

Chapter 2

Vision Goals and Strategies

2.1 Introduction

Vision, Goals and Strategies establish what the community aims to achieve over the next 20 years and. The Vision, Goals and Strategies lay the foundation for a range of implementation actions. Some of the implementation strategies will require cooperation and partnerships with other entities (for example, planning for locally produced renewable energy) and some implementation strategies the town can accomplish on its own (for example, recommended changes to the land use code).

The Vision for a Sustainable Future describes the desired conditions that will allow future generations to enjoy the same quality of life that the community enjoys today.

Goals provide concise statements of WHAT the community aims to accomplish over the life of the plan. The goals provide the basic organization and direction for the plan's strategies.

Strategies are specific actionable measures for HOW to implement the goals.

2.2 Small Town Character Vision and Goals

Vision for a Sustainable Future

 <p>Community</p>	<p>The community identity is tied inextricably to Carbondale's small town form and compact size. The agricultural periphery will continue to delineate a distinct geographic identity for the town. The well-loved downtown will remain the heart of the community – a thriving, historic, identifiable center of commerce, town culture, civic life, and celebrations.</p>
 <p>Ecology</p>	<p>A compact small town form with attractive multimodal options will reduce dependence on the personal automobile, therefore contributing to improved air quality and reduced greenhouse gas emissions.</p>
 <p>Economy</p>	<p>Carbondale will maintain a balance between growing and evolving economically and maintaining the small town character that attracts visitors, residents and employers and keeps businesses in town.</p>

Goals

- Goal 1 - Optimize resources in the town boundary with infill/re-development.
- Goal 2 - Encourage quality design that enhances small town character.
- Goal 3 - Integrate trees/landscaping into future development and the public realm.
- Goal 4 - Identify opportunities for mixed-use commercial/residential.
- Goal 5 - Integrate safe, attractive multi-modal options into infrastructure and development.
- Goal 6 - Preserve and enhance the desirable characteristics of neighborhoods.
- Goal 7 - Contribute to and encourage land conservation on the town periphery.
- Goal 8 - Preserve the historic buildings, landmarks and features by implementing the Historic Preservation Program.

Strategies for Small Town Community Character

The strategies for implementing the Small Town Character element of the Comprehensive Plan are articulated in the **Chapter 4 - Future Land Use Plan**. Chapter 4 describes the strategies for managing change in the neighborhoods throughout town and along the town's periphery. The challenge of maintaining small town character is a matter of designing new development to accommodate future demand while still maintaining the elements of character that make the Carbondale so appealing. While the details vary from one neighborhood to the next, there are several cornerstones of small town character: compact small town form, pedestrian/bike friendly details and human-scaled streetscapes, street trees and ample landscaping, buildings that fit with the scale of the neighborhoods, street emphasis on buildings and pedestrians instead of off-street parking or garages, open ditches and naturalized storm water management instead of curb and gutter. Along the Highway 133 corridor, maintaining character requires a balance between areas emphasizing convenient automobile access and areas of the corridor that are intended to be more urban and pedestrian oriented in the future. Small town character is not defined as one uniform condition that extends throughout town. Character is a convergence of several physical elements in specific places that influence the look and feel of the town. Maintaining small town character requires attention to the details of design in each neighborhood as the community manages change in the future.

Allow incremental development and possible subdivision within large parcels and encourage development that maintains unique and diverse neighborhoods and building types. This is to avoid development that lacks character and individuality as well as to maintain Carbondale's historic pattern of development.

2.3 Economic Growth, Diversification and Self-Sufficiency

Vision for a Sustainable Future

 <p>Community</p>	<p>The most effective way to spur positive economic change is by empowering individuals to create new or broader livelihoods in a business-friendly atmosphere. Creating alignment between economic development organizations, citizens, and government will establish momentum for innovation and prosperity. Carbondale's established culture of art, performances, celebrations and recreation will produce economic benefits and enhance the community's appeal.</p>
 <p>Ecology</p>	<p>The rivers, valleys, and mountains are the most fundamental assets for the community. Protecting and enhancing these core assets is an essential strategy for achieving a sustainable economy.</p>
 <p>Economy</p>	<p>The community wants to build from Carbondale's economic strengths and evolve the economy to fit the community's preferences. Increasing economic self-sufficiency is one of the most important components of this vision. A healthy balance between businesses and residents will make Carbondale more self-sufficient because people can meet daily needs and live and work in town. Expanding local agriculture and local food markets will yield healthy sources of food, reduce transportation costs, and provide livelihoods for residents and businesses.</p>

Goals and Strategies

★ Indicates a top community priority. Strategies are listed in order according to community priorities.

