab can provide the leadership and direction to continually move Snowmass Tourism into the future, using the DMP pillars to support new tourism initiatives that are considerate of people, place, and prosperity.



COMMUNITY TOURISM PLANNING WORKSHOP LONG SHOT IDEAS

Workshop attendees came up with ideas that leaned into community challenges by envisioning aspirational amenities that could be shared between the community and visitors, such as venues and attractions. These concepts reflect the workshop vision of enhancing Snowmass through ambitious infrastructure investments and community-driven solutions. Each "Long Shot" project idea was designed to improve the destination's appeal, sustainability, accessibility, and quality of life.

- **Sustainable and Innovative Transportation Solutions**
Snowmass Transport Initiative, Mountain Connection Project, Sky Tram to Airport & Aspen, Better Connectivity Initiative
- **Community and Workforce Housing Development:**
Wildwood Transformation into Employee Housing, Krabloonik Site Enhancements
- **Off-Season and Year-Round Tourism Opportunities:**
Off-Season Opportunities Project, Year-Round Indoor Facility, All-Season Community Venue
- **Community-Focused Wellness and Arts Initiatives:**
Central Wellness Center Initiative, Performing Arts Center, Krabloonik Site Enhancements
- **Eco-Tourism and Agricultural Initiatives:**
Community Gardens/Agritourism Initiative, Paddleboarding Initiative

Long Shot Project Idea

SNOWMASS SKY AT NIGHT EXPERIENCE

Overview: Dark sky tourism leverages minimal light pollution to deliver stargazing, conservation, and education experiences. Snowmass can lead in luxury dark-sky offerings given its Rocky Mountain setting.

Product Ideas: Stargazing trails, guided tours, night-sky events, photography workshops.

Timeline:

Year 1: Start the process to secure Dark Skies International certification, in partnership with local stakeholders; work with a destination development consultant to identify dark skies tourism products for visitor experiences and suitable local partners.

Year 2: Develop infrastructure, implement dark-sky lighting standards, and launch marketing.

Year 3: Consider how dark sky tourism can support group sales, task the special events team to develop dark skies event programming, such as a stargazing festival; evaluate success through visitor and resident feedback.

LONG SHOT TOURISM DEVELOPMENT APPROACH

- Establish the Tourism Innovation Lab, made up of Snowmass Tourism staff members, to provide oversight, project management, ongoing ideation, and planning.
- Engage a tourism development consultant to guide feasibility studies and tourism development planning efforts.
- Use research to frame the need, asset inventories, and the DMP to identify clear gaps and opportunities.
- Facilitate stakeholder workshops to prioritize, refine, and plan out Long Shot ideas.
- Develop a multi-year, phased timeline.
- Identify necessary policy approvals, funding needs, and sources, and build community support.
- Evaluate market potential and visitor demand, community and visitor experience value, infrastructure feasibility and accessibility, funding models (grants, local taxes, private investment, policy, planning, and approval processes, and environmental sustainability).

Long Shot Project Idea

SNOWMASS HERITAGE TRAIL EXPERIENCE

Overview: Snowmass's rich heritage spans Ice Age paleontological discoveries, Ute Indians, Homesteading ranchers, and ski culture. Honoring this history enriches visitor experiences and community pride.

Product Ideas: Guided Ice Age tours, cultural heritage museum, interpretive signage on heritage trails, farmers markets, and a revitalized Heritage Discovery Center. That encompasses everything from the ice age to Snowmass's modern-day ski history.

Timeline:

Year 1: Hire a cultural heritage tourism consultant; gather stories; design educational programs.

Year 2: Develop a heritage trail plan. Consider interpretative signage and visitor information opportunities, as well as marketing efforts.

Year 3: Measure impacts via resident and visitor surveys; refine programming as needed.



The How

Planning Methodology

1. DEFINE THE CHALLENGE

Snowmass Tourism conducted a seven-month planning timeline, divided into four phases of work that ensured:

- Destination assessment and research of the enabling environment for tourism.
- Stakeholder engagement, including resident and tourism stakeholder surveys, one-on-one interviews, public meetings and presentations, two community workshops, and the formation of a Tourism Inclusivity Coalition. A similar advisory group focused on providing guidance around sustainable tourism programming is planned to launch.



The methodology for the DMTP included “destination discovery” and research in phase one, summarized in a separate Destination Assessment and Stakeholder Engagement report, which was based on two primary research approaches: destination assessment and Stakeholder Engagement. The Destination Assessment involved an extensive review of key reports, economic data, tourism performance metrics, and municipal planning documents to understand the enabling environment of tourism in the destination.

The Stakeholder Engagement process included public meetings, workshops, interviews, and surveys with residents, tourism operators, local government, and industry partners. This approach provided a comprehensive understanding of both quantitative data and community perspectives, forming the foundation for strategic recommendations.

Stakeholder Mapping

IDENTIFYING TOURISM'S INTERESTED AND AFFECTED PARTIES



Identifying key tourism stakeholders—individuals, organizations, and groups with an interest in or affected by tourism—was a foundational step in the planning initiative. The planning team conducted research and organized these stakeholders into the categories outlined below. To ensure the ongoing success of tourism planning, the Snowmass Tourism department will implement a stakeholder engagement strategy that keeps all groups informed and involved through continuous feedback channels such as surveys, focus groups, public meetings, and information sessions. Department staff will also actively prioritize listening to stakeholders to maintain a consistent understanding of community and partner perspectives.

STAKEHOLDER GROUPS

- Local Community & Residents
- Visitors & Tourists
- Housing & Lodging
- Inclusivity/ DEIA Organizations
- Environmental Organizations
- Private Sector & Business
- County & Town Government
- NGOs and Non-Profit Organizations

Stakeholder Engagement

HOW THE COMMUNITY SHAPED THE PLAN

12 Stakeholder Meetings & Presentations	2 Visioning & Planning Workshops	200+ Meetings & Workshops with community & Industry attendees	22 One-on-One Tourism Partner & Stakeholder Interviews	228 Resident & Industry Partner Survey Responses
---	--	---	--	--

THE DESTINATION ASSESSMENT, COMPILED TO UNDERSTAND STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS.

Strengths	Strengths revealed included Snowmass’s unique mountain location and beauty, and abundance of outdoor recreation, varied lodging offerings, community and cultural heritage, and a positive resident sentiment towards tourism.
Weaknesses	Weaknesses identified include seasonal occupancy challenges, lack of a unified tourism strategy, high housing costs affecting workforce retention, and limited visitor experience data.
Opportunities	Opportunities for destination management lie in enhancing shoulder-season appeal, strengthening brand identity, expanding summer tourism, and improving workforce housing initiatives.
Threats	Threats such as climate change, competition from other mountain resorts, transportation limitations, and other external issues pose risks that must be managed strategically.

Stakeholder priority issues and themes that emerged during the engagement process emphasized the need to balance tourism growth with community well-being. Residents expressed concerns about preserving Snowmass’s local identity, supporting small businesses, and fostering organic interaction between locals and visitors. Workforce challenges, particularly related to affordable housing and employee retention, were critical concerns among industry partners. Environmental sustainability was another key priority, with calls for responsible tourism practices, protection of natural resources, and climate change adaptation. Additionally, stakeholders highlighted the necessity of evolving Snowmass Tourism’s role to integrate destination management alongside marketing efforts.

