

# AGENDA

## CITY COUNCIL WORK SESSION

July 27, 2020

4:00 PM, City Council Chambers  
130 S Galena Street, Aspen



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### WEBEX

Go to: [www.webex.com](http://www.webex.com) Click "Join" at the top right-hand corner  
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Meeting password: 81611

### I. WORK SESSION

- I.A. Council Goals Update
- I.B. Wheeler Opera House Exterior Maintenance/Building Operations
- I.C. City Offices Update
- I.D. Galena Plaza Update



**MEMORANDUM**

**TO:** Mayor Torre and City Council

**FROM:** Nathaniel Ross, Management Analyst

**THROUGH:** Karen Harrington, Director of Quality  
Alissa Farrell, Administrative Services Director  
Sara Ott, City Manager

**DATE OF MEMO:** July 24, 2020

**RE:** 2020/2021 Council Goals and COVID-19 Relief Outcomes Update

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**REQUEST OF COUNCIL:**

This memo is to update Council about the current status of the 2020/2021 Council Goals and the COVID-19 Relief Outcomes. In addition, and because the operating environment has considerably changed in recent months due to the pandemic, further Council direction is requested for several Council Goals.

**BACKGROUND:**

During the 1<sup>st</sup> Quarter of 2020, City Council formally adopted Resolution #16 establishing the 2020-2021 Council Goals. (Exhibit A) The 2020/2021 Council Goals consist of eight individual goals organized into two distinct tiers, as follows:

**Tier I Goals**

1. Affordable Housing
2. Childcare Sustainability
3. Waste Management
4. Stormwater Financing

**Tier II Goals**

5. Energy Conservation
6. Community Engagement
7. Local Businesses
8. Boards and Commissions

Subsequently, the Council adopted six COVID-19 Outcome Statements and Objectives in Resolution 33 on April 9, 2020 (Exhibit B):

Outcome 1: Increase economic security to individuals and families by aiding in securing shelter, food, utilities, healthcare, childcare and transportation

Outcome 2: Encourage good mental health hygiene

Outcome 3: Support the Pitkin County Incident Management Team

Outcome 4: Proactively and swiftly work to minimize further economic disruption and actively encourage its recovery

Outcome 5: Provide essential municipal government services with minimal interruption

Outcome 6: Effectively and regularly communicate with, and listen to, the community during the response and recovery efforts.

**DISCUSSION:**

Less than a month passed between the formal adoption of the 2020/2021 Council Goals and when the COVID-19 pandemic emerged. City staff assigned to champion specific Council Goals had to shift their focus to supporting the City’s response and recovery efforts, or to backfilling for colleagues who had to do so. A total of nearly 4000 hours of staff time were spent in direct support of the City Incident Management Team from early March through late June. This total does not include the staff time additionally dedicated to the County Incident Management Team from departments such as Communications, Police, Environmental Health and the Quality Office. The relative importance of goals shifted as well, with an immediate focus on steps to achieve the COVID-19 Outcomes taking priority. As a result of these necessary shifts, progress was limited across the entire spectrum of the original Council Goals. Exhibit C provides a scorecard on the current status of the Council Goals, while Exhibit D provides an update on expenditures of the \$6 million committed to the Outcomes. In addition, Exhibits E through H provide more detailed information, recently provided to Council, on Communications outreach and planning, the Health Team, and recycling.

Staff will be requesting future work sessions to delve more deeply into the following topics related to the original Council Goals, seeking Council feedback on whether and how to move forward on:

- Affordable housing policy and development of future affordable housing projects
- Options for addressing stormwater needs, including 1) whether to limit projects to those than can be supported with existing funds, or 2) whether to reallocate funding from the Asset Management Plan
- Initiatives and mandates for energy efficiency
- Consideration of decision-making authorities for commissions and quasi-judicial boards, including the potential ramifications of adjusting authorities

In addition, at the July 27, 2020 meeting, staff is requesting feedback on the following questions:

- In light of competing priorities, should staff remain paused on work for the Waste Management goal?
- Should the Council's original goal for Local Businesses be reformulated to integrate the COVID-19 Outcomes and objectives?

**FUTURE REPORTING ON COUNCIL GOALS AND COVID-19 OUTCOMES:**

Moving forward, staff will provide comprehensive updates on the Council Goals and COVID-19 Outcomes on a quarterly basis. In between these quarterly reports, staff will continue to schedule additional work sessions for more in-depth discussions of specific items as needed.

After receiving Council's feedback on the scorecard and report, staff will then work on the development and communication of the scorecard and information to the community on a regular basis.

Staff would like to request feedback on Exhibits C and D as tools to assist Council in understanding the overall status of the Council Goals and COVID-19 Outcomes through a snapshot lens:

- How useful are these tools to Council?
- Are there any modifications Council would like to Exhibits C and D before the next update?

**CITY MANAGER COMMENTS:**

EXHIBIT A: RESOLUTION ADOPTING CITY COUNCIL GOALS

RESOLUTION # 016  
(Series of 2020)

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ASPEN, COLORADO,  
ADOPTING THE 2020-2021 CITY COUNCIL GOALS

WHEREAS, the City Council has a long history of establishing goals to direct priorities for the City; and

WHEREAS, the City Council adopted Strategic Focus Areas in December 2019 to guide the work of City Administration; and

WHEREAS, City Council endeavors to be strategic in its deliberations regarding these goals to ensure that current opportunities, needs and challenges facing the community are fully considered; and

WHEREAS, the goals of City Council guide the actions of City Council and the City Administration in budgeting and programming initiatives; and

WHEREAS, City Council desires to formally adopt year 2020-2021 goals to guide the City in shaping its future.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ASPEN, COLORADO,

Section 1. That the City Council of the City of Aspen hereby adopts the following City of Aspen 2020-2021 Council Goals, and does hereby authorize the City Manager to pursue said goals.

**Tier I Goals**

1. **Affordable Housing** – Advance the quality of life through affordable housing opportunities that address financing, incentives, and maintenance through partnerships.
  - A. **Resources:** Increase the City’s resources for affordable housing development by leveraging existing funds in tandem with partnering with regional entities.
  - B. **Incentives:** Review adopted regulations that affect the development of affordable housing including a study of the affordable housing fee-in-lieu rate, the Certificate of Affordable Housing Credit program, employee generation and mitigation rates, and multi-family replacement requirements.
  - C. **Financing:** Establish and utilize a financial advisory board to advise, evaluate, and make recommendations on the long-term economic stability of affordable housing development.
  - D. **Maintenance Focus:** Work with partner agencies and homeowner associations to formulate options to address delayed affordable housing maintenance, including insufficient capital reserves policies.

2. **Childcare Sustainability:** Engage with the business community and local stakeholders on ways to finance and expand childcare availability and create workforce development opportunities.
  - a. **Education.** Increase the awareness regarding the value, benefits, and success of Kids First and early childhood education programs.
  - b. **Resources:** leverage the collective interests of the Roaring Fork Valley to identify and advance opportunities to increase capacity, with emphasis on the need for quality infant and toddler spaces.
  - c. **Workforce:** Encourage workforce development and program expansion through creative and immediate actions that develop a qualified workforce and talent pipeline for early childhood educators.
3. **Waste Management:** Develop a long-range community waste management plan to reduce waste in the highest impact landfill diversion areas.
  - a. **Incentives.** Evaluate and implement incentives that increase voluntary diversion of solid waste.
  - b. **Policy.** Evaluate and consider policy changes that address wildlife conflicts, balances community values surrounding construction impacts, and supports the longevity of the community's landfill.
4. **Stormwater Financing:** Identify and implement capital funding sources to address and expand the aging stormwater system as well as finance projects focused on treating outfalls to the Roaring Fork River.
5. **Energy Conservation:** Reduce the energy use in commercial and multi-family buildings through increased incentives and the advancement of Building IQ, which requires energy use tracking and improved energy efficiency.

#### Tier II Goals

6. **Community Engagement:** Create and implement a community engagement strategy that incorporates participation data to inform and increase future public participation in policy decisions.
7. **Local Businesses:** Analyze opportunities to retain and attract essential, small, local and unique businesses to provide a balanced, diverse and vital use mix supporting the community.
8. **Boards and Commissions:** Evaluate decision making authority for quasi-judicial boards and commissions.

INTRODUCED, READ AND ADOPTED by the City Council of the City of Aspen on the 10th day of March 2020.



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Torre, Mayor

I, Nicole Henning, duly appointed and acting City Clerk do certify that the foregoing is a true and accurate copy of that resolution adopted by the City Council of the City of Aspen, Colorado, at a meeting held, March 10, 2020.



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Nicole Henning, City Clerk

EXHIBIT B: RESOLUTION ADOPTING COVID-19 OUTCOMES AND RELATED OBJECTIVES

RESOLUTION NO. 33  
(SERIES OF 2020)

**A RESOLUTION ADOPTING SIX OUTCOME STATEMENTS AND RELATED OBJECTIVES  
FOR THE CITY OF ASPEN COVID-19 RELIEF EFFORTS AND DIRECTING THE CITY  
MANAGER TO PREPARE SPECIFIC TACTICS TO IMPLEMENT THE OBJECTIVES.**

WHEREAS, there have been proposals brought before City Council to fund relief and recovery efforts related to the City of Aspen's Local Disaster Emergency Declaration; and

WHEREAS, the City Council has evaluated these proposals and believes adopting specific outcome statements and related objectives for the City and directing the City Manager to prepare specific tactics to implement the objectives will best serve the City in providing relief efforts.

NOW THEREFORE, be it resolved by City Council, that the City of Aspen hereby adopts the following five outcome statements and related objectives for the City of Aspen Covid-19 relief efforts and to direct the City Manager to prepare specific tactics to implement the objectives:

*Outcome #1: Increase economic security for vulnerable people by aiding in securing shelter, food, utilities, healthcare, childcare and transportation.*

Objectives:

- A. Quickly distribute funds to individuals and families through non-profit and governmental partners.
- B. Amend City housing policies that can provide temporary relief.
- C. Educate residents on how to communicate with lenders and landlords regarding changes in personal financial circumstances
- D. Reduce barriers to accessing healthcare through education.
- E. Deliver public transit in a safe and reliable manner.
- F. Ensure safe, reliable and affordable childcare remains in the community for working families.

*Outcome #2: Encourage good mental health hygiene.*

Objectives:

- A. Regularly encourage neighbor-to-neighbor connection in new ways that account for social distancing requirements.
- B. Financially support professional mental health services in the community.

*Outcome #3: Support the Pitkin County Incident Management Team.*

Objectives:

- A. Frequently communicate with the Incident Management Team Incident Commanders and the community.
- B. Provide staffing for the Incident Management Team.
- C. Advocate for and be a funding partner for COVID-19 testing for the community at-large.
- D. Advocate for and be a funding partner for purchasing personal protective equipment.
- E. Assist with planning for 'opening of town' with protocol to minimize disease relapse in the community.

*Outcome #4: Proactively and swiftly work to minimize further economic disruption and actively encourage its recovery.*

Objectives:

- A. Serve as a connector to aid small businesses and landlords seeking assistance through state and federal programs.
- B. Leverage business expertise to establish Aspen-centric economic recovery roundtables
- C. Provide flexibility to commercial leaseholders in City-owned properties.
- D. Take a regional approach to recovery efforts to leverage the Western Slope's collective business, educational and government expertise and voice with state and federal agencies
- E. Identify and respond to gaps in state and federal business aid programs that can be reasonably be filled by the City of Aspen through a loan or grant program.

*Outcome #5: Provide essential municipal government services with minimal interruption.*

Objectives:

- A. Prioritize services and service levels.
- B. Plan services to match available financial resources.
- C. Be a responsible employer in the care and welfare of City employees.

*Outcome #6: Effectively and regularly communicate with, and listen to, the community during the response and recovery efforts.*

Objectives:

- A. Provide timely and accurate information on the City's progress towards these outcomes.
- B. Collaborate and utilize extensive communication strategies and tools, including deploying new tools, for ensuring the City is meeting audiences where they are today.

And further, the City Council wishes to have further work sessions to evaluate the community benefits and considerations of:

- Advancing private sector construction projects to shovel ready through permit review and extension of the spring construction season;
- Possible temporary relief of land use code requirements for accommodation, retail and restaurant industries; and
- Collaboration with major tourism partners to emphasize Aspen's unique and valued experiences to launch an open for business campaign and events when appropriate.



Torre, Mayor

I, Nicole Henning, duly appointed and acting City Clerk of the City of Aspen, Colorado, do hereby certify that the foregoing is a true and correct copy of the Resolution adopted by the City Council at its meeting held on April 9, 2020.