Goal 1 - Build from Carbondale's economic strengths to cultivate a unique role in the regional economy.

★**Strategy A** - Enhance Carbondale as a destination for arts, performance, festivals, and performance events.

★**Strategy B** - Maintain and enhance the recreational and scenic amenities unique to Carbondale.

Strategy C - Continue to cultivate a business climate that fosters a successful and growing professional services sector.

Strategy D - Promote restaurants, taverns and lodging as economic drivers and tax revenue generators.

Strategy E - Facilitate the coordination of business and economic development groups.

Strategy F - Maintain and enhance the functionality of light industrial areas with sensitivity to integration with adjacent neighborhoods and the community as a whole.

Strategy G - Support and participate in the economic development efforts of local, regional and state government agencies and organizations to enhance existing businesses and promote new business in town.

Strategy H - Support Colorado Mountain College's programs and facilities aimed at expanding the capacity of the workforce.

Strategy I - Develop a business attraction and recruitment strategy for target industries including but not

limited to: sustainability enterprises, light manufacturing/cottage industries, technology development, outdoor industry (equipment, media, design), professional services and management, land development services, arts and entertainment enterprises, senior communities (for example, an assisted living center) and local food production.

Goal 2 - Capture more local spending.

Strategy A - Establish land use districts that encourage convenient community-serving retail sales establishments that will improve the overall commercial base and augment town sales tax revenues.

Strategy B - Encourage retail uses where the local market is underserved.

Strategy C - Enhance the character of the downtown and Highway 133 commercial corridor to make them more attractive and functional for businesses and customers. See 2.2 Small Town Character Vision and Goals and Chapter 4 Future Land Use Plan.

Goal 3 - Facilitate business development with growth and development processes, standards and decisions that are clear, predictable, fair, consistent, timely and cost-effective.

Strategy A - Update the land use code to more accurately reflect the values of the community and the demand for new development.

Strategy B - Establish a clear process and reasonable set of requirements for starting a business in Carbon-dale.

★Goal 4 - Support the enhancement of local food production systems (i.e. growing, processing, marketing, and consumption).

Strategy A -Participate in agricultural land conservation in the town periphery.

Strategy B - Encourage small-scale urban farming in town including community gardens, orchards, green-houses, and livestock/fowl in acceptable numbers for residential neighborhoods.

Strategy C - Accept community garden space as legitimate public open space set-aside required by town subdivisions/development regulations.

Strategy D -Secure a downtown location for the farmer’s market that could also be used for other commu-nity events that bring the community together downtown.

Strategy E - Support and participate in the efforts of local food and agriculture organizations to strengthen the local food system.

Strategy F - Contribute data and local guidance to efforts of local/regional organizations to develop regional food system mapping to inventory food assets, identify gaps in the system, and promote opportunities to create a diverse and holistic regional food system.



2.4 Diversity in Housing Types

Vision for a Sustainable Future

 <p>Community</p>	<p>Vibrant neighborhoods with various housing options will accommodate a mix of household types and cater to residents' changing needs, allowing households to grow and age in place.</p>
 <p>Ecology</p>	<p>Diverse housing options will allow residents to live in the communities where they work, thus reducing vehicle miles traveled and encouraging walking or biking as part of day-to-day life. Mixed use development that integrates residential with commercial uses will promote a pedestrian lifestyle and spur local business.</p>
 <p>Economy</p>	<p>Various housing options will enable residents to find suitable local housing regardless of income level and remain in the community as their income levels grow. Strong, diverse neighborhoods and households foster a capable workforce and sturdy customer base to sustain local businesses.</p>

Goal and Strategies

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Goal 1 - Promote the development of diversity of housing types providing for residents with different economic and housing needs and giving employees the opportunity to live affordably close to where they work.