2. DEVELOP A STRATEGY

Key recommendations

1. Developing marketing strategies that should align with community values by promoting responsible tourism
2. Emphasizing Snowmass's unique identity
3. Sustainable infrastructure and conservation efforts should be prioritized to mitigate environmental impact
4. Addressing seasonality by diversifying tourism offerings, such as cultural and wellness events, to diversify visitation
5. Strengthening workforce retention through training and incentive programs and providing advocacy around workforce housing
6. Lastly, Snowmass Tourism must transition into a more holistic destination management organization
7. Improving two-way communication and feedback loops with tourism stakeholders including residents
8. Monitoring and measuring the impacts of tourism beyond economic metrics
9. Fostering collaborative strategies for long-term success

In summary, the Destination Assessment underscores the importance of balancing tourism development with community and environmental sustainability. While Snowmass has significant strengths as a premier outdoor recreation destination, it faces challenges related to seasonality, housing, and destination management capacity. Stakeholders are aligned on the need for a thoughtful approach that preserves the town's character, enhances workforce stability, and ensures tourism benefits both visitors and residents. By implementing strategic recommendations, Snowmass can position itself for sustainable, community-centered tourism.

3. TAKE ACTION

The final stage of the planning methodology focuses on turning strategy into action by prioritizing and implementing the recommendations outlined in the plan. Snowmass Tourism will develop clear work plans, assign responsibilities, and establish timelines and performance measures to track progress. This stage emphasizes collaboration with local government, industry partners, and the community to ensure shared ownership of solutions. By adopting a continuous improvement mindset—including regular evaluation, stakeholder feedback, and adaptation—Snowmass Tourism will move from planning to meaningful, sustainable change that balances tourism growth with community well-being, protects natural resources, and strengthens Snowmass's unique character for future generations.

Snowmass Tourism Glossary Of Terms

As this plan introduces new concepts for tourism operations in Snowmass, the glossary below provides industry terms and definitions discussed and applied during the strategic planning engagement process to serve as a resource for industry and community partners as they deepen their contextual understanding of the tourism industry and destination management.

Accessibility: The degree to which destinations, facilities, and services are easily approachable, usable, and enjoyable for individuals with disabilities.

Carrying Capacity: The maximum number of visitors an area can sustainably accommodate without significantly affecting the environment, cultural heritage, overall visitor experience, and resident quality of life.

Climate Action: Climate action in the tourism industry encompasses strategic initiatives to reduce carbon emissions, preserve natural resources, and develop sustainable practices, including the reduction of waste, water, and energy, that minimize environmental impacts while still delivering meaningful visitor experiences.

Community: The community of Snowmass can best be defined as the group of people who live, work and play here, connected by common interest, resources, jobs, and social connection around the town of Snowmass. Our community members stretch throughout the Roaring Fork Valley and are wider than the year-round residents of the Village.

Cultural Heritage: The collective legacy of a community or society, including tangible and intangible aspects such as historical sites, artifacts, traditions, language, and customs passed down from previous generations that contribute to the identity, understanding, and appreciation of a particular culture.

Destination Development: The strategic process of enhancing a location's tourism assets, infrastructure, and services to increase its appeal to visitors while maintaining authenticity and supporting local communities' needs and values.

Destination Management: The coordinated management of all the elements that make up a tourism destination to enhance its overall appeal, success, and long-term sustainability.

Destination Management/Marketing Organization (DMO): An organizational entity that serves to initiate, coordinate, and manage activities within a destination including implementing tourism policies, strategic planning, product development, promotion, marketing, and convention bureau activities. Also referred to as a convention and visitors bureau (CVB) or destination organization (DO).

Destination Stewardship: A collaborative, community-centered approach to tourism designed to enhance the quality of life for residents and the quality of experience for visitors, while protecting and supporting our environment, communities, and cultural heritage.

Diversity, Equity, Inclusivity, and Accessibility (DEIA): A framework and set of principles aimed at fostering a more inclusive and equitable environment in various sectors, including workplaces, educational institutions, and communities.

Inclusivity: The practice of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those having physical or intellectual disabilities, different sexual orientation, gender, age, and different racial or ethnic socioeconomic status.

Industry Leadership: The ongoing work of destination management/marketing organizations in spearheading innovation, setting industry standards, and fostering stakeholder collaboration to propel the sector forward.

Responsible Tourism: Conscientious travel practices that prioritize the well-being of local communities, minimize environmental impact, and promote cultural understanding.

Snowmastodon: Snowmastodon refers to an extraordinary 2010 paleontological discovery of a young female Columbian mammoth in Snowmass Village, one of North America's most significant fossil discoveries in recent decades. This initial discovery led to an unpeeled that yielded thousands of Ice Age fossils, creating what scientists call the Snowmastodon site.

Stakeholders: An individual, group, organization, or entity that holds a vested interest or plays a role in the tourism industry, including residents, businesses, governmental entities, environmental groups, and visitors.

Sustainable Tourism: Tourism activities that are conducted in a manner that seeks to minimize negative environmental, socio-cultural, and economic impacts so that present and future generations can enjoy tourism.

Three P's: The "Three P's" originate from the Triple Bottom Line (TBL) concept, first introduced by John Elkington in 1994. The Three P's, referring to People, Planet, and Profit, represent the three key areas that organizations should consider when measuring their sustainability and impact. Snowmass Tourism has adapted its version of the Three P's to people, place, and prosperity.

Tourism: The activity of traveling to and staying in places outside one's usual environment for leisure, recreation, or business purposes. It involves exploring new destinations, experiencing different cultures, and enjoying various attractions and activities.

Visitors: Individuals who spend time in Snowmass on a short term basis but are active participants in our community engaging with our culture, environment and economy in a responsible and respectful manner.

DOCUMENT ACRONYMS:

ST: Snowmass Tourism

TOSV: Town of Snowmass Village

DMP: Destination Management Plan, also referred to as the "Blueprint"



Acknowledgements

TOWN OF SNOWMASS VILLAGE COUNCIL

Cecily DeAngelo
Tom Fridstein
Britta Gustafson
Susan Marolt
Alyssa Shenk (Mayor)

TOWN OF SNOWMASS VILLAGE STAFF LEADERSHIP

Clint Kinney, Town Manager
Julia Theisen, Tourism Director, DMP Core Team
Debbie Collins, Tourism Manager
Virginia McNellis, Marketing Director
Sara Stookey Sanchez, PR Manager
Jamie Wall, Events Producer
Drew Welsheimer, Groups Sales Director