Nicole Henning



## EXHIBIT C: COUNCIL GOAL SCORECARD

### Key:

	Progressing on schedule
	Paused or delayed
	Proposed to be dropped
	Council guidance requested
	Completed

Tier	Status	Goal	Accomplishments	Next Steps	Questions for Council
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 **Safe and Lived-in Community of Choice**

*Affordable Housing: Advance the quality of life through affordable housing opportunities that address financing, incentives, and maintenance through partnerships*

1

		<b>Resources:</b> Increase resources for affordable housing development	On July 6th, initial concepts for the Lumberyard project as well as an update on the Burlingame Phase III planning process were presented to Council. Financial resources have been identified for BG Phase III.	Continue progressing forward, beginning with a Council work session covering affordable housing policy and development of future affordable housing projects.	
		<b>Incentives:</b> Review adopted regulations to improve incentives	A memorandum covering Land Use Codes and affordable housing was discussed in a June 2nd work session. Staff is approaching this project with caution so that the full impact of any code amendments is understood.	This will be a 12- to 18-month project during which Council will be informed and consulted regularly.	
		<b>Financing:</b> Establish a financial advisory board	Staff propose that the Initiative be removed for 2020		
		<b>Maintenance:</b> Formulate options to address delayed housing maintenance	On pause		



Tier	Status	Goal	Accomplishments	Next Steps	Questions for Council
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1 *Childcare Sustainability: Engage with the business community and local stakeholders on ways to finance and expand childcare availability and create workforce development opportunities*

		<b>Education:</b> Increase awareness of benefits of Kids First and early childhood ed	CMC Board has approved a new infant classroom concept	Draft and submit an IGA between City and CMC for consideration	
		<b>Resources:</b> Identify and advance opportunities to increase childcare space and financing	Community engagement on potential locations is paused. The feasibility of potential funding mechanisms has been negatively affected by COVID-19.  The City and CMC have agreed to develop an infant care classroom at the CMC-Aspen campus	Assess alternative ways to carry out community engagement, in light of COVID-19 restrictions. Reassess potential funding mechanisms.  A proposed IGA will be presented to City Council and CMC Trustees by end of 2020	
		<b>Workforce:</b> Take action to develop a qualified workforce	On pause		



## Community Engagement

*Community Engagement: Create and implement a community engagement strategy that incorporates participation data to inform and increase future public participation in policy decisions*

2

		<b>Strategy:</b> Create and implement a community engagement strategy	As noted in an Info Memo to Council on June 30, since the onset of COVID-19 the communications team has shifted its focus to mediums that fit the needs of the moment. Planning on a broader strategic plan was paused with the intent of gathering community information first.	Restart the strategic communications plan, including a community survey on priorities, preferred mechanisms, and strengths and weaknesses of City communication. Complete the survey by Fall 2020. As well, host virtual focus groups and complete a social media audit.	
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*Local Businesses: Analyze opportunities to retain and attract essential, small, local and unique business to provide a balanced, divers and vital use mix supporting the community*

2

		<b>Proposed new focus:</b> Achievement of the COVID-19 Outcomes	Council has approved a set of COVID-19 initiatives to support the broader business community in Aspen		Request to refocus this goal on the COVID-19 outcomes, and incorporate those outcomes into the Council goal framework
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## Protect our Environment

*Waste Management: Develop a long-range community waste management plan to reduce waste in the highest impact landfill diversion areas*

1

		<b>Incentives:</b> Provide incentives to increase voluntary diversion of solid waste	The current state of construction demolition waste was discussed June 8 with Council. Staff recommended that the City observe impacts of recent County incentives and policies to inform any future actions. Cardboard recycling at the Rio Grande Recycling Center was discontinued as of July 1 <sup>st</sup> due to budget considerations.	Pause?	Request to pause this initiative due to EHS priorities related to COVID-19
		<b>Policy:</b> Consider policy changes to address wildlife conflicts, consider construction impacts, and increase landfill longevity	EHS provided an update on demo/con waste to Council.	Pause?	Request to pause this initiative due to EHS priorities related to COVID-19



1

***Stormwater Financing: Identify and implement capital funding sources to address and expand the aging stormwater system as well as finance projects focused on treating outfalls to the Roaring Fork River***

		<p><b>Funding and financing:</b> Identify and implement options</p>	<p>Currently there is a significant need for stormwater projects. Staff identified two main sources of potential funding (fees or taxes); however, these options are not likely acceptable due to the financial impacts of COVID-19 on the community</p>	<p>Staff are currently researching approaches other organizations have taken on this topic and are documenting best practices. Staff anticipate working additional stormwater projects into 2021 budget discussions. An August 17th work session will include a discussion on potential funding mechanisms.</p>	
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2

***Energy Conservation: Reduce the energy use in commercial and multi-family buildings through increased incentives and the advancement of Building IQ, which requires energy use tracking and improved energy efficiency***

		<p><b>Incentives:</b> Increase incentives and advance building IQ</p>	<p>While staff recently updated Council via an Info Memo on this goal, concerns exist regarding whether a mandatory energy conservation program is feasible given the economic impacts of COVID-19</p>	<p>In a future work session, provide staff with feedback on the priority of this goal in comparison with other initiatives and given the current economic status of businesses and residents.</p>	
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## Smart, Customer Focused Government

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## Fiscal Health and Economic Vitality

*Boards and Commissions: Evaluate decision-making authority for quasi-judicial boards and commissions*

2

		<b>Roles:</b> Evaluate decision-making authorities	On pause	At a future work session, discuss the goal, the potential ramifications of adjusting authorities, and decide whether to restart and move forward.	
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**EXHIBIT D: STATUS OF EXPENDITURES FOR COVID-19 OUTCOME AREAS**

**Outcomes:**

<b>1</b>	Increase economic security for vulnerable people by aiding in securing shelter, food, utilities, healthcare, childcare and transportation.
<b>2</b>	Encourage good mental health hygiene.
<b>3</b>	Support the Pitkin County Incident Management Team.
<b>4</b>	Proactively and swiftly work to minimize further economic disruptions and actively encourage its recovery.
<b>5</b>	Provide essential municipal government services with minimal interruption.
<b>6</b>	Effectively and regularly communicate with, and listen to, the community during the response and recovery efforts.

Fund	Outcome	Purpose	Budget	Spent	Committed	Remaining	Notes
General Fund	1	County support for financial assistance	\$500,000	\$200,000	\$300,000	\$0	First payment of \$200K was issued April 23 and matched by ACF donor. As of July 17, County has communicated additional \$300K is needed; city is awaiting invoice and reconciliation of first \$200K before releasing.
General Fund	1,2,3,4	Assistance to small businesses, purchase of protective equipment and/or temporary staffing, individual assistance through ACF and other non-profits.	\$3,000,000	\$1,524,547	\$450,000	\$1,025,453	Details below in gray.



Fund	Outcome	Purpose	Budget	Spent	Committed	Remaining	Notes
				\$908,959			All payments have been made. This was for up to one third of rent plus CAM for up to three months for commercial renters (total of \$1M set aside for this program).
				\$250,000	\$250,000		Payment made on May 8 to ACF for the Aspen to Parachute Relief Fund. Next Payment of \$150K scheduled for July 31, and another payment of \$100K schedule for October 30
				\$200,000			Payment made on June 16 to ACRA (as a loan) in tandem with additional \$300K release of funds from the Tourism Promotion Fund balance. This was coupled with \$500K of ACRA's own funds to promote Aspen as a tourist destination during these challenging times.
				\$90,920	\$90,000		Expenditures to date on PPE for staff and the public, including gloves, masks, hand sanitizer and cleaning products, and plexiglass coverings, including PPE purchase for school district for on-campus learning and compliance
				\$55,128			Expenditures to date on protective barriers for restaurants/businesses to safely occupy right-of-way spaces for expanded commerce while maintaining spacing for public health preservation.
				\$16,350	\$10,000		Expenditures to date on the \$25 gift card program (equivalent of 654 cards). Staff anticipate an additional \$10K in card redemptions as program wraps up this month.
				\$3,191			Expenditures to date on additional COVID communication, including advertisement in papers, Facebook, signage and stickers.



Fund	Outcome	Purpose	Budget	Spent	Committed	Remaining	Notes
					\$245,000		Communications Professional Services and termed labor for face covering campaign, Latinx outreach, social media support, general communications messaging and campaign review
					\$250,000		Committed funds for additional arts and cultural arts grants. These funds would be in addition to \$142K in non-RETT revenue within the Wheeler Opera House Fund for distribution in 2020. \$280,5000 in Recovery funding has been awarded to date, with \$115,500 remaining available. Contracts are in process.
					\$200,000		Committed funds for a revolving loan program with a 1% interest obligation and repayment terms over 4 years.
					\$350,000		City of Aspen Health Protection Team includes full time staff, equipment, technology, specific printing and record keeping systems
					\$30,000		ACRA Street Team for summer tourist education on public health orders

Housing Development Fund	1	Direct rental / mortgage assistance for residents throughout the Valley in deed-restricted APCHA units.	\$1,500,000	\$365,146	\$0	\$1,134,854	The County's financial assistance program was paused for the month of July to assess the program and options going forward. Awaiting updates from County on future plans.
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Fund	Outcome	Purpose	Budget	Spent	Committed	Remaining	Notes
Kids First Fund	1	Additional financial aid, support of program staffing levels and cleaning, and improvements to Kids First offices to ensure safe working conditions	\$1,000,000	\$221,162	\$0	\$778,838	Details below in gray.
				\$166,256			Enrollment subsidies and rent assistance to individual programs
				\$54,906			Expenditures to date for reconfiguration of Kids First offices for a safer working environment.
					\$75,000		CMC classroom remodeling costs for intermediate infant care room
<b>Total</b>			<b>\$6,000,000</b>	<b>\$4,056,565</b>	<b>\$1,900,000</b>	<b>\$2,939,145</b>	<b>Staff will seek re-appropriation in 2021 for continuation of programs that carry into the next fiscal year</b>

**EXHIBIT E:**

JUNE 30, 2020 INFORMATION MEMO ON RECOVERY AND RELIEF FUND  
COMMUNICATIONS AND CRISIS COMMUNICATIONS



CITY OF ASPEN  
**INFORMATION ONLY  
MEMORANDUM**

**TO:** Mayor Torre and City Council

**FROM:** Mitzi Rapkin, Communications Manager

**THROUGH:** Alissa Farrell, Administrative Services Director

**CC:** Sara Ott, City Manager

**MEMO DATE:** 6/30/20

**RE:** Recovery and Relief Fund Communications and Crisis Communications (COVID-19) Update

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**Introduction**

The purpose of this memo is to 1) update City Council on the specific communications plan for the recovery and relief funds approved through Resolution No. 33, which includes the adoption of six outcomes and strategic objectives to address Aspen’s economic, social, physical, and cultural recovery 2) provide Council an update on the City’s crisis communications during COVID-19.

The goals of the communications department are to enhance the community’s understanding of the services the City offers, the policies that guide them, and to provide opportunities for community engagement, connection and feedback.

In times of emergency, crisis communications plans are implemented to strategically meet the communication requirements of an emergency while upholding the goals described above.

**Resolution #33 Outcome #6:**

Effectively and regularly communicate with, and listen to, the community during the response and recovery efforts.

**I. COVID-19 Relief and Recovery Communication Objectives:**

- A. Provide timely and accurate information on the City’s progress towards these outcomes.
- B. Collaborate and utilize extensive communication strategies and tools, including deploying new resources, to broadly reach the community on specific COVID-19 recovery related information and progress.

**COVID-19 Relief and Recovery Communication Action Plan:**

1. Develop and implement a **COVID-19 Recovery and Relief Dashboard** to focus on City Council’s Six Objectives from Resolution #33. The purpose of the dashboard is to track the progress of the City’s relief efforts. It will be updated monthly to provide current information and a source for ongoing transparency with the community. This will be published in a special section on City of Aspen’s COVID-19 webpage and all social media channels (Facebook, Instagram, Twitter and LinkedIn), digital and print newspaper ads and CGTV Channel 11.
2. Initiate a campaign to solicit interested citizens and businesses who may benefit in receiving City communications such as the City Recovery and Relief Dashboard updates.
3. Immediately recruit contract help to bolster goals and strategies.
4. Enhance community partner networks to include but not limited to governments, ACRA and local businesses, quasi-governmental, educational, and non-profit organizations to create alignment, consistent brand messaging, and message amplification and cohesion.
5. In conjunction with 2020-2021 City Council Goals, provide consistent reports to City Council detailing progress on stated goals to include performance and engagement metrics associated with multi-media channels and their effectiveness. Communication formats will continually be expanded and revised based on metrics and feedback.

Broadly, the objectives of the above action plan are to enhance transparency between the City and community through the regular, timely updates on the City’s COVID-19 Recovery and Relief Plan and further evaluate and improve community access to City communications.

**II. COVID-19 Crisis Communications Strategic Plan in Review**

The City of Aspen assembled a crisis communication team (CCT) in mid-March to respond to the COVID-19 crisis with the goal of creating and carrying out a communication plan that encompassed the City’s external communications to the community and stakeholders and internal communications to staff. The crisis communications team routinely and efficiently disseminated critical information to vast audiences on multiple platforms.

The Crisis Communications Strategic Plan (CCSP) was established to provide structure for the CCT by outlining goals, objectives, strategies, communications channels and resources. Having developed the CCSP to respond to Aspen’s specific needs, this plan allows the City to be well organized and execute multiple communication initiatives across several channels with ease

and structure. The CCP was developed to help ease public concern specifically during the COVID-19 crisis, distribute accurate, relevant, and timely information with a focus on inclusion. A summary of crisis communications metrics is included.

### **Next Step: Communications Assessment**

A significant tenant in moving forward with communications is the ability to gather feedback from community members to determine what they see as priorities for the City's communications department, how they want messages delivered, and what they see as the strengths, weaknesses and barriers of the City's communications. An expansive, communications survey is to be completed by the same company who initiated the revised citizen survey in 2019. This would be completed by the Fall of 2020 and would focus solely on communications. At the heart of the communications department's philosophy is engagement with the community and this next step would allow us to move forward in an expansive and comprehensive direction that is guided by community feedback.



CITY OF ASPEN

# ASPEN COVID-19 RECOVERY PROGRAM

In April 2020 Aspen City Council passed Resolution No. 33 adopting six outcomes and associated objectives to strategically address Aspen's economic, social, physical, and cultural recovery from COVID-19.

This effort is known as Aspen COVID-19 Recovery Program.



PROTECTING OUR  
ENVIRONMENT



SMART, CUSTOMER  
FOCUSED GOVERNMENT



FISCAL  
HEALTH



COMMUNITY  
ENGAGEMENT



ECONOMIC  
VITALITY



SAFE LIVED-IN  
COMMUNITY



ORGANIZATIONAL  
DEVELOPMENT



## OUTCOME # 1

### **Increase economic security for vulnerable people by aiding in securing shelter, food, utilities, healthcare, childcare and transportation**

#### **Objectives:**

- A. Quickly distribute funds to individuals and families through non-profit & governmental partners.
- B. Amend City housing policies that can provide temporary relief.
- C. Educate residents on how to communicate with lenders and landlords regarding changes in personal financial circumstances
- D. Reduce barriers to accessing healthcare through education.
- E. Deliver public transit in a safe and reliable manner.
- F. Ensure safe, reliable and affordable

## OUTCOME #2

### **Encourage good mental health hygiene**

#### **Objectives:**

- A. Regularly encourage neighbor-to-neighbor connection in new ways that account for social distancing requirements.
- B. Financially support professional mental health services in the community.