★ **Strategy A** - Create zoning districts that promote a variety of housing types and higher density to lower per-unit land and development costs.

★ **Strategy B** - Encourage mixed-use development with and direct connections from housing to commercial and employment areas.

★ **Strategy C** - Prepare for an aging population with a housing supply serving age cohorts ranging from recent retirees to the elderly.

Strategy D - Work with local, regional, state and national housing entities to expand the inventory of affordable housing including senior housing, assisted living, co-housing, rental housing and housing for 1-2 person households.

Strategy E - Establish a simplified development review process for smaller, lower occupancy accessory dwelling units.

Strategy F - Work with local and regional housing organizations to explore strategies to coordinate and consolidate the management of deed restrictions on affordable housing and resident occupied units in Carbondale.

Strategy G - Periodically evaluate the performance and outcomes of the inclusionary residential requirements for community housing and adjust as necessary.

2.5 Infrastructure and Town Government Fiscal Health

Vision for a Sustainable Future

 <p>Community</p>	<p>Basic infrastructure components like streets, law enforcement, water, sanitation, trails, sidewalks and close-by recreational amenities are fundamental to day-to-day health and quality of life. Maintaining the fiscal soundness of the town government through current and future economic cycles is of utmost importance for achieving community goals and for maintaining health and quality of life.</p>
 <p>Ecology</p>	<p>Enhancements to bike and pedestrian facilities and local/regional transit will cut emissions and reduce the demand for paved parking areas. Environmentally friendly town infrastructure such as naturalized storm water management, ecologically sensitive trails, and green building practices will enhance ecological health.</p>
 <p>Economy</p>	<p>Investments in infrastructure that improve quality of life and support commerce will have a significant economic impact by making it possible for existing businesses to expand and increase the overall appeal of the community to employers.</p>

Goal and Strategies

★ Indicates a top community priority. Strategies are listed in order according to community priorities.

Goal 1 - Align fiscal policies and levels of service with future land use strategies.

Strategy A - Establish zoning districts that encourage community-serving retail, restaurants/taverns and lodging in appropriate places to improve the commercial base and augment town sales tax revenues.

Strategy B - Invest in improved infrastructure and maintenance in Downtown and along the Highway 133 commercial corridor to improve aesthetics and functionality for businesses and customers.

Strategy C - Maintain a balance between employment generating land uses and diversity in housing types so that there are ample opportunities to live and work in Carbondale.

Goal 2 - Diversify town revenues.

Strategy A - Comprehensively review the Town's revenue structure and make adjustments accordingly to encourage a diversity of revenue sources.

Goal 3 - Support the development and maintenance of infrastructure necessary for a sustainable local economy.

★ **Strategy A** - Continue to invest in multi-modal connectivity and safety and integrate these improvements into future development. See Chapter 3 Multi-Modal Mobility for more detailed guidance.

★ **Strategy B** - Develop a comprehensive strategy to accommodate future demand for downtown parking that considers all options including required on-site parking, shared parking, collector lots, on-street park-

ing in the town's right-of-way and replacement of informal parking on vacant private property.

Strategy C - Pursue Downtown enhancements that build on Downtown's character.

Strategy D - Invest in enhancement of the public realm, including parks, streets, trees/landscaping, trails, pathways, landscaping, and public buildings.

Strategy E - Repair and replace existing streets and improve intersections and circulation to facilitate efficient and convenient travel throughout town.

Strategy F - Update the Parks, Open Space and Trails master plan and continue to make improvements as funding allows.

Strategy G - Develop a town asset management plan to define the value of Town holdings and the effective use of these assets.

Strategy H - Continue to require that new development contributes its fair share to the cost of expanding the town parks, open space, multimodal and streets infrastructure.

Goal 4- Make the Highway 133 roadway more visually attractive.

★**Strategy A** - Establish gateways into Carbondale on the edges of town along Highway 133 and Catherine's Store Road with monumentation and landscaping, integrate wayfinding as necessary.