SNOWMASS TOURISM STAFF

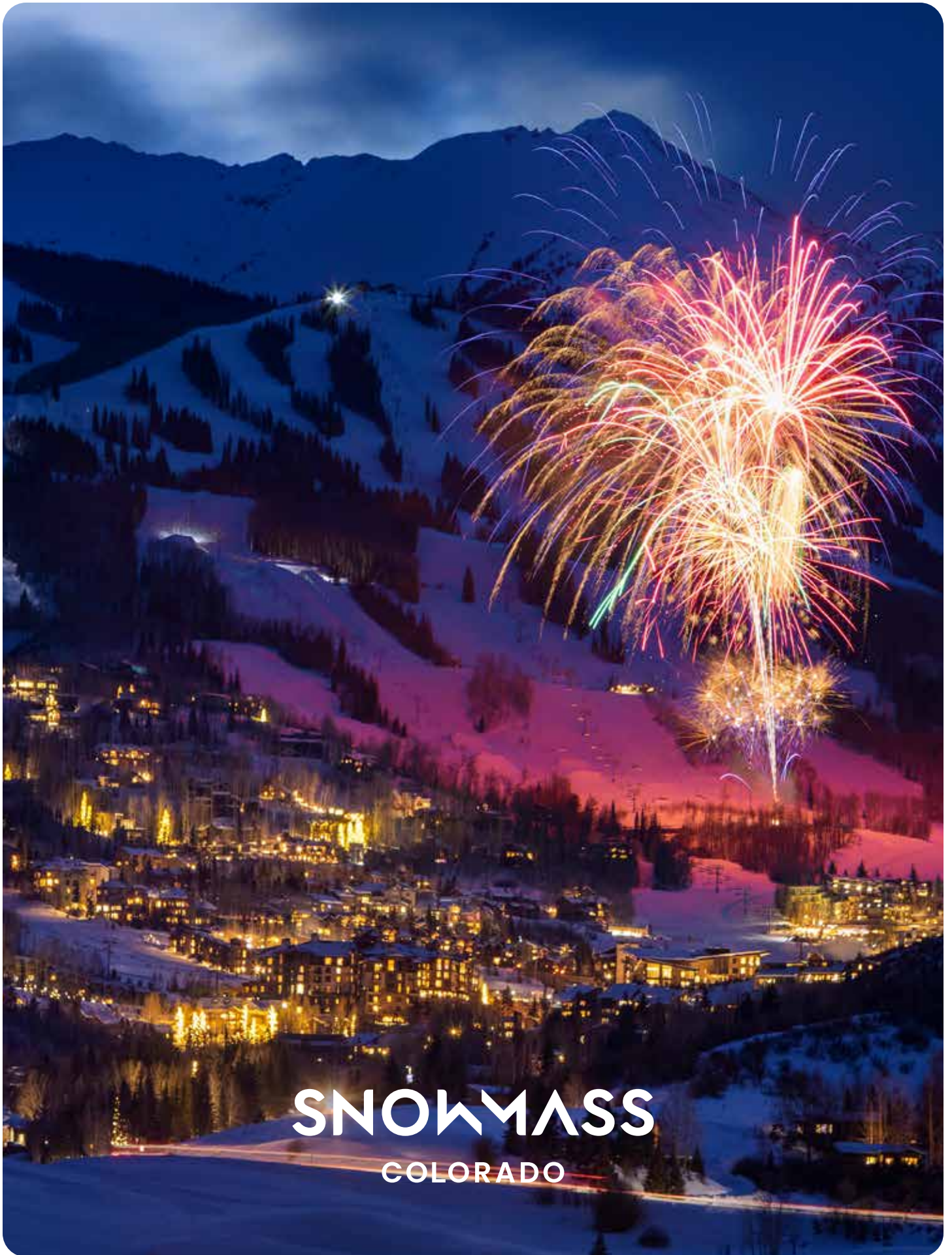
Greta Brown, Digital Marketing Coordinator
Debbie Collins, Tourism Manager
Margot Ellis, National Sales Manager
Rachel Falk, Digital Marketing Manager
Friederike French, National Sales Manager
Maya Gold, Special Events Coordinator
Lisa Jennings, Group Sales Specialist
Virginia McNellis, Marketing Director
Jim O'Leary, National Sales Manager
Sara Stookey Sanchez, Public Relations Manager
Julia Theisen, Tourism Director
Shane Vetter, Senior Events Producer
Jamie Wall, Events Producer
Drew Welsheimer, Group Sales Director

SNOWMASS TOURISM ADVISORY BOARD

Mary Blankenau, The Timberline Condominiums
Jami Downs, Laurelwood Condominiums
Joanna Graczynski Mallory, Snowmass Club
Andy Gunion, East West Partners
Deric Gunshor, Aspen Skiing Company
Wendy Harris, Ranger Station
John Kenny, Romero Group
Tim McMahon, Incline Ski & Board Shop
Guion Stewart-Moore, Fifield Partners
Vince Vito, Viewline Resort Snowmass

ROADMAP CONSULTING TEAM

Sarah-Jane Johnson
Derek Schimmel
Rachel Brenneman
Jenny Lundt
Isabel Lisle
Crystal Egli
Amiee White Beazley
Bobby Chappell, Tourism Impact Services
Craig Wheeless, Rainy Day Designs



SNOWMASS
COLORADO

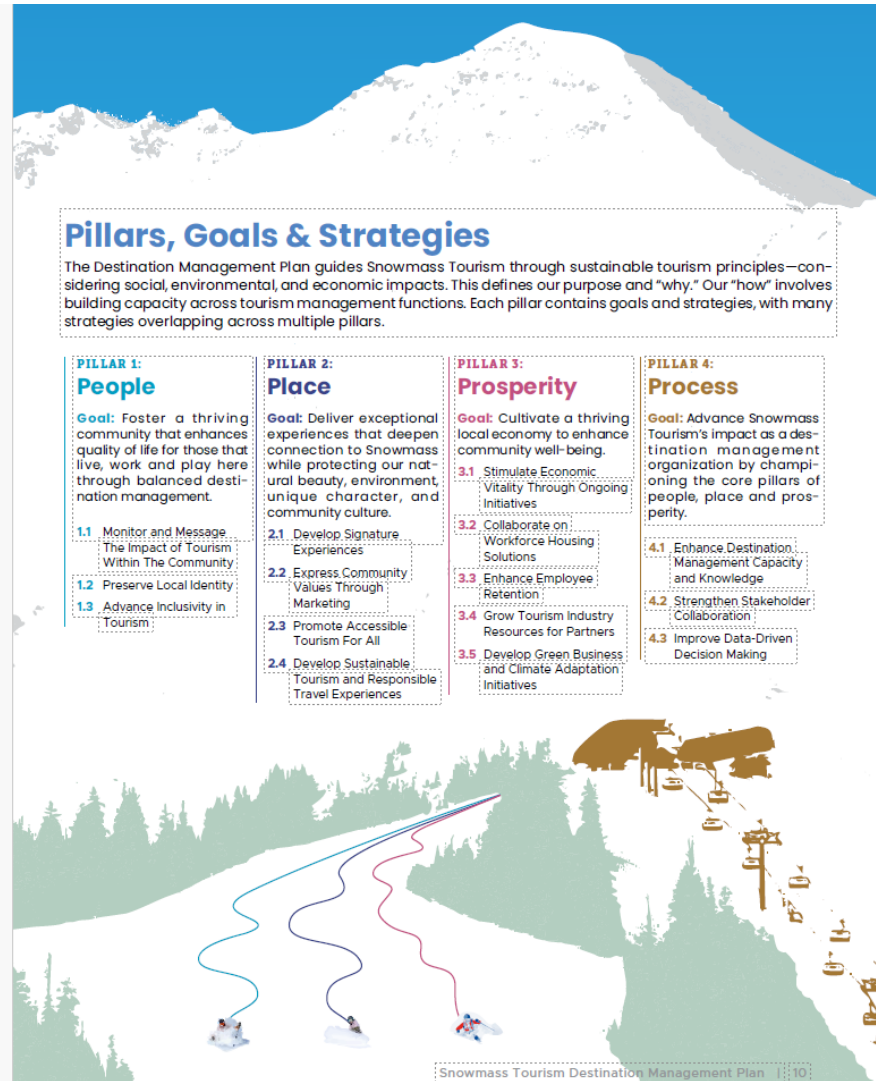
A scenic landscape photograph of a mountain valley. In the foreground, a lush green forested hillside slopes down towards a small town nestled in a valley. The town consists of numerous buildings, mostly with dark roofs, surrounded by greenery. In the background, majestic snow-capped mountain peaks rise against a sky filled with soft, white clouds. The overall scene is bright and vibrant, suggesting a clear day.