# OUTCOME # 3

## Support the Pitkin County Incident Management Team

### Objectives:

- A. Frequently communicate with the Incident Management Team Incident Commanders and the community.
- B. Provide staffing for the Incident Management Team.
- C. Advocate for and be a funding partner for COVID-19 testing for the community at large.
- D. Advocate for and be a funding partner for purchasing personal protective equipment.
- E. Assist with planning for 'opening of town' with protocol to minimize disease relapse in the community.

# OUTCOME #4

## Proactively and swiftly work to minimize further economic disruption and actively encourage its recovery.

### Objectives:

- A. Serve as a connector to aid small businesses and landlords seeking assistance through state and federal programs.
- B. Leverage business expertise to establish Aspen-centric economic recovery roundtables
- C. Provide flexibility to commercial leaseholders in City-owned properties.
- D. Take a regional approach to recovery efforts to leverage the Western Slope's collective business, educational and government expertise and voice with state and federal agencies
- E. Identify and respond to gaps in state and federal business aid programs that can be reasonably be filled by the City of Aspen through a loan or grant program.

## OUTCOME # 5

**Provide essential municipal government services with minimal interruption.**

**Objectives:**

- A. Prioritize services and service levels.
- B. Plan services to match available financial resources.
- C. Be a responsible employer in the care and welfare of City employees.

## OUTCOME #6

**Effectively and regularly communicate with, and listen to, the community during the response and recovery efforts.**

**Objectives:**

- A. Provide timely and accurate information on the City's progress towards these outcomes.
- B. Collaborate and utilize extensive communication strategies and tools, including deploying new tools, for ensuring the City is meeting audiences where they are today.



EXHIBIT F: COMMUNICATIONS OUTREACH SUMMARY



CITY OF ASPEN

# COMMUNICATIONS DEPT.

COVID-19 STATISTICS  
MARCH THROUGH MAY\*

\*All comparisons are to the previous three months, December 2019 through February 2020 before COVID-19



**29,760 TOTAL VISITS**

**90% INCREASE OVER PREVIOUS 3 MONTHS**

**10,381 VISITS TO COVID-19 PAGE**

**35% OF VISITORS TO WEBSITE VISITED COVID-19 PAGE**



**1,000% INCREASE IN POSTS**

**11.3% INCREASE IN FANS**

**2,400% INCREASE IN ENGAGEMENT**

**29.7% INCREASE IN POSTS**

### TOP TEN POSTS

1. Social Distance for Kids
2. Face Covering Law
3. Council Letter to the Community
4. APD Don't Stand So Close to Me
5. Construction Site Rules for COVID
6. Shopping Tips for COVID
7. Mask Giveaway
8. Pitkin County Health video about testing
9. Mask Law
10. Emergency Declaration



**3,100% INCREASE IN POSTS**

**12% INCREASE IN FOLLOWERS**

**1,300% INCREASE IN ENGAGEMENT**

### TOP TEN POSTS

1. APD Don't Stand So Close to Me
2. Woody Creek Distillery Donation of Hand Sanitizer
3. Flattening the Curve
4. Utilities Crew at Work
5. Social Distancing for Kids
6. Shopping Tips for COVID
7. COVID tracker for State of Colorado
8. Community Development at Work
9. Social Distancing for Outdoors
10. Emergency Declaration



**278% INCREASE IN TWEETS**

**118% INCREASE IN FOLLOWERS**

**5,700% INCREASE IN ENGAGEMENT**

### TOP TEN POSTS

1. State of Colorado Report Card on COVID
2. One for 1 of Jellyfish
3. Volunteer App
4. Quarantine stories from APR and AHS
5. Stay Home and Stay Kind Message
6. Outdoor Face Mask Rules
7. Shopping Tips for COVID
8. Community Meetings
9. Early COVID preparation
10. Parks Department Preparing Hand Sanitizer for Staff

# BY THE NUMBERS

<b>160,905</b>	Number of people who saw City of Aspen content on Facebook
<b>3,990</b>	Visitors to Aspen Community Voice
<b>3,220</b>	Voters in Aspen March 2019 Election
<b>1,749</b>	Average number of people per day who saw City of Aspen content on Facebook
<b>1,441</b>	Active participants on Aspen Community Voice
<b>600</b>	Postcards printed and distributed by Parking, Parks, Police, and Businesses about mask law
<b>571</b>	New registrations on Aspen Community Voice
<b>84</b>	Mask underwriting messages on Aspen Public Radio
<b>39</b>	Updates to Aspen homepage
<b>17</b>	Press Releases Sent
<b>13</b>	Videos Produced

## Responsiveness

**Comprehensive COVID specific crisis plan drafted** – 5 work days after emergency declaration

**Business Tool Kit** – Communications researched and developed Business Tool Kit with CMO and Downtown Services Director and published it in 7 work days

**Social Distance Banners** – Designed and ready to hang in 2 days and shared with GWS, Carbondale, Basalt, SMV, Pitkin County

**Mask Postcards** – Created and distributed 3 days after law passed by City Council



EXHIBIT G: JULY 23, 2020 HEALTH PROTECTION TEAM UPDATE

## MEMORANDUM

**TO:** Sara Ott, City Manager  
**FROM:** CJ Oliver, Environmental Health and Sustainability Director  
**MEETING DATE:** July 23rd, 2020  
**RE:** Health Protection Team Update

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**PURPOSE:** This memo is being provided to give an update on the activity of the Health Protection Team working to reduce the spread of COVID-19 in the Aspen community through education, support and business outreach.

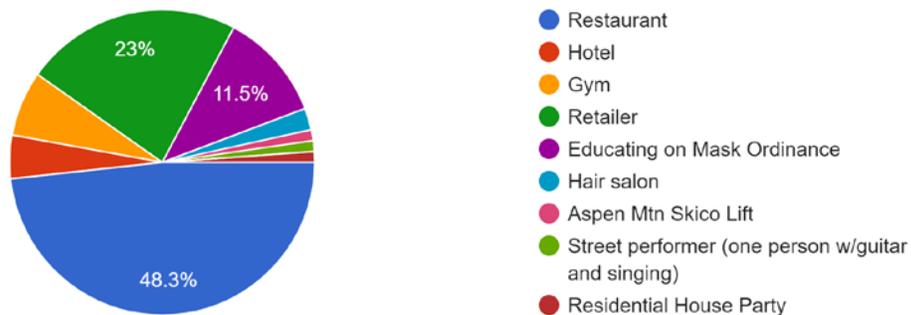
**SUMMARY:** The City of Aspen Health Protection Team has been providing educational interactions with businesses, residents and visitors to boost knowledge and provide tools to help the entire community achieve better compliance with standing public health orders and to reduce the spread of COVID-19 in the community. The team has been in the field in a formal capacity for approximately one month and is currently comprised of staff which also are responsible for a variety of other functions which allows for only a couple of hours each day for them to focus specifically on COVID-19 related issues. In the coming weeks, 2 full time staff will join the team as Consumer and Employee Health Protection Specialists and significantly increase the capacity to work on these issues and provide a more consistent presence in the community.

- General observations from the team are that compliance is improving and that businesses are thankful for the work that is being done on this front.
- City staff are working together with Pitkin County staff to better align the health protection efforts in both jurisdictions to help ensure that the same information is provided for all businesses and people who are subject to the public health orders in our area. This includes shared databases for tracking contacts, communication on enforcement actions and County Public Health Support for city staff in the form of subject matter expertise and provision of tools to perform complaint investigations and contacts with businesses.
- County staff are now attending the City Health Protection Team meetings to assist and collaborate where appropriate and City of Aspen staff are taking part in county discussions for similar reasons.
- Natalie Tsevdos is currently the team lead and supervisor for the incoming Consumer Health Protection Specialists. The top candidates for these positions were extended offers on 7/22 with one providing verbal acceptance and working with their current employer to establish a start date before we send an offer letter. The second is evaluating their housing options to see if they can move from the Eagle area before formally accepting the position. This will be decided by 7/27. -City staff currently working on the Health Protection Team and County staff have both offered to assist in training the new staff to get them up to speed as quickly as possible.

**ADDITIONAL DATA:** Per the data from the official county-wide complaint database there were 14 complaints that came into the system which were forwarded to city staff for investigation between 7/15 and 7/22. Additionally, county staff have been sorting through the complaints which do not require an official investigation, or which are not actually violations of the public health order and are taking care of those in house without the involvement of City staff. According to County staff, this type of complaint makes up at least ¼ of the volume coming into the database. Data provided recently to the BOCC indicated that 70+% of complaints are occurring in the City of Aspen. It is important to consider that that includes the calls which are not viable complaints and that the majority of activity and people in Pitkin County are in Aspen.

As we move forward, we are looking to better use the countywide database to extract trends and identify focal point for our educational efforts in the field. The graph below shows the number and types of interactions that city staff have had since the end of June as tracked by our City of Aspen Health Protection Team database.

Are you visiting a  
87 responses



Due to their prevalence, number of visitors, as well as complexity of operation, restaurants make up the largest portion of the visits. The majority of restaurants are working cooperatively with staff to establish systems to help ensure ongoing compliance with the public health orders and are doing well in this regard. There are a small number which have been more challenging and have required more frequent visits and a small number which have been elevated in the Pitkin County enforcement process.

General retail visits have shown steady improvement and overall strong compliance with public health orders.

Gyms have been more challenging due to the specific requirements they are required to follow and the issues some facilities have had in meeting those requirements. One gym received a warning letter on 7/22 for ongoing non-compliance issues.

Overall, observations made by the Health Protection Team out in the field have been that compliance rates are good with a some areas that still need more attention such as posting of signage at entrances as well as making sure all businesses have an up to date business safety plan. Working more closely with the Pitkin County Consumer Protection staff has provided a more efficient way for the city team to elevate non-compliant businesses in the enforcement process where needed. This collaboration will also support the development of better and more up to date guidance and tools for both City and County staff to deliver service to the community.



CITY OF **ASPEN**

EXHIBIT H. JULY 6, 2020 INFORMATION MEMORANDUM ON RECYCLING

## **INFORMATION ONLY MEMORANDUM**

**TO:** Mayor Torre and Aspen City Council  
**FROM:** CJ Oliver, Director of Environmental Health and Sustainability  
**THROUGH:** Sara Ott, City Manager  
**MEMO DATE:** June 30, 2020  
**RE:** Cost of Cardboard at the Rio Grande Recycle Center

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**REQUEST OF COUNCIL:** This memo is intended to provide information on the costs of providing cardboard recycling service at the Rio Grande Recycle Center (RGRC).

### **SUMMARY AND BACKGROUND:**

Due to the financial impacts of COVID 19 Department Managers were asked to propose 8% reductions in their operating budgets for the remainder of the 2020 budget year. The Environmental Health and Sustainability Department proposed eliminating cardboard collection at the Recycle Center to meet the budget target for the department. In addition, staff proposed removing the proposed cardboard compactor from the capital budget plan for 2020 as it would not be necessary if cardboard collection was eliminated. Together these reductions create \$250,000 in general fund savings.

### **DISCUSSION:**

The cost of providing cardboard recycling at the Rio Grande Recycle Center is significant. Cardboard must travel a long distance from the Roaring Fork Valley from to reach a market for recycling. Typical destinations include New Mexico, Minnesota, or South Carolina and the material may also be taken overseas as markets fluctuate. Cardboard prices for materials going to recycling markets are also at exceptionally low numbers now and finally, cardboard needs to be handled by multiple parties to get to its final destination. As a result of these factors, the following numbers are the hauling costs for cardboard at the RGRC:

- Cardboard hauling (non-compacted)- \$150,000 per year
- Cardboard hauling (compacted)- \$80,000 to \$100,000 per year
- Cardboard compactor- \$150,000

By comparison, the other materials collected at the center are going to Colorado markets and we are able to provide the services at a much lower price. Yard waste gets composted at the Pitkin County Landfill, metals go to Rifle, and glass goes to Ft. Collins for processing.

There are currently alternative options available for the community to use to recycle cardboard. The Pitkin County Landfill accepts cardboard at their facility. It is free for residents and \$34.50/ton for businesses. Curbside recycling service should be provided at all residential and multi-family dwelling units per local ordinance. This service is required as part of the base rate for trash removal service in Aspen. This is not a requirement at commercial businesses though many produce a significant amount of cardboard and benefit from recycling cardboard from a financial perspective. Staff have been and will continue to work with HOA's to better capture cardboard on-site to take advantage of the curbside service they are already paying for in addition to ensuring that haulers are providing the required services at each account.

**FINANCIAL IMPACTS:**

Eliminating cardboard recycling beginning 7/1/2020 will save \$100,000 in the general fund operating budget and \$150,000 in capital expense for the cardboard compactor in 2020. In 2021 the savings will be \$150,000 in the general fund.

**NEXT STEPS:**

Staff will be discontinuing cardboard hauling at the Rio Grande Recycle Center beginning on 7/1/2020. Significant community outreach has been done through multiple outlets including newspapers, social media, and in person outreach at the RGRC with staff. Staff have also delivered information to businesses in person and through the ACRA newsletter. Assistance will be available for residents and businesses to help them strategize how best to handle cardboard moving forward after service ceases at the RGRC. One of the focal points will be better use of curbside recycling services where applicable which seems to be an area for improvement based on information collected from users at the RGRC. In addition, staff are exploring the option of a grant pool to help HOA's better capture cardboard on-site.



## MEMORANDUM

**TO:** Mayor and City Council

**FROM:** Diane Foster, Assistant City Manager  
Rob Schober, Project Manager, Asset Management

**THROUGH:** Nancy Lesley, Interim Executive Director, Wheeler Opera House  
Scott Miller, Public Works Director  
Jeff Pendarvis, Assistant Director, Asset Management

**MEMO DATE:** July 27, 2020

**MEETING DATE:** July 27, 2020

**RE:** Wheeler Opera House Construction Update & Tenant Requests

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**REQUEST OF COUNCIL:** Staff requests that Council, in its role as owner and landlord of the Wheeler Opera House, discuss and provide direction to staff on requests from:

- Aspen Public House for rent abatement; and
- Valley Fine Art for rent abatement and lease extension.