Strategy B - Add landscaping along the highway corridor where right-of-way width will accommodate it and require street landscaping buffers on developing or redeveloping properties where the right-of-way does not accommodate landscaping.

Strategy C - Ensure that the physical character of highway improvements is in keeping with Carbondale's small town character.

2.6 Ecology and Renewable Energy

Vision for a Sustainable Future

 <p>Community</p>	<p>Carbondale has a long established ethos of protecting local and regional natural assets, reducing impacts on climate, and aspiring to a sustainable lifestyle. This respect for the environment is a key part of what people love about living here.</p>
 <p>Ecology</p>	<p>The community wants to establish Carbondale as a leader and innovator in energy efficiency and local energy production. A healthy environment with clean air, water, plenty of trees and healthy river corridors is a necessary condition for Carbondale's success</p>
 <p>Economy</p>	<p>Because Carbondale has a sustainability ethos, it is already a center for sustainability enterprises offering anything from local food advocacy to renewable energy research and design. There are many opportunities for sustainability enterprises that have yet to be tapped and Carbondale is poised to expand this sector.</p>

Goal and Strategies

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Goal 1 - Reduce the demand for energy and produce energy locally.

★**Strategy A** - Develop and adopt a green building program for new commercial development.

★**Strategy B** - Establish Carbondale as a center of sustainable enterprises.

Strategy C - Update and revise the 2005 Town of Carbondale Energy and Climate Protection Plan and continue to implement the policies contained in this plan.

Strategy D - Maintain a compact small town form connected by an integrated and functional bike, pedestrian and transit system.

Goal 2 - Embrace the river corridors by preserving them and making them more accessible for recreation.

★**Strategy A** - Identify key riparian areas for acquisition and conservation.

Strategy B - Maintain and enhance the riparian tree canopy.

Strategy C - Develop safe boating and shoreline access points using natural materials.

Strategy D - Develop river trails where terrain and access allow, that are carefully designed to support water quality through reductions in sedimentation and erosion.

Goal 3 - Improve watershed health and water quality.

Strategy A - Continue participating in regional watershed planning and projects.

Strategy B - Employ naturalized storm water treatment techniques such as naturalized detention, bio-swales, rain gardens, trees, terracing and porous pavements.

These remaining sections in Chapter 2 summarize vision statements identified during the process that express the community's social, civic and cultural aspirations for the future.

2.7 Governance

Vision

- Communication across the community will be effective, issues will be debated openly, and citizens will be confident in a responsive and decisive town government.
- Town officials and residents will respect the importance of private property rights and respect the applicable provisions of the Colorado and United States Constitutions.
- Our community will engage in productive partnerships with other organizations and governments to achieve our goals because we recognize that the whole is greater than the sum of the parts.

2.8 Diverse, Creative and Educated Community

Vision

- Carbondale is a real town that fosters individuality, diversity and respect for one another.
- The Carbondale community is a welcoming and caring place to everyone regardless of their economic circumstances or appearances.
- Well-supported and successful schools will bring us together and help keep this a family oriented-town.
- The community is continually enriched with arts and culture, special events, and performances that inspire civic pride, volunteerism and unity.

2.9 Youth Vision

The youth vision statements are a synthesis of ideas generated at the youth vision workshop at Roaring Fork High School during Spring 2011.

Vision

- The community will prosper, grow and change just enough to keep it interesting, but not so much that it is no longer a safe, friendly and familiar small town.
- Local businesses will provide more opportunities for shopping in Carbondale, so there will be no need to drive or ride the bus to Glenwood Springs or El Jebel to meet basic needs.
- There will be more opportunities for kids to have fun in town during all seasons. Festivals and celebrations, a wide variety of year-round indoor and outdoor activities, and public places for young people to gather and hang-out in town will make Carbondale a fun and healthy place to grow-up.
- It will remain convenient and sensible to get around Carbondale without a car.
- Carbondale will be a viable and affordable location for young people to build their lives and their careers.

- The community and the students will support and benefit from great schools.
- Carbondale will always embrace diversity and will continue to be a welcoming place.
- The views, trails, rivers and other natural assets that make this a great place will be protected and promoted for future generations to enjoy.