SNOWMASS

COLORADO

Destination Management Plan

August 18, 2025



People -Foster a Thriving Community

- Community is defined as those that live, work and play here to include the broader community.
- The plan is inclusive to a wider group of stakeholders.
- Community is at the heart of tourism planning and ensures enhanced quality of life.
- Protect our local identity while making Snowmass welcoming and inclusive for all

Tactics

1.1 Monitor & Message the Impact of Tourism

- Regularly assess and communicate the impact of tourism on community.
- Share data to inform community on tourism's role of Snowmass.

1.2 Preserve Local Identity

- Promote Snowmass's unique culture and character
- Emphasis Snowmass history and heritage to connect with what makes Snowmass unique

1.3 Advance Inclusivity In Tourism

- Engage diverse groups in tourism planning and programs
- Create equitable access to tourism for the broader community

PLACE- Protect and celebrate what makes Snowmass unique

- Preserve our natural beauty, environment and character for future generations
- Express community values through marketing (“How to Snowmass”)
- Create memorable authentic experiences that deepen connection to our community

TACTICS

2.1 Develop Signature Experiences

- Showcase what makes Snowmass unique to enrich the experience

2.2 Implement visitor messaging that promotes community values

- Inspire visitors to care for the environment and community

2.3 Promote Accessible Tourism For All

- So that all people feel welcome and can enjoy Snowmass

2.4 Develop Sustainable Tourism and Responsible Travel Experiences

- Protect Snowmass' pristine natural environment

PROSPERITY - Foster a thriving local economy and community well being

- Business Development to support local businesses
- Focus on need periods for sustainable tourism business
- Use data to drive decisions and programming
- Support local business through tourism programming, employee training and retention, housing initiatives

TACTICS

3.1 Stimulate economic vitality through our targeted marketing, group sales and special events initiatives

3.2 Collaborate on Workforce Housing Solutions

3.2 Support Local Businesses and Enhance Employee Retention

3.3 Grow Tourism Industry Resources for Partners

3.4 Develop Sustainability and Climate Adaptation Initiatives

PROCESS - Advance Snowmass Tourism's impact as a destination management organization by championing the core pillars of people, place, and prosperity.

- Lead with collaboration.
- Use data to guide decisions.
- Build strong partnerships.
- Measure and report results.

TACTICS

4.1 Enhance Destination Management Capacity and Expertise

- Evolve tourism's role and enhance staff expertise around destination management

4.2 Strengthen Stakeholder Collaboration

- The stakeholder map of the DMP is inclusive of a larger group of stakeholders in tourism planning, including resident sentiment.

4.3 Improve Data-Driven Decision Making

- Use data to measure our results and communicate our impact.

Town of Snowmass Village Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

TOSV Communications Program Overview

Presented by:

Greg LeBlanc, Assistant Town Manager

Background:

Since 2022, the Communications & Engagement Division (Division) within the Town Manager's Office has made significant progress in enhancing transparency, promoting civic engagement, and increasing public access to Town information. This discussion is intended to provide an overview of the Town of Snowmass Village's comprehensive municipal communications and public engagement program. Clear, consistent, and strategic communication is essential to building public trust, fostering civic participation, supporting economic development, and ensuring public safety - particularly in a dynamic, visitor-driven community like Snowmass Village.

The Communications & Engagement Division is committed to fostering an informed and engaged community. Key goals include:

- Enhancing transparency and trust through timely and accurate public information.
- Increasing community awareness of Town initiatives, programs, and services.
- Promoting two-way communication between residents and Town leadership.
- Improving accessibility and inclusiveness in communication efforts.

The Town's communications strategy is built upon three primary pillars: Public Communications & Engagement, Destination Marketing, and Emergency Communications. Together, these interconnected focus areas support the Town's commitment to transparency, responsiveness, and community connection:

- **Public Communications & Engagement** At the core of our communications program is the effort to keep residents, businesses, and stakeholders informed, engaged, and connected with their local government. The Town employs a variety of communication channels and engagement tools to ensure accessibility and inclusivity.

Key efforts include the distribution of public information through newsletters, website

updates, and digital alerts, as well as regular interaction with local and regional media outlets. Social media platforms, such as Facebook, Instagram, and Nextdoor, play an important role in expanding our reach and engaging with the community in real-time.

Public meetings, surveys, and events are also used to gather feedback and encourage community involvement in Town decision-making. Internally, communication across departments is coordinated to ensure consistent messaging and strategic alignment. The Town also prioritizes collaboration with local organizations, special districts, and HOAs to maintain strong stakeholder relationships.

Strategic planning and ongoing evaluation are embedded into this work to help us refine messaging, improve outreach, and measure the effectiveness of efforts over time.

The Communications & Engagement Division executes these functions.

- **Destination Marketing** – As a world-class mountain destination, Snowmass Village benefits significantly from strategic marketing and tourism promotion efforts. In partnership with Snowmass Tourism and other regional stakeholders, the Town works to attract visitors, support the local economy, and promote the Snowmass brand.

Destination marketing efforts focus on cohesive branding, targeted outreach campaigns, and visitor services, both digital and in-person. Special events are a major component of this strategy, providing opportunities to showcase Snowmass Village's unique character while driving visitation and business activity.

Efforts also include the collection and analysis of visitor data to guide decision-making and evaluate performance. Strategic partnerships with state and regional tourism agencies, chambers of commerce, and local businesses further amplify our outreach and support collaborative destination development.

By enhancing the visitor experience while aligning with community values and long-term planning, our destination marketing initiatives serve both economic development and quality of life goals.

The Tourism Department executes these functions.

- **Emergency Communications** – Reliable and timely communication during emergency situations is a critical function of the Town's communications program. The Town maintains crisis communication protocols to ensure we can respond effectively during incidents such as natural disasters, public health emergencies, or significant service disruptions.

This includes pre-established strategies for real-time information sharing through multiple platforms, including the Town website, Everbridge alerts, and social media. The Town designates a Public Information Officer (PIO) role to coordinate communication between emergency responders and the public, and to ensure messaging is clear, accurate, and consistent.

Emergency communications extend beyond the immediate response, with post-event messaging, debriefing, and public updates provided to maintain transparency and support recovery. The Town also prioritizes compliance with legal and regulatory communication standards, as well as the protection of its reputation through consistent, trustworthy messaging.

The Communications & Engagement Division executes these functions in conjunction with public safety agencies.

Looking ahead, there are a number of opportunities to further enhance the Town's communication and engagement strategies. These include expanding bilingual and multilingual communications to better serve a diverse community, leveraging emerging digital platforms to broaden public outreach, and developing more formal evaluation tools and key performance indicators.