### **BACKGROUND:**

Due to the impacts of COVID-19, the City Manager granted temporary rent abatement to both The Aspen Public House and Valley Fine Art. Both tenants were granted a 2/3<sup>rd</sup> rent reduction for April, May and June 2020. The current monthly lease rate is \$10, 635.75 for the Aspen Public House and \$3,958.22 for Valley Fine Art.

On June 8, 2020 Council provided staff direction to move forward on a condensed construction schedule for the Wheeler Opera House.

Later in June, as the construction timeline and impacts became clearer, staff began talking with the Wheeler's two tenants, Aspen Public House and Valley Fine Art, about the timeline and impacts. Both tenants have sent letters to the City Manager; they can be found in the appendix.

### **DISCUSSION:**

#### Construction Update:

Staff is providing this section to provide City Council with additional information about construction and to add context Council's discussion of the tenant requests.

*Current Masonry Project:* While initial staging and masonry mock-ups for the stone repairs on the Wheeler will begin in August, the major impacts due to scaffolding and construction activities will be delayed until closer to Labor Day. If both tenants close their operations from September 8 through early December, it enables greater construction access around the exterior of the building allowing for a shorter the overall project schedule. As discussed in the June 8 City Council meeting, the project schedule is highly weather dependent, like every shoulder-season construction project in Aspen.

Staff does not recommend the businesses stay open. However, it is possible, though not simple, to maintain access for both tenants' businesses during construction. If Valley Fine Art wants to stay open during construction, we can minimize the time scaffolding is in front of the business. Expected impacts include:

- *Visual Impact:* The building will be wrapped in scaffolding. Will likely also need to add sheeting, debris netting or printed banner wraps the scaffolding, to help manage the dust and reduce the visual impact of the project. The entire building will not be scaffolded during the entire construction period however Aspen Public House will be impacted for the longest period of time, because the entrance is roughly located in the middle of the building and outdoor seating can not be maintained during construction.

We believe it is possible to scaffold the section of the building in front of Valley Fine Art for a shorter period if the owner wants to stay open. It is likely even the scaffolding on the other parts of the building will impact that business, simply due to the noise and overall visual impact of the scaffolding on adjacent sections of the building.

- *Sound:* Because this is a masonry project, and the contractor will need to custom fit stones onsite, it is expected to be quite a loud job site at times. There will be heavy machinery onsite during the project. In addition to intermittent loud noises, on the inside of the building it will also sound, at times, like a dentist office – because of the drilling noise.

*Spring 2021 Infrastructure & Sidewalk Project:* Staff has informed the tenants that we expect to begin the planned infrastructure & sidewalk project in the Spring 2021. We expect the sidewalk project could run from late April through mid-summer, depending on the weather. Depending on the fall 2020 weather, we may need to finish the masonry project during this time as well. This project is in the capital plan; staff will present this item to City Council for consideration later this year.

*Impacts to the Wheeler Parcel:* During construction, the Wheeler Parcel, located between the Aspen Times Building and the Wheeler, may not be accessible. Additionally, the fence that separates the parking area from the rest of the parcel will be moved towards Hyman Ave. permanently to allow for the installation of large transformers needed to power future electric boilers. Staff believes that where we are already impacting the site during the masonry project and the spring 2021 sidewalk project, it is wise to minimize the overall duration of construction and, thus, impacts to the parcel. Lastly, the sidewalk project is expected to require the removal several of the trees closest to the west wall of the Wheeler. The City Forester, David Coon, provide his professional assessment:

The improvements would require the removal of three trees which currently provide benefits to the community. The 8” Ash tree in the tree well next to E Hyman Ave. and two 8” Aspens directly to the North are targeted for removal. While these trees are established and are providing benefits to the community, one of the Aspens is diseased and the other Aspen and the Ash could be replaced with more appropriate species. The overall impact to the community forest is relatively minor, however consideration must be given to the resources and effort that have gone into the establishment of the trees targeted for removal.

#### Tenant Requests:

While the City Manager has the ability to provide rent relief to tenants, the City Manager and staff wanted to bring this item to City Council for discussion and direction because of the impact to the grant fund

The two Wheeler tenants are asking for additional rent relief, due to both COVID and construction, but primarily, construction, because both are considering closing from September 8 through early December. Below is a brief summary of the two requests; both request letters are in the appendix:

- **Aspen Public House:** Wheeler tenant since 2018
  - Requesting full rent abatement July through December 2020
  - Requesting a 50% rent reduction first six months of 2021
  - Offering to close September 8 through mid-December if July through December 2020 rent abatement is granted
  - Monthly rent is approximately \$10, 635.75 per month
- **Valley Fine Art:** Wheeler tenant since 2006
  - Requesting six-month full rent abatement (assuming July – December 2020)
  - Also requesting a five-year lease extension; the current lease expires November 30, 2021
  - Tenant not yet decided on possible closure
  - Monthly rent is approximately \$3,958.22 per month

**ALTERNATIVES:**

Staff recommends if City Council chooses to consider any type of rent abatement, that Council limit the abatement to 2020. Where there are so many COVID-related unknowns regarding the Wheeler 2021, staff recommends we consider any requests for 2021 in the fall of 2020.

**Rent Reduction**

It is possible, albeit difficult, to keep these businesses in operation during construction. Staff believes the construction process will benefit if these businesses close from September 8 through early December 2020. If Council is willing to provide some rent abatement, but not full rent relief, Council could choose to provide full rent relief for a shorter period or reduce rent by a percentage. Council could also reject altogether the request for rent abatement.

**Lease Extension**

While Valley Fine Art has been in their current Wheeler space for 14 years, the current lease commencement date was December 1, 2011 and was a five-year lease with a tenant option to extend an additional five years.

The owner of Valley Fine Art is requesting a five-year lease extension, in addition to rent abatement. The current lease expires November 30, 2021 and does not provide for additional lease extension. (This is common in municipal leases, as Councils generally try to avoid binding a future Council to a past Council's decision for extended periods of time.)

If Council does not want to grant a five-year extension, Council could put out a Request for Proposal (RFP) in early 2021 and could, at that time, include in the RFP Council's preference for what type of use might go into that space.

The owner has communicated to staff that knowing now about Council's willingness to do a lease extension would help with the business decisions at hand, regarding whether to close during construction and the potential for needing to find new space.

**RECOMMENDATION:** Staff recommends providing full rent relief from July through December on the condition that the businesses close during construction. Where staff has not discussed a lease extension vs going out to RFP with Council in the past, staff does not have a recommendation on that question.

**BUDGET IMPLICATIONS:** One hundred percent of tenant rent goes into the grant fund. Had 2020 been a normal year, rents would have contributed \$172,893.24, accounting for over half of the \$350,000 in annual grant funding.

While staff is currently booking the theater for the December 2020, January 2021 and February 2021 timeframe, it is impossible to forecast production revenues for this timeframe, as reopening depends heavily on the state of the COVID-19 pandemic locally and nationally.

A worst-case estimate for 2021 grant funding, from traditional sources, would stand at would total only slightly more than the WRETT \$100,000 contribution.

**CITY MANAGER COMMENTS:****ATTACHMENTS:**

**Letter from William Johnson, Owner, Aspen Public House**

**Letter from Mia Valley, Owner, Valley Fine Arts**

To: City of Aspen, City Manager

From: Bill Johnson, Aspen Public House

Date: June 22, 2020

Re: Aspen Public House short term emergency rent relief

Objective: To renegotiate a 12 month rent rate for the restaurant, Aspen Public House (APH); in an effort to achieve a rent that will allow APH to sustain business operations for the next 12 months and avoid a potential closure.

I am writing this letter on behalf of my restaurant, Aspen Public House. I am hoping to negotiate a short-term rent structure that will allow APH to remain solvent during the COVID-19 pandemic crisis and the duration of the anticipated construction on the exterior of the Wheeler Opera House building.

Since signing the original lease, and opening APH back in May of 2018, I have maintained a great relationship with the Wheeler Opera House and the City of Aspen as a successful business tenant. This past fall I was able to hire a new executive chef, Abhay Nair, and together we redesigned the concept at APH with a great response from our customers. By the end of February 2020, we had increased our gross sales by close to 20% over the same period the previous winter. APH had gained quite a bit of traction locally, and we were projecting close to \$2MM in gross revenues for 2020. Once the COVID-19 pandemic forced the early closure of the ski resort, we lost one of our highest grossing months in the calendar year. We attempted take-out business, but the sales during this time did not allow us to remain open, and we had to close for the months of April and May in an effort to minimize our controllable costs.

The City of Aspen has audited my month to month financials for the past year, and it is clear that APH operates on extremely thin margins, typical of the restaurant industry. Operating on thin margins allows APH to be a locally serving establishment with affordable menu prices. However, as a result of the thin operating margins, we depend on the previous month's revenue and cash flows to pay current month expenses (rent, utilities, payroll, vendor liabilities, debt service, etc.), and any interruption in cash flows can cause problems with short-term solvency. APH was successful in attaining an SBA PPP loan, which has enabled us to stay afloat for the past few months; however, these funds are almost fully exhausted; this combined with reduced sales projections for the remainder of 2020 are causing concerns for the financial sustainability of APH over the next 12 months.

Other losses of revenue caused by the COVID-19 crisis:

- Customers aren't spending as much money at restaurants and/or canceling traveling plans due to the broader economic collapse.
- Customers aren't traveling as much and are wary of eating out in public due to the implications of getting sick.
- Restaurants are struggling to maintain traditional sales numbers due to the limited capacity of indoor dining; we are now extremely dependent on good weather to capture revenue.
- APH, specifically, is struggling due to the restrictions related to bar seating and service. Our late-night bar business was a good source of revenue in the past, representing roughly 15% of our historical gross revenue.
- The anticipated loss of revenue due to the cancelling of Food & Wine and the Ideas Fest is staggering. Also, we are anticipating drastically reduced sales during the 4<sup>th</sup> of July week. These events are some of the highest grossing weeks of the year, and we absolutely depend on these sales to allow us to remain open during the fall shoulder season.
- APH has lost contracts for special events (wedding receptions, catering, etc.) that help support our

cash flows during the fall months.

- The commodity prices that we depend on (beef, pork, dairy, etc.), have skyrocketed to historically high levels due to plant closures and interruption in supply chains.

Furthermore, I am concerned about the understandable lack of programming at the Wheeler Opera House for the duration of 2020. APH has built part of its business model around foot traffic related to Wheeler shows and events. I am also concerned about the economic impact of the renovation of the exterior of the Wheeler building anticipated to start this fall. While we were optimistic about returning to some kind of normalcy this fall, any construction on the exterior will most likely deter customers and foot traffic from dining at APH. After speaking to Robert Schober with the City of Aspen Asset Management, I feel like it would be beneficial for the City of Aspen if APH were to close for a period of time this fall to help facilitate a shorter, safer construction period. I believe that the reduction in rent income resulting from the requested short-term rent structure (outlined later in this letter), would easily be offset by a reduction in the construction costs incurred by the City of Aspen. I am willing to collaborate with Robert and Asset Management regarding the timeline of the anticipated closures of APH to ensure an efficient and unobstructed construction schedule.

I made a strong effort this past fall to recruit an excellent chef in Abhay Nair. He was vital to raising the reputation of the food we serve at APH, and he has done an incredible job creating a new menu concept, increasing the quality and consistency of our food, reducing overall kitchen labor, and reducing our annual food costs – these are the biggest metrics for restaurant success. He has offered to take a salary reduction in the short-term to help APH survive financially, however I need to do everything I can to retain him for the long-term. If I am not able to keep him on the payroll, it will have a lasting negative impact on our business and reputation as well as future rent revenues as outlined by the “NBP % Gross Revenue” portion of our existing lease agreement.

For the next six months, we are anticipating up to a 50% reduction in gross revenues compared to last summer. I am requesting full rent abatements for the remainder of 2020 (July – December), and a 50% rent reduction for the first six months of 2021, with no additional % Gross Revenue rent obligation. This will allow us to drastically reduce costs and save money from what revenue we can capture this summer; and help offset the economic impact of the COVID-19 concerns and the planned construction on the Wheeler building. These savings would also allow me to maintain my payroll and other fixed costs during the two slowest months of the year: October and November. The ongoing rent reduction into 2021 would allow me to stabilize our financial condition, and help ensure the long-term viability of Aspen Public House as well as help keep my staff employed (close to 30-35 people). I would resume our regular rent structure as outlined in the lease effective July, 1 2021.

Other financial considerations: I, as the owner, have never taken a draw or disbursement from APH, and I anticipate this to continue for the next year. Also, I have taken on the role and responsibilities of the general manager to help reduce payroll costs. I have negotiated loan payment deferrals with our creditors, and I have renegotiated insurance premiums to further reduce costs.

With the city’s assistance, I am very optimistic about the future of Aspen Public House, and I am doing everything I can to ensure that we survive the short-term loss of revenue. Please reach out with any questions.

Sincerely,

William Johnson  
Owner, Aspen Public House

July 10, 2020

City manager Ott:

As the Wheeler Opera House and City of Aspen prepare the building for the next phase of the exterior stonework project, I write to you today with a request because I am concerned about the potential impacts to my business at the Valley Fine Art Gallery. While I want to continue in my partnership with the City as a flexible and understanding tenant during time of upgrades and maintenances on this historic building, the timing is concerning to me as a business owner.

Currently, I have not yet made a decision on if I should stay open during the project, or if it would be in everyone's best interest to close for the September-December months. I am looking to you and City staff to help me determine what the long term desires and vision is for the space, with the end of my lease term set to expire in Fall 2021. Outside of the unknowns of COVID, as well as the impacts that the Wheeler projects may have on my business, it has long been my desire to again renew my lease for another five year term.