The Town also has an opportunity to deepen its equity-focused engagement, ensuring that voices from traditionally underrepresented groups are heard in local decision-making processes. Strengthening internal coordination and investing in ongoing training for staff can help reinforce best practices and ensure our communications remain effective, inclusive, and aligned with Council priorities.

The Town of Snowmass Village's communications and public engagement program is a vital part of how we serve the community, promote economic vibrancy, and respond to the needs of both residents and visitors. By continuing to invest in strategic, transparent, and inclusive communication efforts, the Town is well-positioned to strengthen public trust, enhance community connection, and support long-term success. Staff welcomes the Council's feedback and direction as we continue to grow and improve these efforts.

Financial Impact:

Applicability to Council Goals & Objectives:

This item relates to the following Council Goals & Objectives:

1. Embrace High Quality Balanced Destination Management
2. Strengthen Community Engagement to Foster Emotional Connectivity
3. A Continued Commitment to Sustainability and Resiliency

Council Options:

This item is intended for the discussion of, and possible direction by the Town Council.

Staff Recommendation:

Attachments:

1. 8.B. 1 Town of Snowmass Village Communications Strategy
2. 8.B. 2 Components of a Municipal Communications Program



A **Municipal Communications Strategy** is designed to help guide a municipality in creating effective communication with residents, businesses, and stakeholders. This overview focuses on key elements that contribute to a successful communications strategy for the Town of Snowmass Village.

Communications Plan for the Town of Snowmass Village

1. Introduction

The **Municipal Communications Strategy** serves as a comprehensive plan for how the municipality communicates with its residents, local businesses, visitors, and other stakeholders. Effective communication ensures that the community is informed, engaged, and empowered to participate in decision-making processes, while also building trust in the municipal government.

2. Mission and Vision

- **Mission:** To foster clear, transparent, and consistent communication that strengthens the relationship between the municipality and its community, enhances civic engagement, and supports the efficient delivery of services.
- **Vision:** To create an informed, engaged, and connected community where residents and businesses have access to relevant, timely, and accurate information through modern communication channels.

3. Key Communication Objectives

The overarching goals of the communications strategy should focus on the following objectives:

- **Enhance Community Engagement:** Encourage active participation in municipal decision-making, public meetings, and events.
- **Promote Transparency:** Ensure that residents have access to clear, accurate, and timely information about municipal projects, policies, and budgets.
- **Strengthen Local Identity:** Use communication to promote the municipality's unique qualities, cultural assets, and community programs.
- **Improve Access to Services:** Ensure that residents are aware of services, resources, and programs available to them (e.g., waste management, public health initiatives, etc.).



- **Foster Positive Relationships:** Build a reputation as an open, responsive, and responsible government that listens to its constituents and acts in the public's interest.

4. Target Audiences

Effective communication requires an understanding of the diverse groups within the community. Key audiences include:

- **Residents:** Families, individuals, and seniors who rely on municipal services and want to stay informed about local issues.
- **Local Businesses:** Entrepreneurs, small business owners, and corporations who need updates on regulations, economic development, and opportunities.
- **Community Groups and Organizations:** Nonprofits, local educational institutions, and advocacy groups that may require access to community resources or partnership opportunities.
- **Visitors and Tourists:** People who are new to the municipality or visiting, requiring information about local attractions, events, and services.
- **Elected Officials and Government Employees:** Local policymakers, municipal staff, and other stakeholders who need internal communications to make informed decisions.

5. Key Messages

The strategy should focus on crafting consistent and clear messages across all communications. These messages should reflect the municipality's goals and values:

- **Engagement:** "Your voice matters—stay involved and help shape the future of our community."
- **Transparency:** "Get the latest updates on municipal projects and budgets—transparency is key."
- **Service Access:** "We're here to serve you—access services with ease, whether online or in-person."
- **Safety and Well-being:** "Your safety is our priority—learn about public health and emergency preparedness programs."



- **Sustainability:** "Together, we can make our community greener and more sustainable—join our efforts today."

6. Communication Channels

To effectively reach different audiences, the municipality must use a mix of communication tools. The following channels will be integral to the strategy:

- **Website:** A user-friendly, accessible online platform providing information on services, local events, and contact details.
- **Social Media:** Platforms like Facebook, Twitter, Instagram, and Nextdoor, which provide real-time updates and allow residents to interact with municipal representatives.
- **Email Newsletters:** Regular updates sent to residents, businesses, and organizations on upcoming events, news, and municipal services.
- **Media Releases:** Distributed to local media to share significant announcements and updates about municipal developments and initiatives.
- **Public Meetings:** In-person or virtual meetings where residents can voice their concerns, ask questions, and provide input.
- **Community Outreach:** Direct communication efforts, such as door-to-door campaigns, community events, or focus groups to gather resident feedback.
- **Mobile Apps and Text Alerts:** SMS notifications or municipal apps for emergency alerts, service reminders, and event notifications.

7. Roles and Responsibilities

Successful implementation of the strategy requires defined roles for those responsible for executing various tasks. These include:

- **Communications Director/Manager:** Oversees the execution of the communications strategy, including coordination of messages, channels, and timelines.
- **Social Media Coordinator:** Manages daily updates and engagement on social media platforms.
- **Public Information Officer:** Serves as the main spokesperson for the municipality, handling media inquiries and press releases.



- **IT/Web Team:** Maintains the website, ensuring information is current and accessible.
- **Event Coordinators:** Organize public meetings, town halls, and community outreach programs.
- **Department Heads:** Ensure that internal communication is aligned with external messaging for consistency.

8. Evaluation and Metrics

Tracking the success of communications efforts is crucial to refining the strategy. Common metrics for evaluation include:

- **Website Traffic:** Measure the number of visitors, most visited pages, and engagement levels on the website.
- **Social Media Engagement:** Track likes, shares, comments, and follower growth across social media platforms.
- **Survey Responses:** Gather feedback from residents through online or in-person surveys to gauge satisfaction with communications.
- **Event Attendance:** Monitor the number of people attending public meetings and community events.
- **Media Coverage:** Track the frequency and tone of media coverage related to the municipality.

9. Crisis Communications Plan

A key component of any communications strategy is managing crises or emergencies. The municipality should have protocols in place for:

- **Rapid Response:** A dedicated team to provide accurate, timely information during emergencies.
- **Preparedness:** Regular drills, crisis communication training, and template messaging for different scenarios.
- **Community Updates:** Regular communication with the public via preferred channels, ensuring transparency and reducing misinformation.



Conclusion & Attachments

The **Municipal Communications Strategy** aims to create an open, informed, and engaged community. By leveraging modern tools and understanding the needs of the diverse population, the municipality can foster strong relationships, improve services, and build trust with residents and stakeholders. Continuous evaluation will ensure that communication efforts remain aligned with the municipality's evolving priorities.

Attachments to this strategy include:

- **Components of a Municipal Communications Program**
- **Role of a Destination Marketing Organization (DMO)**
- **Emergency Communications Overview**
- **Communications Plan Template**

Components of a Municipal Communications Program

Destination Marketing Organization

1. Promotion & Branding
2. Visitor Attraction
3. Economic Impact
4. Visitor Information & Services
5. Event Planning & Support
6. Research & Data Collection
7. Strategic Partnerships & Advocacy
8. Destination Development

Public Communications & Engagement

1. Internal & External Communications
2. Public Information & Transparency
3. Community Engagement
4. Media Relations
5. Social Media & Digital Communications
6. Event Planning & Coordination
7. Strategic Planning & Policy Development
8. Stakeholder Relationships & Partnerships
9. Evaluation & Reporting

Emergency Communications

1. Crisis Communication Planning & Strategy
2. Real-time Communication & Information Distribution
3. Public Information Officer
4. Emergency Response Team Coordination
5. Post-Emergency Communication & Evaluation
6. Crisis Reputation Management
7. Compliance & Legal Regulations



A **Destination Marketing Organization** (DMO) plays a vital role in promoting a specific location—be it a city, region, or country—as a tourism and travel destination. DMOs are responsible for marketing, promoting, and positioning a location to attract tourists, business travelers, and conventions. Their work supports the local economy by increasing visitor numbers, extending stays, and enhancing the overall visitor experience.

Here are the key roles and functions of a DMO:

1. Promotion and Branding

- **Branding the Destination:** DMOs develop and maintain a compelling brand identity for a destination, highlighting its unique characteristics, attractions, and experiences. This involves creating slogans, logos, websites, and other marketing materials that effectively represent the destination.
- **Advertising:** They manage advertising campaigns across various platforms such as digital media, print, TV, and radio. DMOs often target specific audiences, including leisure travelers, business professionals, or niche groups (e.g., adventure travelers, cultural tourists).

2. Visitor Attraction

- **Tourism Marketing:** DMOs promote local attractions, events, hotels, restaurants, cultural sites, and outdoor activities that will appeal to both local and international visitors.
- **Campaigns and Promotions:** They design and implement campaigns that attract visitors, such as seasonal promotions, special events, and themed tourism (e.g., eco-tourism, culinary tourism).

3. Economic Impact

- **Boosting Local Economy:** By driving tourism, DMOs contribute to the local economy, supporting hotels, restaurants, transportation services, and retail businesses. The influx of visitors creates jobs and generates tax revenue.
- **Collaboration with Local Businesses:** DMOs often collaborate with local stakeholders like hotels, restaurants, attractions, transportation providers, and event organizers to create packages or deals that promote the destination.



4. Visitor Information and Services

- **Providing Information:** DMOs often serve as a central hub for visitors to find information about the destination, including maps, guides, itineraries, and other practical details. They might offer information at visitor centers, on websites, and via mobile apps.
- **Assistance and Concierge Services:** In some cases, DMOs also help visitors by offering concierge services, booking tours, or providing recommendations for local experiences.

5. Event Planning and Support

- **Attracting and Hosting Events:** DMOs are involved in bringing major events such as conventions, trade shows, festivals, and sporting events to a location. They may provide logistical support, marketing, and outreach to ensure the success of these events.
- **Partnerships with Event Organizers:** They often collaborate with event planners and convention centers to position the destination as a prime location for meetings and conferences, driving significant economic activity.

6. Research and Data Collection

- **Market Research:** DMOs conduct research to better understand tourism trends, visitor demographics, and competitor destinations. This helps shape marketing strategies and track the effectiveness of campaigns.
- **Visitor Metrics:** They gather and analyze data on tourism performance, such as visitor numbers, visitor spending, and the economic impact of tourism. This information helps them adjust their strategies and demonstrate the impact of their work to stakeholders.

7. Strategic Partnerships and Advocacy

- **Collaborating with Stakeholders:** DMOs often work closely with local governments, businesses, hospitality sectors, and travel influencers to align their goals and expand their reach. They advocate for policies and initiatives that support the growth of tourism in the destination.



- **Partnerships with Airlines and Travel Agents:** They may partner with airlines, travel agencies, and tour operators to promote the destination through special offers and packages.

8. Crisis Management and Sustainability

- **Crisis Communication:** DMOs play a key role in managing communication during crises such as natural disasters, pandemics, or other disruptions to tourism. They help provide accurate information and reassure travelers.
- **Sustainable Tourism:** Increasingly, DMOs are focused on promoting sustainable tourism practices that minimize environmental impact while enhancing visitor experiences. This might include supporting eco-friendly accommodations, responsible tourism initiatives, and conservation efforts.

9. Destination Development

- **Long-Term Strategy:** DMOs work on long-term destination development, identifying new tourism opportunities, attractions, and infrastructure improvements. They often collaborate with local governments and stakeholders to create plans that shape the future of tourism in the area.

A **Destination Marketing Organization** is integral to the success of a destination's tourism sector. It acts as the face of the location to the world, working on a variety of fronts to promote the destination, attract tourists, support local businesses, and generate economic benefits. Whether through advertising campaigns, managing visitor services, or fostering strategic partnerships, DMOs play a crucial role in shaping the public perception of a location and encouraging travel and investment.



An **Emergency Communications Manager** plays a critical role in managing and coordinating communication during emergencies and crises. This role ensures that accurate, timely, and clear information is communicated to the public, emergency responders, stakeholders, and relevant authorities, minimizing confusion and supporting effective decision-making during critical situations.

Here's a breakdown of the **key responsibilities and roles** of an **Emergency Communications Manager**:

1. Crisis Communication Planning and Strategy

- **Develop Crisis Communication Plans:** The manager is responsible for creating and maintaining comprehensive communication plans for different types of emergencies (e.g., natural disasters, public health emergencies, accidents, or civil disturbances).
- **Crisis Communication Protocols:** Establishing clear protocols for how information should be communicated during an emergency, who is responsible for delivering specific messages, and which channels will be used for outreach.
- **Scenario-based Training and Simulations:** Organizing regular training and exercises to ensure that the communications team and emergency responders are prepared for different types of emergencies and can work together effectively.

2. Real-time Communication and Information Distribution

- **Timely and Accurate Messaging:** During an emergency, the manager oversees the dissemination of critical information, ensuring that the public receives timely updates on safety measures, evacuation orders, shelter locations, or other emergency instructions.
- **Multichannel Communication:** Ensuring that information is distributed through multiple platforms, such as social media, radio, television, websites, text messaging systems, and emergency alert systems. This ensures the message reaches a wide and diverse audience.
- **Clear, Concise Messaging:** The Emergency Communications Manager is responsible for crafting clear and understandable messages that avoid



confusion and offer actionable steps. In high-stress situations, simplicity and clarity are key.

3. Media Relations and Public Information

- **Spokesperson:** Often, the manager acts as a spokesperson for the municipality or organization, providing updates to the media and answering questions about the emergency situation.
- **Press Conferences and Briefings:** Coordinating and managing press conferences, media briefings, or interviews with local, regional, or national media. This ensures consistent messaging and helps manage the narrative.
- **Media Monitoring:** Keeping track of how the emergency is being covered by the media and social media to identify misinformation or rumors that need to be corrected.

4. Public Alerts and Notification Systems

- **Issuing Public Alerts:** Overseeing the use of official emergency alert systems to send warnings about immediate dangers, such as weather events, public health threats, or local hazards (e.g., earthquakes, fires, active shooter situations).
- **Ensuring System Readiness:** Ensuring that systems such as reverse 911, emergency text alerts, mobile apps, and mass notification systems are functional and tested regularly.
- **Tracking Alert Reception:** Monitoring the effectiveness of alerts and notifications to ensure they reach the appropriate populations in a timely manner.