With my preference being to continue serving the community and the City through the operation of my art gallery, I feel it is important for the City to understand the impacts this project will have on a locally owned business during a key revenue producing season. With the forecasted impacts making business exceedingly difficult to project, I am requesting of Council your approval of a rent abatement for six months (July – Dec 2020) as well as granting me a five-year lease extension. The combination of these efforts will allow me to absorb the impacts of the upcoming project short term, while also being able to confidently plan for the future.

As a rare native of Aspen since 1970, I am proud to run this female locally owned and operated art gallery in the core of Aspen. I am an active community member and the gallery is well-established. I have been leasing the space successfully for 14 years and am incredibly grateful to have been allowed to operate here. I believe that I have been a model tenant who always pays rent on time and has never been problematic in any way. The gallery is in sync with the mission of the arts in our community, with the art shown being American Western, vintage Native American photographs by Edward Curtis, and other art that is befitting Aspen and the Wheeler such as antique Aspen maps and Aspen photographs. Patrons continually comment that there are no other galleries like mine and visiting is akin to going a museum.

Having the building scaffolded will be incredibly challenging for my business. Like every other business in town, I had not even had a chance to catch my breath after working to reopen under COVID standards when the news of the Wheeler's project acceleration was approved. My understanding of the project plan is that it will last through December

2020 (if not longer given the nature of restoration projects), and then start up again in Spring 2021 with a sidewalk and any masonry work remaining. During this fall construction, it has been communicated to me that I will most likely lose the visibility of my street facing windows for a minimum of eight weeks, which are key to my business. In addition, the unknown factors of sidewalk safety closures and work noise levels are also concerning. This project timeframe will take-up the majority of the 16 months left on my lease.

I want to make a note of my appreciation to the City staff and Council for the rent relief granted during the early stages of COVID as my business, like everyone else's, has been significantly impacted. I have been a partner with the City in multiple remodel and restoration projects of the building over the years and am committed to keeping this space vibrant and in sync with the City, while being flexible, creative and understanding to the needs of maintaining such a historic building.

I hope you will consider this request for a 6-month rent abatement and a 5-year lease extension. I would like to continue adding value to the City of Aspen through the cultural offerings of the gallery and look to you for your understanding that the accelerated project timeline has a negative impact on the longevity and financial success of my business.

Should you have any further questions, I would be happy to meet with you to answer those.

Warmly,

A handwritten signature in black ink, appearing to read "Mia Valley". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mia Valley



**MEMORANDUM**

**TO:** Mayor and City Council  
**FROM:** Jack Wheeler, Concept One Group  
**THROUGH:** Hans de Roos, Capital Asset Director  
**DATE OF MEMO:** July 24, 2020  
**MEETING DATE:** July 27, 2020  
**RE:** City Offices Work Session

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**REQUEST OF COUNCIL:** This work session will provide an update on the status of the City’s new office building and the Rio Grande building renovation. The focus will be the most recent issuance of 100% construction document (CD) drawings and providing updates on schedule, budget and the reconciliation of the existing Guaranteed Maximum Price (GMP) allowances. Council direction is sought regarding the scope of the interiors package and deployment of REMP and COP Revenue funds for the GMP allowance reconciliation. The Parks department will be providing an update on the Galena Plaza in a separate Council work session in August.

**BACKGROUND:** The timeline for governmental approval, design, and construction of this project is detailed below:

- **November 6, 2018** – The City voters approved proceeding with construction of the city offices at the Galena/Rio Grande site via City of Aspen Ballot Question 2D.  
Option A: 43.21%  
Option B: 56.79%
- **November 13, 2018** – Council approved the 2019 Budget which included funds to allow construction of the city office project.
- **December 10, 2018** – Council adopted Resolution 149, Series 2018, authorizing reimbursement up to \$28,732,000 in project costs that would be incurred prior to formally securing financing for municipal offices.
- **February 11, 2019** – Council adopted Resolution 16, Series 2019, authorizing a Guaranteed Maximum Price (GMP) contract with Shaw Construction in the amount of \$3,150,979 to start the deconstruction of the ACRA building on Rio Grande, complete utility upgrades, and install the underground infrastructure for the new city office building.
- **May 13, 2019** – Council adopted Resolution 58, Series 2019, authorizing the execution of a contract with Shaw Construction for the construction of the city offices at



425/455 Rio Grande. The contract was for a GMP of \$24,793,764, established via 50% construction design drawings. The construction design program and the contract reflected the 'seat of city government' remaining at the Armory, while the new city offices interior was an open floor plan that allowed the verified program to be incorporated with FFE and no private offices built in. This provided for the flexibility to accommodate both an interim use and the long term verified program as per the GMP exhibit package.

- **June 6, 2019** – The City issued \$25,300,000 in Certificates of Participation (COPs) to investors. Combined with an issuance premium of \$5,567,420, an aggregate sum of \$30,867,420 was generated to finance the construction of new offices.
- **July 23, 2019** – Staff presented Council an update on the status of design and interior programming. The project team was directed that ACRA should move from the Old Powerhouse to the Armory Building, and explore the possibility of moving the 'seat of city government' to the new Galena City Office building with priorities being efficiency, best building for staff, and, if there was extra space, allow for public use. The large meeting space included in the current design was to remain the same.
- **September 10, 2019** – Staff presented to Council two (2) options for final programming of the new city offices:

Option #1: Council Chambers remains at the Armory

Option #2: Council Chambers at the new city office building

Council directed to locate the Council Chambers and the affinity departments to the new city office building and established a final programming direction for the new building.

**DISCUSSION:** This project update is provided in three areas: design, construction timeline, and budget.

#### Design Status:

Based on the September 10, 2019 design direction, the project team worked with Charles Cunniffe Architects (CCA) to relocate the 'seat of government', including council chambers, to the third floor of the new city building. In doing this, several departments slated to be in the Armory will be relocated to the new building achieving the initial project intent of maintaining affinities with departments most closely related to City Council's activities and meetings. The programmatic change of the 'seat of government' relocation resulted in significant changes to the interior scope. Specifically, this included addressing the shift in use while maintaining the core and shell construction schedule of the building. Concurrently, the design of the interior



finish package as a separate chronological design effort was undertaken. The design team released the final 100% construction documents which including the interiors in late May 2020. This is a common design approach in the industry, utilizing the best-management practice of allowing for further interior programming and design while allowing the exterior shell to continue on-schedule.

Due to recent budget reductions to the Armory phase of the project (this project was put on hold and budget authority was removed from the AMP Fund in the 2020 Spring Supplemental) the project team finalized programming in the new building to produce a core and shell with fully developed office spaces which can be completed during the current construction mobilization. Reconciliation of the entire design for the core and shell and interiors has revealed the project can be completed within budget provided Council selects Option 1 in the Financial Considerations.

The 100% design provides the final interior programming for the new office building and the Rio Grande building. The new office building is a responsible, well thought out building which will achieve LEED Gold and WELL Building Silver certification. The structure is heated and cooled via a ground source geothermal system and electric boilers. In the basement, there is allowance for an upsized future data center and hoteling space for future broadband and small cell providers, as well as secure storage. The first floor accommodates engineering, planning and building departments, and a restaurant space at the Rio Grande building. The second floor has been adjusted to accommodate finance, quality assurance, human resources, city manager's, and legal department, as well as a break area and City Council's conference room. The third floor contains the city clerk, climate action department, council chambers, a flexible meeting room and an overflow lobby. Floor plan design documents are attached in Appendix A.

As a result of the recent pandemic, the project team has completed a review of the project design given information being learned about communicable diseases such as COVID-19. New best practices recommended by the design and engineering team will implement some modifications to the operation of the air handling system of the building. Since the air handling mechanical system was purchased and installed in the basement prior to March 2020, the primary methodology recommended for addressing COVID-like viruses relates to increased ventilation, amended run times for HVAC systems and increasing the type of filters above minimum standards (i.e. MERV 13 would become MERV 16). Additional items include building infrastructure for temperature check areas at entry points which can be implemented easily and swiftly utilizing future equipment/sensors.

Construction Timeline Status:

Construction is proceeding on a modified completion schedule to address the recent COVID-19 shutdown aligned with Pitkin County Public Health Orders in April 2020. Overall, it is



anticipated the project will be extended by approximately three months due to the shut down and reduction of workforce permitted on the site at any given time.

Shaw Construction is currently focused on the structural frame of the building including all concrete floor systems. While this is nearing completion, the exterior wall framing has begun to allow the exterior skin to commence. The much anticipated “topping out” of the roof steel will be in September. In the next few months, the roofing, weather proofing, metal siding, stone veneer, and windows of the building will take shape and the interior framing will begin. 100% construction documents were issued on May 22, 2020 and are being vetted for cost savings opportunities. The current estimated schedule for completion based upon the most recent document release is depicted below.



**Budget Status:**

The 100% CD drawings have been issued and reconciliation of the allowances within the GMP have revealed the project can be completed within budget if Council considers Option 1. Of note, the GMP was issued using 50% construction drawings while the current 100% construction drawings have been priced to reflect the additional details of constructing the final interior design and the CCA-recommended interior finishes. The budget for the project is depicted below:

Total Approved Project Budget – January 1, 2020	Cost
425/455 Rio Grande-New City Offices	\$34,240,260
Armory Building	\$13,911,660
<b>Total Project Costs City Offices</b>	<b>\$48,151,920</b>



The 2020 Spring Supplemental Budget included several budget reductions including the removal of \$13.6M of the Armory renovation phase of the project budget. These funds were removed from the Asset Management Plan fund balance.

<b>Revised Project Budget – May 26, 2020</b>	<b>Cost</b>
425/455 Rio Grande-New City Offices	\$34,240,260
Armory Building (closeout)	\$272,818
<b>Total Project Costs City Offices</b>	<b>\$34,513,078</b>

The detailed costs of the \$34,240,260 for the new offices and Rio Grande building are outlined below:

<b>Item Description</b>	<b>Cost</b>
New City Offices 425/455 Rio Grande - Infrastructure	\$2,328,296
New City Offices 425/455 Rio Grande - Building Contract	\$24,793,764
Indirect Costs - Design, CMA, Testing, Permits	\$4,218,200
Owner Contingency	\$2,900,000
<b>Total City Offices - 425/455 Rio Grande</b>	<b>\$34,240,260</b>

After ongoing value engineering by the project team, it is recommended the allowance reconciliations for the GMP be funded in the following manner outlined below:

GMP New City Offices Interiors Allowance- Budget	\$2,606,482
GMP Rio Grande Building Allowance - Budget	\$853,000
<b>Subtotal of Interiors and Renovation Budgets w/in GMP</b>	<b>\$3,459,482</b>
New City Offices 100% CD Updated Pricing	(\$3,971,482)
Rio Grande Building – Updated Pricing	(\$1,488,000)
<b>Subtotal of Revised Costs per 100% CDs &amp; Revised Programming</b>	<b>(\$5,459,482)</b>
<b>Projected Unfunded Costs After Working in 100% CD Docs</b>	<b>(\$2,000,000)</b>
Known Shortfall Due to 100% CDs and Programming Changes	\$2,000,000
Less Amount to Absorb with Remaining Contingency*	(\$500,000)
REMP funding on sustainability and resiliency scope **	(\$1,000,000)
COP revenue on proceeds **	(\$500,000)
<b>Total Budget Change</b>	<b>\$0</b>

*\$1,416,810 currently remains in contingency authority. This reduction of \$500,000 would leave \$916,810 for any remaining unforeseen issues through the end of the project.*

*\*\* Additional funding for increased sustainability effort.*



**FINANCIAL CONSIDERATIONS:** This allowance reconciliation for completed design is reflective of the evolving interior programming, code-related changes, increased sustainability, resiliency, schedule delays, COVID impacts, and basing the initial GMP on 50% construction drawings.

Two alternatives have been identified for City Council to address this Allowance reconciliation:

Option 1) Balance the budget. (Staff recommended) Funding the project financing gap would allow completion of Council's project direction. There are several options the Council could take to identify the funding.

- a. Fund the sustainability improvements, such as recommended energy efficiency upgrades, with REMP resources (approximately \$1MM). While all items considered for REMP funding could exceed \$1.5M, this would be the initial request of REMP funds. Current REMP Fund balance is in excess of \$4M.

Appropriate the use of interest earnings on COP proceeds to construction costs (\$500K to date). These dollars, if not used towards project construction costs, must be applied to the debt service on the project - they cannot be used for other purposes beyond these two options.

OR

- b. Fund \$1.5M of project enhancements from the Asset Management Plan fund balance. Current AMP Fund balance is approximately \$20M.

Option 2) Reduce the project scope further. Most notably, this would entail removing the renovation of the Rio Grande building from the project resulting in office space that does not meet the approved design criteria, nor allow the restaurant space to open with other portions of the project. Further value engineering would occur to the new office building including possibly leaving spaces unfinished and/or unfurnished, and/or removal of resiliency and sustainability measures. Delaying work due to re-design exposes the City to the risk of further construction price escalation when these improvements are ultimately constructed in the future, as well as, delay the completion of the building beyond the schedule indicated previously herein.

**CITY MANAGER COMMENTS:** The overall picture for the new office building is a positive one. There have been substantial improvements and additions made in the areas of sustainability, redundancy, and overall programming which will provide the City with a useful building for many decades. These design/scope changes coupled with estimating a total project budget cost when the progression of drawings was not complete are common with a phased project.



While allowance reconciliations are difficult for a GMP that was estimated nearly 2 years ago and in a pre-COVID-19 society, it is my recommendation the Council choose Option 1 to fund the gap to construct the recommended interior package with the relocated 'seat of government' at the new office building. There are direct costs associated with reworking the design and programming again to reduce the scope of the project – including design and construction delays, extended General Conditions, and schedule extensions that will only ultimately increase the price of the project to the community in the long run.

**RECOMMENDATION:** Regardless of the option selected by Council, the project team and CCA will continue to evaluate changes to the scope of the interior finishes, mechanical/electrical systems, sustainability, and the existing Rio Building renovation to find possible savings. Staff seeks Council's guidance on its preference for Option 1 or 2 above to guide the continued value engineering efforts.

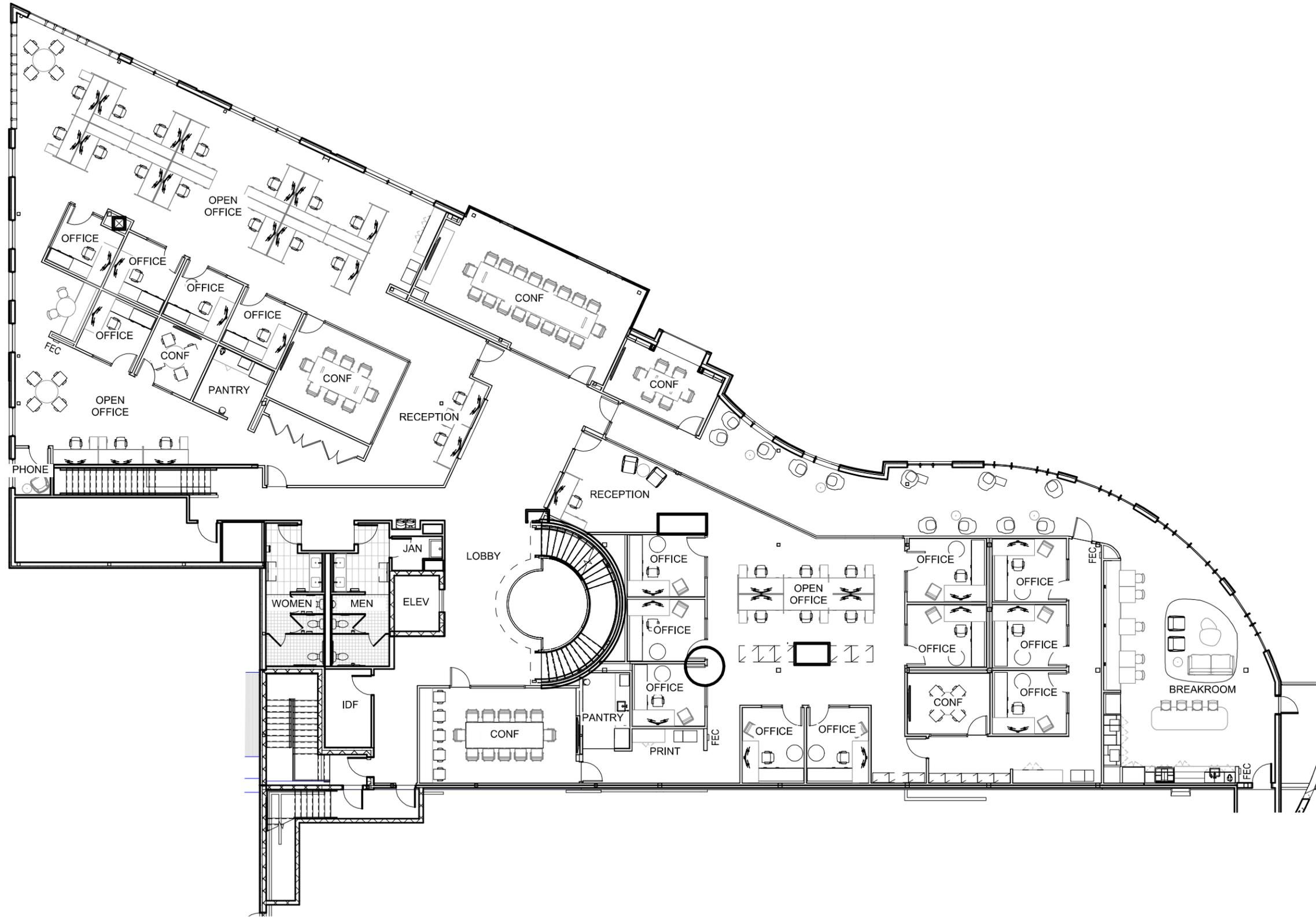
**ATTACHMENTS:**

Appendix A: Floor Plans 100% Construction Documents for new office building by Charles Cunniffe Architects

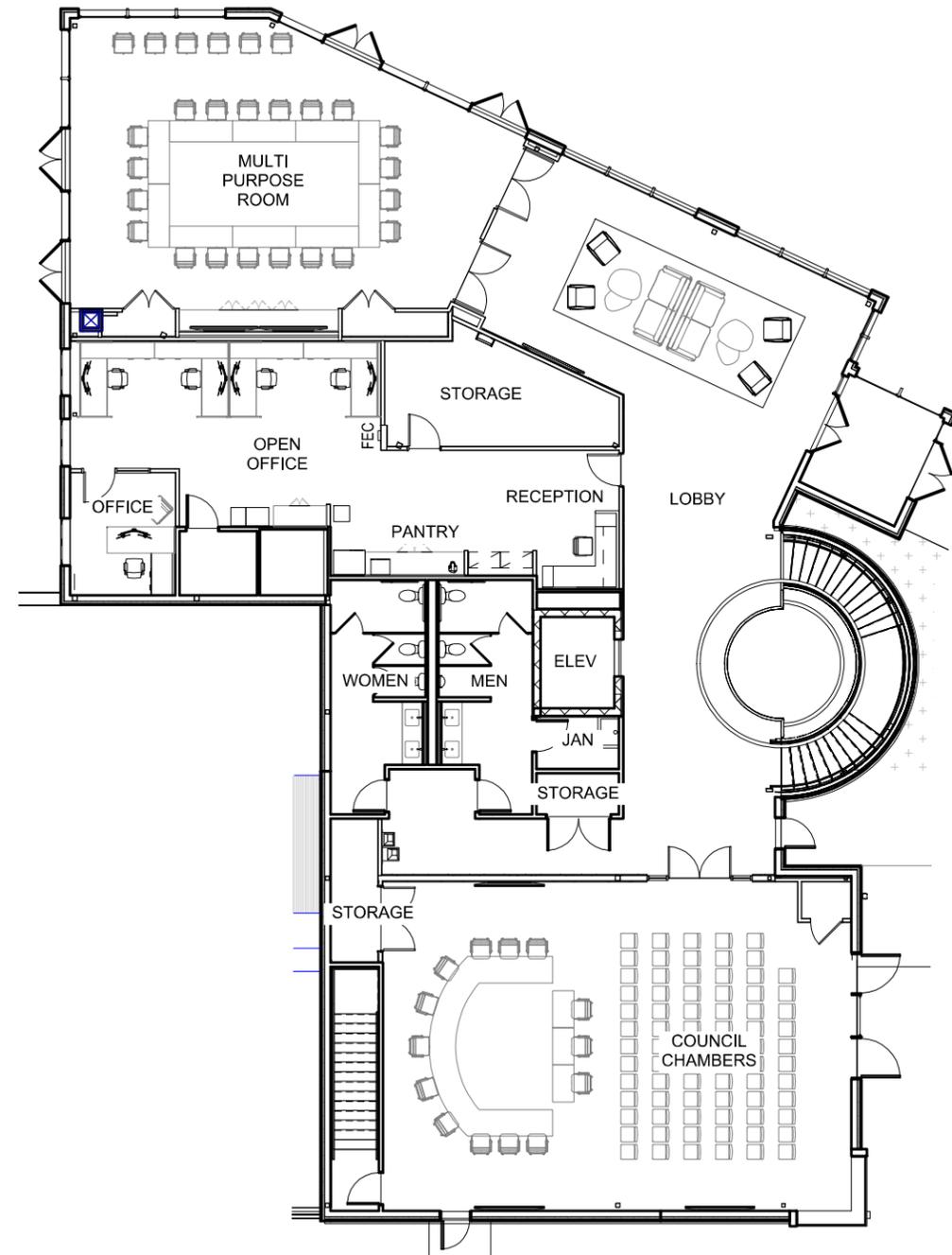
# floor plan | main level



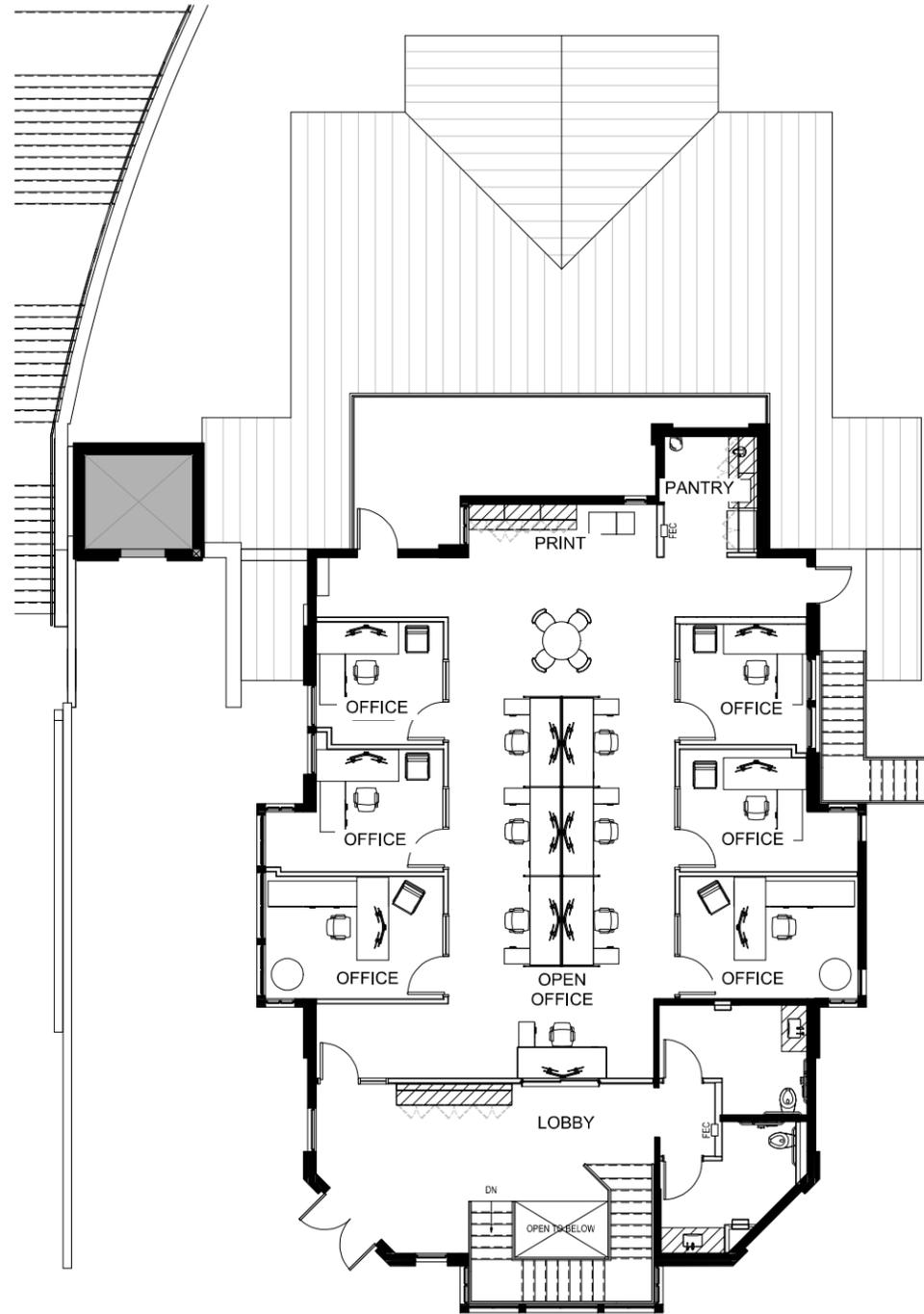
# APPENDIX A: floor plan | middle level



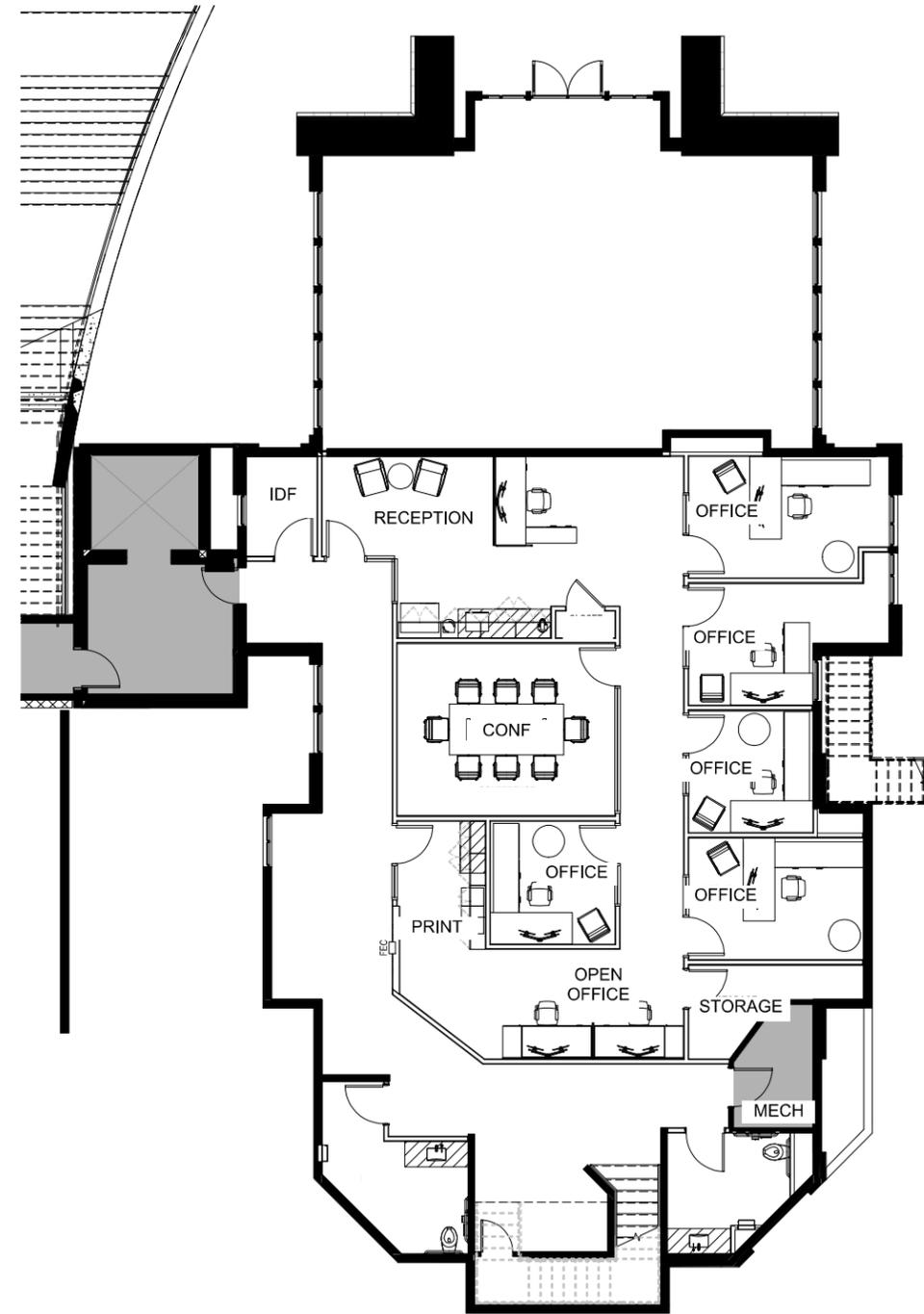
# APPENDIX A: floor plan | upper level



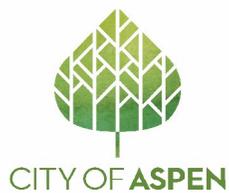
APPENDIX A:  
**floor plan** | rio grande building



upper level



middle level



## MEMORANDUM

TO: Mayor and City Council

FROM: Mike Tunte, Landscape Architect and Construction Manager, Parks and Open Space

THROUGH: Scott Miller, Public Works Director  
Diane Foster Assistant City Manager  
Austin Weiss, Parks and Recreation Manager

MEETING DATE: July 20, 2020

RE: Galena Plaza

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### REQUEST OF COUNCIL:

Per Council's direction, staff and the project consultant team have worked to develop a Schematic Design with stakeholder and public engagement.