5. Coordination with Emergency Response Teams

- **Liaison Role:** The Emergency Communications Manager often serves as the liaison between the public information office, emergency responders (fire, police, medical), and municipal leaders. This ensures that all parties are working from the same information and effectively coordinating their efforts.
- **Incident Command System (ICS) Integration:** In larger-scale emergencies, the manager is typically integrated into the Incident Command System, a standardized framework used for managing emergency operations. They



work alongside other emergency managers, such as operations or logistics personnel, to facilitate communication.

- **Information Flow:** Ensuring that critical updates and status reports from emergency responders and local authorities are accurately communicated to the public and other stakeholders.

6. Stakeholder and Community Engagement

- **Internal Communication:** Ensuring that internal stakeholders, such as municipal departments, emergency services, and government officials, receive consistent and up-to-date information on the status of the emergency.
- **Community Outreach:** Engaging with local communities, especially vulnerable or at-risk populations (e.g., elderly, non-English speakers, individuals with disabilities), to ensure they receive the necessary information during emergencies.
- **Partnerships with External Agencies:** Coordinating with external partners such as non-profit organizations, federal agencies, and neighboring municipalities to provide a unified communication effort and support.

7. Social Media Management

- **Monitoring Social Media:** Keeping track of social media platforms for updates, reports, or rumors that could affect public perception or create confusion. The manager addresses misinformation and provides official updates to counter false claims.
- **Social Media Messaging:** Posting timely, relevant, and official messages on the municipality's social media accounts (Facebook, Twitter, Instagram, etc.) to update the public and engage with residents.
- **Engaging with the Public:** Responding to questions, concerns, and requests for information through social media platforms, ensuring that residents can access information in real-time.

8. Post-Emergency Communication and Evaluation

- **Post-Emergency Debriefing:** After the crisis is resolved, the Emergency Communications Manager helps coordinate debriefings to evaluate the communication response and identify areas for improvement.



- **Feedback Collection:** Gathering feedback from residents, media, and stakeholders to understand the effectiveness of the communication efforts during the emergency and to assess public satisfaction with the information provided.
- **Report and Documentation:** Compiling a report detailing the communication actions taken during the emergency, identifying successes, challenges, and recommendations for future emergencies.

9. Crisis Reputation Management

- **Protecting the Municipality's Reputation:** Managing the reputation of the municipality or organization by ensuring that communications are transparent, empathetic, and responsive during a crisis.
- **Addressing Public Concerns:** Handling negative feedback, misinformation, or concerns from the public in a calm, professional, and solutions-oriented manner.

10. Compliance and Legal Considerations

- **Compliance with Regulations:** Ensuring that all emergency communication efforts comply with relevant laws and regulations, including privacy laws, public safety regulations, and emergency alert system guidelines.
- **Legal Consultation:** Working closely with legal and public safety experts to ensure that communications do not inadvertently lead to liability or legal issues.

The **Emergency Communications Manager** is a key role in any organization or municipality, ensuring that communication during an emergency is well-coordinated, effective, and timely. This professional manages the flow of information to the public, media, and emergency responders, helping to mitigate confusion and enable clear actions during a crisis. Their work supports public safety, community trust, and operational efficiency, making them integral to the success of any emergency response.



A **Communications Plan** is a strategic framework that helps municipalities effectively communicate with their residents, businesses, and other stakeholders. Below is an outline for creating a comprehensive *Communications Plan* for the Town of Snowmass Village. This plan should be adapted to the project's specific goals, resources, and audience.

Communications Plan for the Town of Snowmass Village

1. Executive Summary

Provide a brief overview of the purpose of the Plan. Include the goals, primary audiences, and key communications strategies. This summary should highlight how the plan will enhance the Town's ability to engage with the community.

2. Situational Analysis

This section helps assess the current state of communications in the Town. It involves:

- **Current Communication Channels:** Identify existing communication tools (e.g., websites, social media, newsletters, town hall meetings, etc.).
 - **Strengths:** What is working well in terms of engagement with the community? (e.g., active social media presence, clear public notices, etc.)
 - **Challenges:** Identify challenges such as limited resources, audience segmentation, outdated technology, or low engagement in certain demographics.
 - **Stakeholder Input:** Gather feedback from residents, local businesses, government staff, and other stakeholders to understand their needs and preferences.
-



3. Communication Goals and Objectives

Define the clear, measurable goals the municipality aims to achieve with its communications efforts. Ensure that each goal is aligned with the municipality's overall strategic priorities.

Example Goals:

- **Enhance Community Engagement:** Increase participation in public meetings, surveys, and local events.
 - **Improve Transparency:** Ensure that residents have access to timely and clear information on municipal decisions, projects, and services.
 - **Promote Local Initiatives:** Communicate the benefits of local programs (e.g., recycling initiatives, public safety programs).
 - **Build Trust:** Establish open and consistent communication that fosters a strong relationship between the municipality and its residents.
-

4. Target Audiences

Identify the key audiences for communication efforts and tailor messaging and methods for each group. Consider both demographic and geographic factors.

Example Audiences:

- **Residents:** Families, seniors, young professionals, etc.
 - **Local Businesses:** Entrepreneurs, retailers, and service providers.
 - **Community Groups:** Nonprofits, educational institutions, and local organizations.
 - **Government Employees:** City staff, elected officials, etc.
 - **Visitors:** Tourists or new residents.
-



5. Key Messages

Establish the core messages that will resonate with different audiences. These should be consistent, clear, and concise, addressing the municipality's priorities and initiatives.

Examples of Key Messages:

- **Community Involvement:** "Your voice matters—get involved in shaping the future of our community."
 - **Public Services:** "Our local government is committed to providing top-quality services for all residents."
 - **Transparency:** "Stay informed about municipal projects, decisions, and upcoming events."
-

6. Communication Channels and Tactics

Outline the specific channels and tools the municipality will use to communicate with different audiences. These methods should align with the preferred communication habits of the target audience.

Common Communication Channels:

- **Website:** Ensure that the municipal website is up-to-date, mobile-friendly, and accessible.
- **Social Media:** Facebook, Twitter, Instagram, LinkedIn, Nextdoor, etc.
- **Email Newsletters:** Regular updates on events, news, and important issues.
- **Press Releases:** To communicate major announcements to local media.
- **Public Meetings:** Town halls, workshops, and community forums.
- **Community Flyers/Posters:** For local events and important updates.
- **SMS/Text Alerts:** For urgent messages and reminders.

Example Tactics:

- **Interactive Website:** A dedicated section on the website for news updates, meeting agendas, and online services.



- **Social Media Campaigns:** Regular posts, polls, and live streaming of public meetings.
 - **Monthly Newsletters:** Email newsletters featuring highlights, upcoming events, and council decisions.
 - **Community Outreach:** Organize focus groups or surveys to get feedback on local issues.
-

7. Roles and Responsibilities

Define the roles of individuals or teams responsible for carrying out the communications plan. This section should detail who is responsible for content creation, social media management, crisis communication, etc.