Staff, along with the consultant team, would like to provide an update on the process, hear Council's feedback on the schematic design and phased approach, and ask for approval to proceed with construction documentation.

### SUMMARY / BACKGROUND:

Ordinance No. 4 provided approval for the city building exterior and footprint, as well as a detailed design for Galena Plaza. This went through an extensive land use review and was approved by Council.

Members of the public reached out during the regular City Council meeting on March 25, 2019 to voice public support for re-visiting the design of Galena Plaza. This was a community driven request and approach.

At the June 25, 2019 regular City Council meeting, City Council instructed staff to develop an approach to continue working with the community and engage the Galena Plaza consultant team to prepare three additional concepts.

At the September 9, 2019 regular City Council meeting, City Council approved the change orders for the project team to continue the Galena Plaza improvement planning and public process. To date, we have:

- Hosted three meetings for initial feedback,
- Developed three additional alternatives,
- Hosted a public open house to present the alternatives and obtain community feedback,
- Prepared a preferred alternative and presented it during a public open house,
- Prepared a schematic design and
- Prepared a strategy for how to thoughtfully implement this approach.

The consultant team will present a summary of the process, the schematic design and the recommended approach.

#### DISCUSSION:

We welcome City Council's feedback on the schematic design and approach, specifically on the design that is north of the alley.

We recommend that any impacts to transit, parking, Galena Street and the alley be evaluated at a later time and refined in conjunction with Engineering and Transportation.

#### FINANCIAL/BUDGET IMPACTS:

The project is currently funded based on a very simple design. The programming change to have the seat of City government in the new office building and the public request to reconsider the plan to develop a more programmed and intentional area design resulted in changes representing an increase in both hard and soft costs of the project, based on decisions made by Council, going forward.

The recommended phased approach provides a path forward to realizing the vision for Galena Plaza while being fiscally responsible with our current budget. The anticipated hard cost of phase 1 is aligned with the amount currently funded for Galena Plaza.

#### ENVIRONMENTAL IMPACTS:

Similar to those which are currently proposed.

#### STAFF RECOMMENDATION:

Staff would recommend approval of the schematic design and phased approach and would like to continue to work with the Consultant team to develop the construction documentation necessary for the implementation of the vision.

# GALENA PLAZA RECONSIDERED

SCHEMATIC DESIGN

Presentation – Aspen City Council  
JULY 20<sup>TH</sup>, 2020

# CONCLUDING PRELIMINARY DESIGN



# TODAY'S OUTCOMES

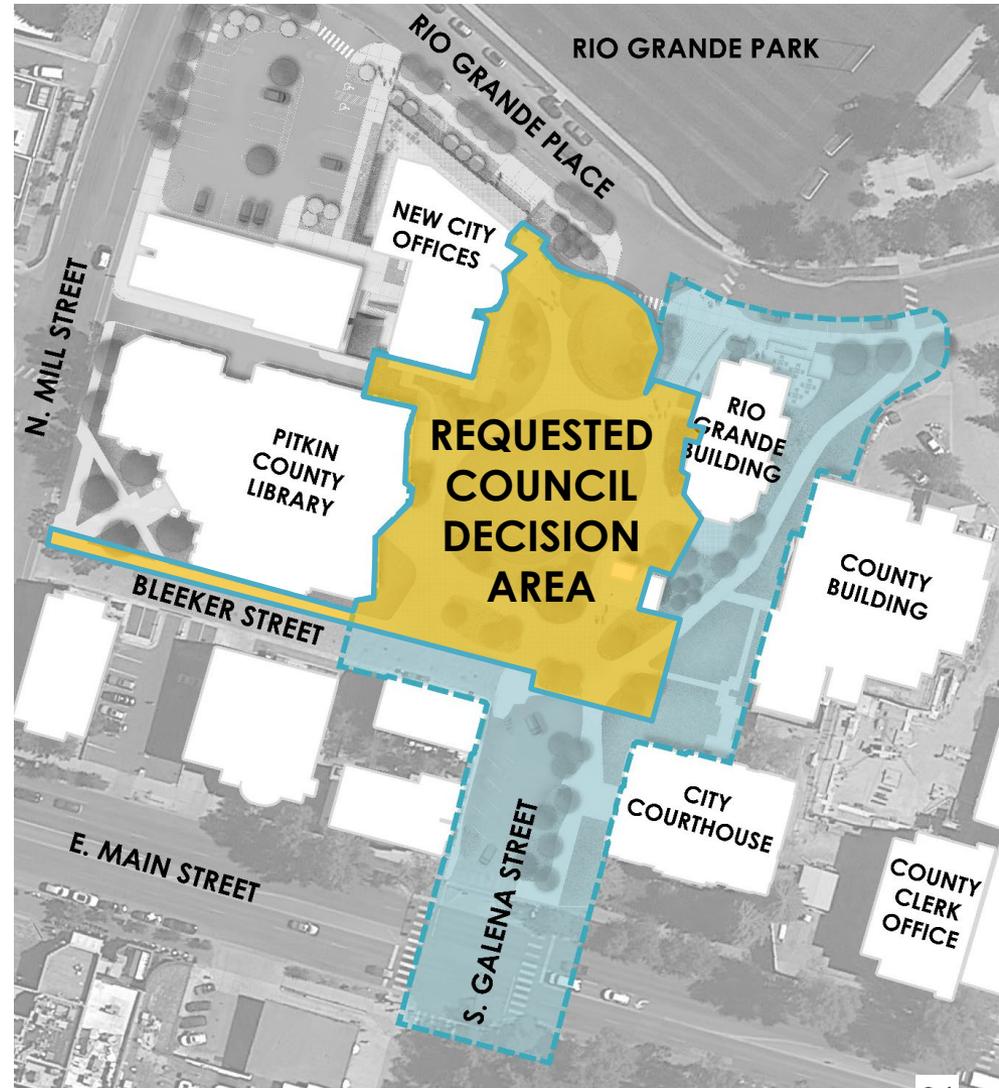
## Conclude schematic design

- Material + planting character
- Signage + lighting character
- Technical analysis + dimensional qualities
- Maintenance + operations
- Costs evaluation

## Consider phased implementation

### REQUESTING COUNCIL DECISION

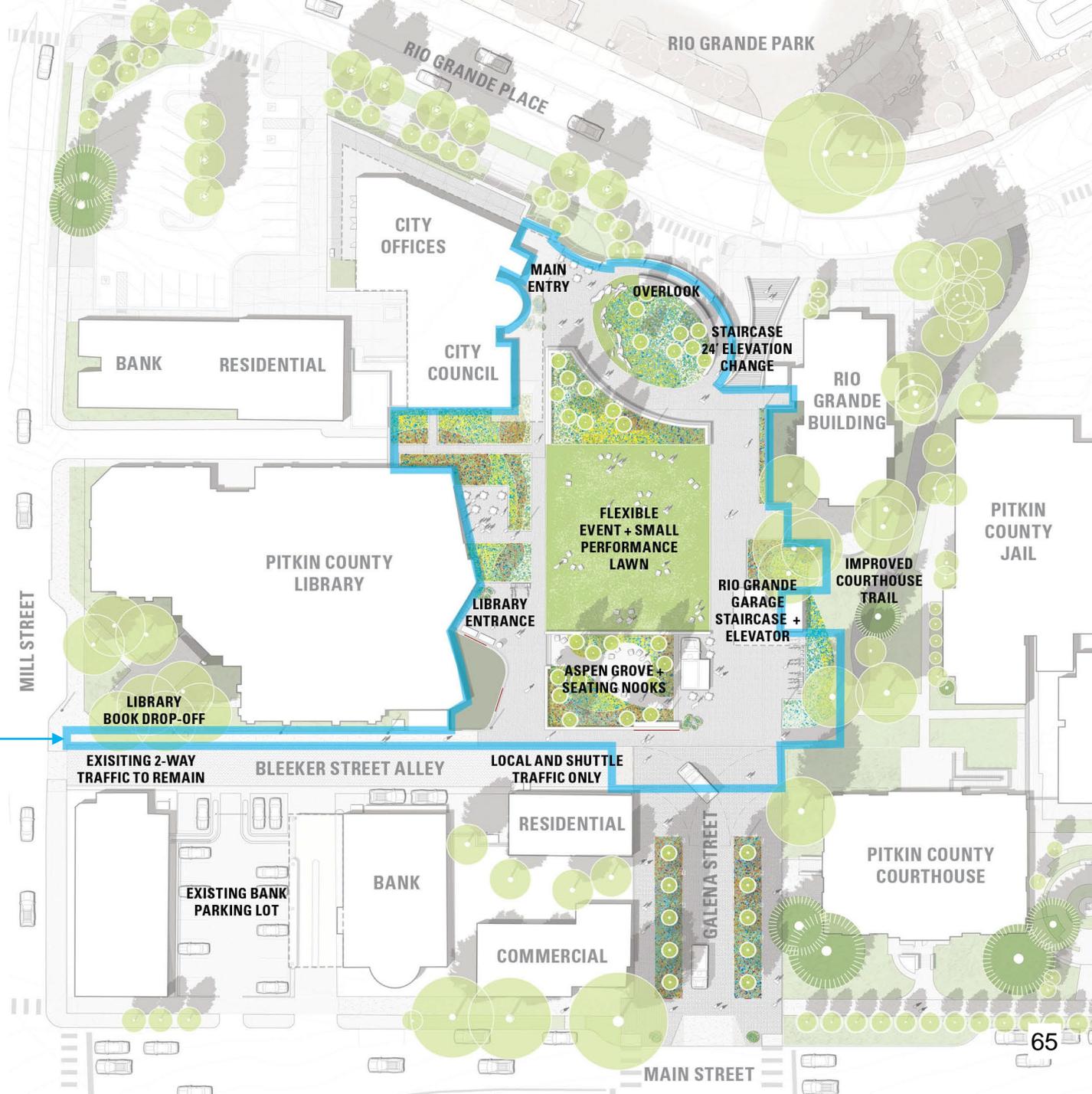
- Requesting decision to move the green roof areas of Galena Plaza to:
  - Design Development Documents
  - Construction Documents
  - Permit Review
  - Phased Implementation