Example Roles:

- **Communications Director/Manager:** Oversees the implementation of the communications plan, manages strategy, and coordinates teams.
 - **Social Media Coordinator:** Manages day-to-day social media posts and engagement.
 - **Public Information Officer:** Acts as the spokesperson for the municipality, handling media inquiries and press releases.
 - **Webmaster/IT Support:** Maintains the website and ensures it remains up to date.
 - **Event Coordinator:** Organizes town hall meetings and public events.
-

8. Budget and Resources

Identify the financial resources required to implement the communications plan. This includes costs associated with marketing materials, social media ads, software tools, staffing, or consulting fees.

- **Website Maintenance:** \$X
- **Social Media Campaigns:** \$X



- **Print and Digital Materials:** \$X
 - **Staffing Costs:** \$X
 - **Consultant/Contractor Fees:** \$X
-

9. Timeline

Create a clear timeline for the rollout of the communications strategies. Break it into phases with key milestones and deadlines.

Example Timeline:

- **Phase 1:** Launch updated website (3 months)
 - **Phase 2:** Begin regular social media content posting (1 month)
 - **Phase 3:** Roll out community newsletters (6 months)
 - **Phase 4:** Host town hall events for feedback (9 months)
-

10. Evaluation and Metrics

Set specific metrics to measure the effectiveness of your communications efforts. This helps in adjusting strategies to improve engagement and reach.

Example Metrics:

- **Website Analytics:** Track traffic, page views, and engagement.
 - **Social Media Engagement:** Measure likes, shares, comments, and click-through rates.
 - **Survey Results:** Collect feedback from the community on their satisfaction with communication efforts.
 - **Event Attendance:** Track the number of participants in public meetings or workshops.
 - **Press Coverage:** Monitor media mentions and the tone of coverage.
-



11. Crisis Communication Plan

Develop a strategy to manage communications during crises or emergencies, including:

- **Key Spokesperson:** Who will be the main contact for media or public inquiries.
 - **Templates:** Create templates for urgent press releases, social media posts, or public statements.
 - **Emergency Protocols:** Outline how and when to activate crisis communication channels.
-

12. Conclusion

A Communications Plan will help achieve the Town's goals and ensure a stronger connection with the community. The plan should evolve and adapt over time based on feedback and new challenges.

Appendix (Optional Materials)

Supporting documents may also be included in a Communications Plan, such as:

- **Brand Standards:** Guidelines on the *look and feel* of materials generated to support the message. Consistency and uniformity in messaging build trust with the community.
- **Communication Policies:** Guidelines on social media usage, press release formats, and media engagement.
- **Logins:** Provide a list of logins to relevant accounts, systems, and repositories.
- **Sample Materials:** Examples of newsletters, flyers, or social media posts.

Components of a Municipal Communications Program

Destination Marketing Organization

1. Promotion & Branding
2. Visitor Attraction
3. Economic Impact
4. Visitor Information & Services
5. Event Planning & Support
6. Research & Data Collection
7. Strategic Partnerships & Advocacy
8. Destination Development

Public Communications & Engagement

1. Internal & External Communications
2. Public Information & Transparency
3. Community Engagement
4. Media Relations
5. Social Media & Digital Communications
6. Event Planning & Coordination
7. Strategic Planning & Policy Development
8. Stakeholder Relationships & Partnerships
9. Evaluation & Reporting

Emergency Communications

1. Crisis Communication Planning & Strategy
2. Real-time Communication & Information Distribution
3. Public Information Officer
4. Emergency Response Team Coordination
5. Post-Emergency Communication & Evaluation
6. Crisis Reputation Management
7. Compliance & Legal Regulations

Town of Snowmass Village Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

Council letter to BOCC requesting funds for LRSH

Presented by:

Alyssa Shenk, Mayor

Background:

The Mayor requested that a letter be crafted requesting additional funds for LRSH from Pitkin County. This letter is similar to the request made last year. The Mayor asking for the Council to concur and approve sending the letter Board of County Commissioners.

Financial Impact:**Applicability to Council Goals & Objectives:****Council Options:****Staff Recommendation:****Attachments:**

1. 9.A. Letter Little Red Schoolhouse Funding Request



August 1, 2025

Board of County Commissioners
Pitkin County
530 E. Main Street, Suite 302
Aspen, CO 81611

RE: Little Red Schoolhouse Funding

Dear Honorable Commissioners:

Thank you for partnering with us and sharing our commitment to finding childcare solutions for our community. Through the grant writing services and generous \$200,000 contribution, your support has been instrumental in advancing the Little Red Schoolhouse expansion project. While we were hopeful for federal assistance, the Senate appropriations bill unfortunately did not include funding for LRSH, and our application for the Energy & Mineral Impact Assistance Fund Grant from DOLA was also unsuccessful. On behalf of the Town Council of Snowmass Village, I respectfully request an additional \$300,000 from Pitkin County to help close the remaining funding gap and ensure we can move forward with this critical community initiative to expand the Little Red Schoolhouse childcare facility.

We're proud that this project continues to move forward, even as other regional childcare efforts have encountered delays. The design phase of this project is complete, and the Town now targets a groundbreaking in 2026. That timeline reflects the realities of our entitlement process, contractor bidding, and the shorter construction season in the upper valley.

While we appreciate the County's ongoing investment in early childhood through educator wage subsidies, we believe that a one-time capital investment in infrastructure will have long-lasting benefits. As confirmed by our 2022 feasibility study, the need for additional childcare capacity extends across jurisdictional lines - families live and work throughout Pitkin County, regardless of town boundaries. Expanding capacity at the Little Red Schoolhouse will support this regional workforce and improve access for local families.

The estimated cost of the project is now just over \$8.5 million. Snowmass Village is actively working to secure a combination of public and private funding, but we cannot bring the project to fruition without key partners. An additional \$300,000 contribution from Pitkin County would be a meaningful step forward and signal a shared commitment to solving one of our region's most pressing challenges.

We would again be glad to provide more detail or present to the Board directly. Thank you for your consideration and for your continued leadership in supporting working families and early childhood education in Pitkin County.

Sincerely,

A handwritten signature in black ink, appearing to read "Alyssa Shenk", with a long horizontal flourish extending to the right.

Alyssa Shenk, Mayor

Town of Snowmass Village Agenda Item Summary

Date of Meeting:

August 18, 2025

Agenda Item:

Executive Session RE Performance Review

Presented by:

Background:

The Town Council has reason to convene in Executive Session. To convene in executive session, the Colorado Open Meetings Law requires that the Town announce the topics for discussion with specific statutory citation and to identify the particular matter(s) to be discussed in as much detail as possible without compromising the purpose for which the executive session is authorized. A motion to enter executive session for the announced purposes must be passed by 2/3 of the quorum voting in the affirmative for said motion.

Town Council will now meet in Executive Session pursuant to C.R.S. 24-6-402(4) and Snowmass Village Municipal Code Section 2-45(c) for the following purpose:

a) To discuss personnel matters, except if the employee who is the subject of the session has requested an open meeting, pursuant to C.R.S. 24-6-402(4)(f)(I) and Snowmass Village Municipal Code Section 2-45(c)(6), more specifically related to: Performance Review of Town Manager

Provided, there is an affirmative vote of two-thirds of the quorum present at this meeting to hold an Executive Session and for the purposes of considering item (a) above.

Provided further, that no adoption of any proposed policy, position, resolution, regulation, or formal action shall occur at this Executive Session.

Financial Impact:**Applicability to Council Goals & Objectives:****Council Options:****Staff Recommendation:**

Attachments:

None