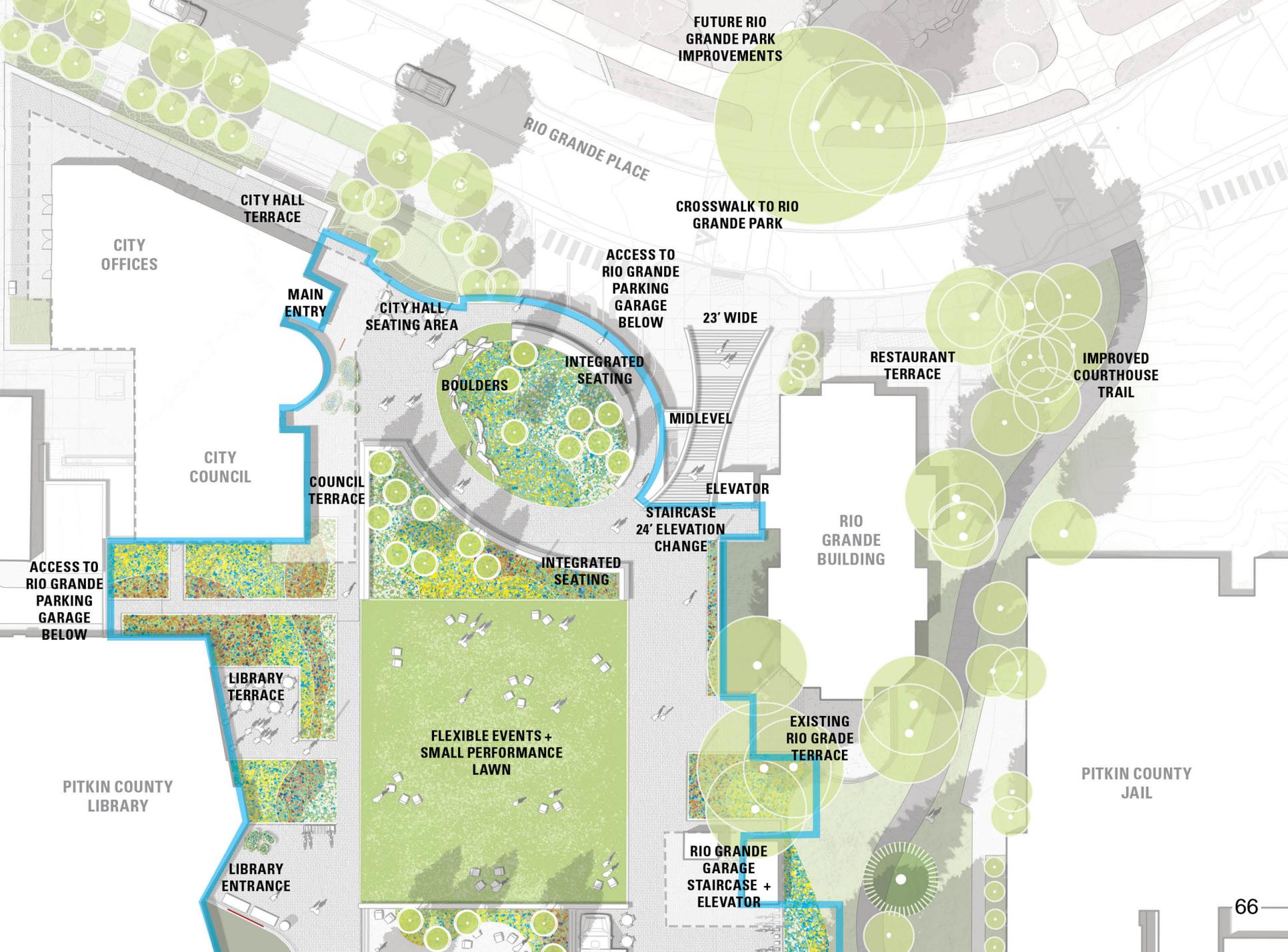


# SCHEMATIC DESIGN

- Well-connected public space
- Simplicity in material and landscape character
- Programming right-sized to adjacent land uses
- Fewer trees
- Emphasized primary space in the center

**REQUESTED  
COUNCIL  
DECISION  
AREA**





FUTURE RIO GRANDE PARK IMPROVEMENTS

RIO GRANDE PLACE

CROSSWALK TO RIO GRANDE PARK

CITY HALL TERRACE

CITY OFFICES

ACCESS TO RIO GRANDE PARKING GARAGE BELOW

MAIN ENTRY

CITY HALL SEATING AREA

23' WIDE

BOULDERS

INTEGRATED SEATING

RESTAURANT TERRACE

IMPROVED COURTHOUSE TRAIL

CITY COUNCIL

COUNCIL TERRACE

MIDLEVEL

ELEVATOR

STAIRCASE 24' ELEVATION CHANGE

RIO GRANDE BUILDING

ACCESS TO RIO GRANDE PARKING GARAGE BELOW

INTEGRATED SEATING

LIBRARY TERRACE

FLEXIBLE EVENTS + SMALL PERFORMANCE LAWN

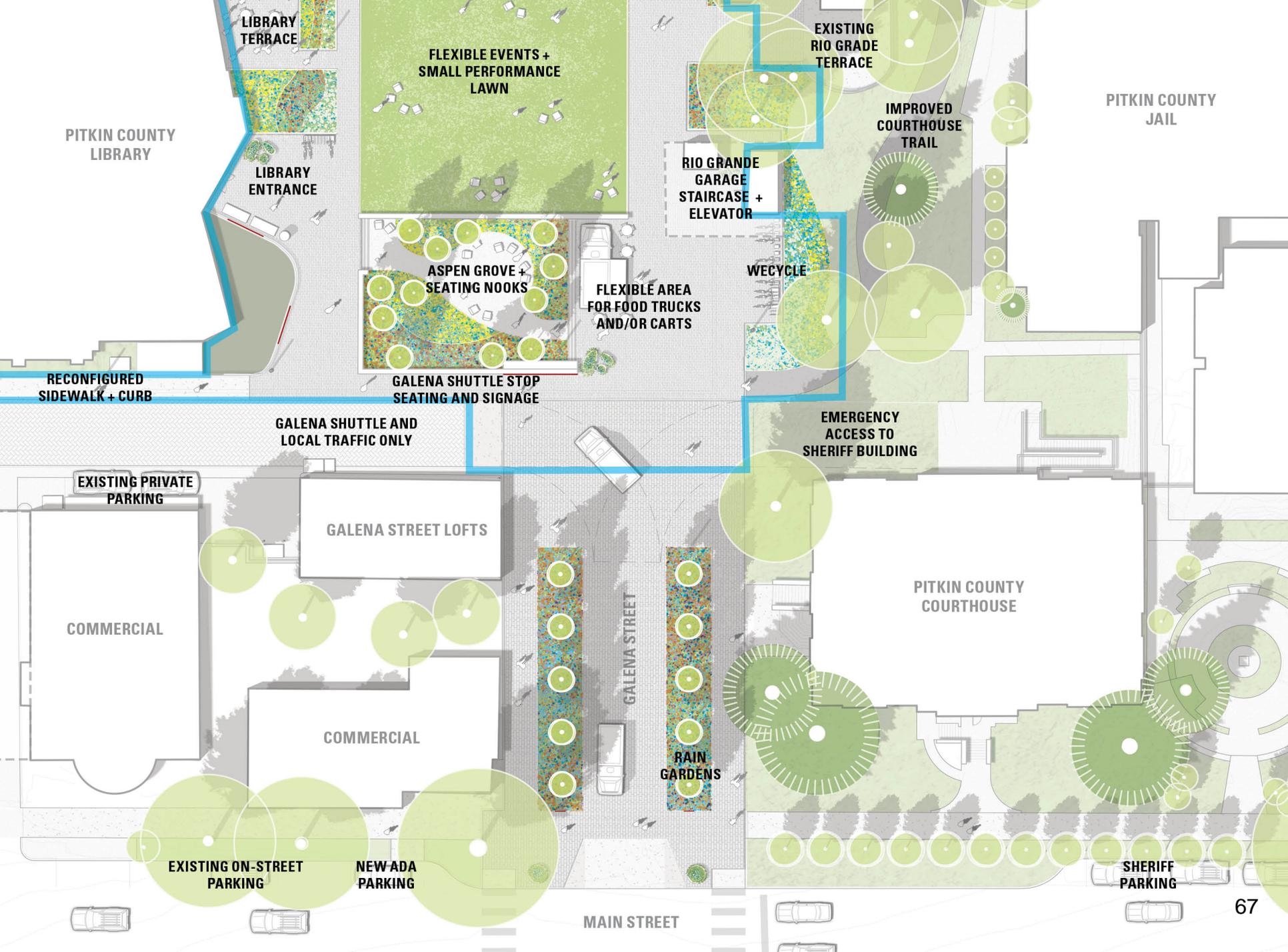
EXISTING RIO GRADE TERRACE

PITKIN COUNTY LIBRARY

LIBRARY ENTRANCE

RIO GRANDE GARAGE STAIRCASE + ELEVATOR

PITKIN COUNTY JAIL



LIBRARY TERRACE

FLEXIBLE EVENTS +  
SMALL PERFORMANCE  
LAWN

EXISTING  
RIO GRADE  
TERRACE

PITKIN COUNTY  
LIBRARY

LIBRARY  
ENTRANCE

IMPROVED  
COURTHOUSE  
TRAIL

PITKIN COUNTY  
JAIL

RIO GRANDE  
GARAGE  
STAIRCASE +  
ELEVATOR

ASPEN GROVE +  
SEATING NOOKS

FLEXIBLE AREA  
FOR FOOD TRUCKS  
AND/OR CARTS

Wecycle

RECONFIGURED  
SIDEWALK + CURB

GALENA SHUTTLE STOP  
SEATING AND SIGNAGE

GALENA SHUTTLE AND  
LOCAL TRAFFIC ONLY

EMERGENCY  
ACCESS TO  
SHERIFF BUILDING

EXISTING PRIVATE  
PARKING

GALENA STREET LOFTS

COMMERCIAL

PITKIN COUNTY  
COURTHOUSE

COMMERCIAL

GALENA STREET

RAIN  
GARDENS

EXISTING ON-STREET  
PARKING

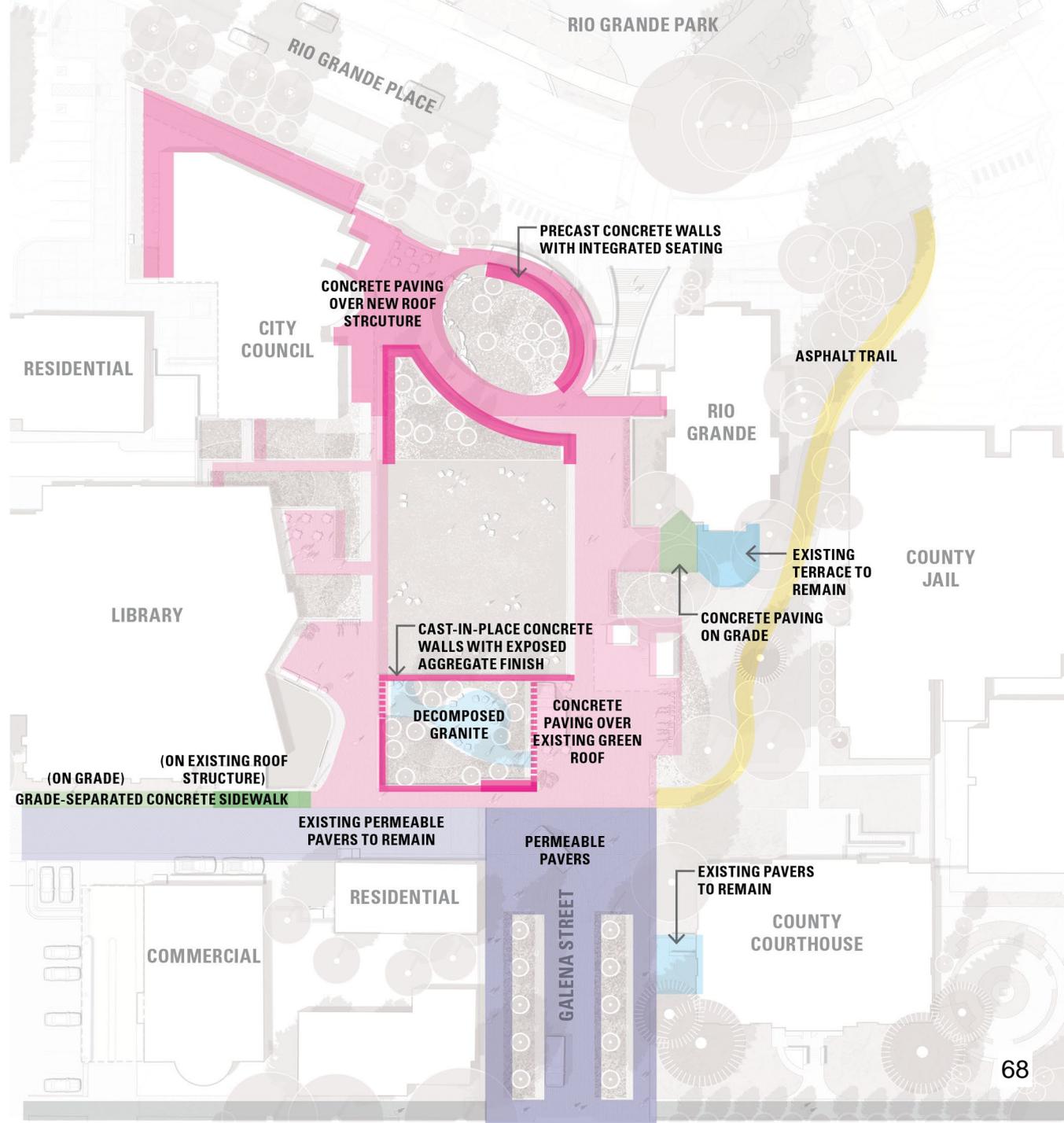
NEW ADA  
PARKING

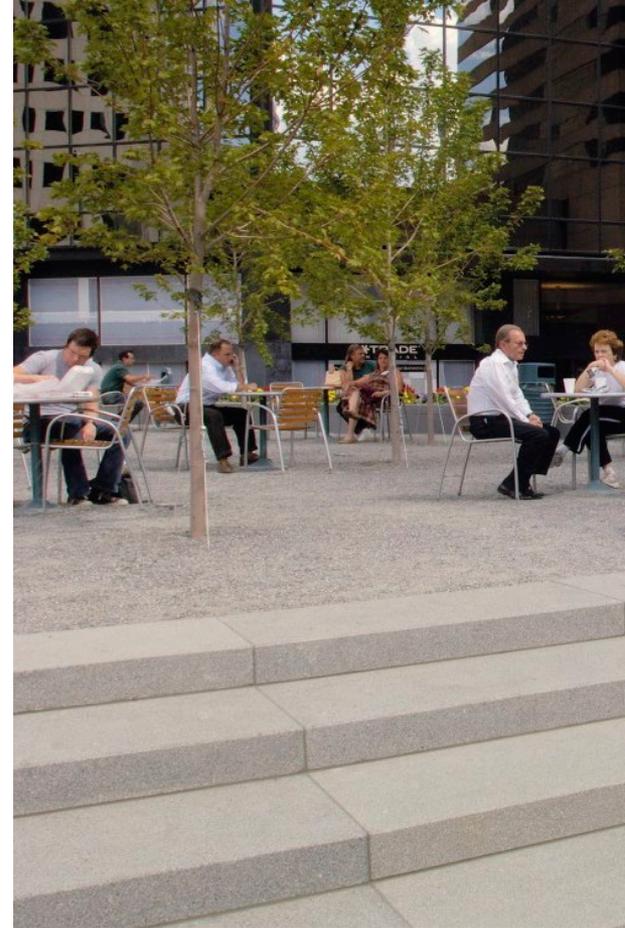
SHERIFF  
PARKING

MAIN STREET

## Materials

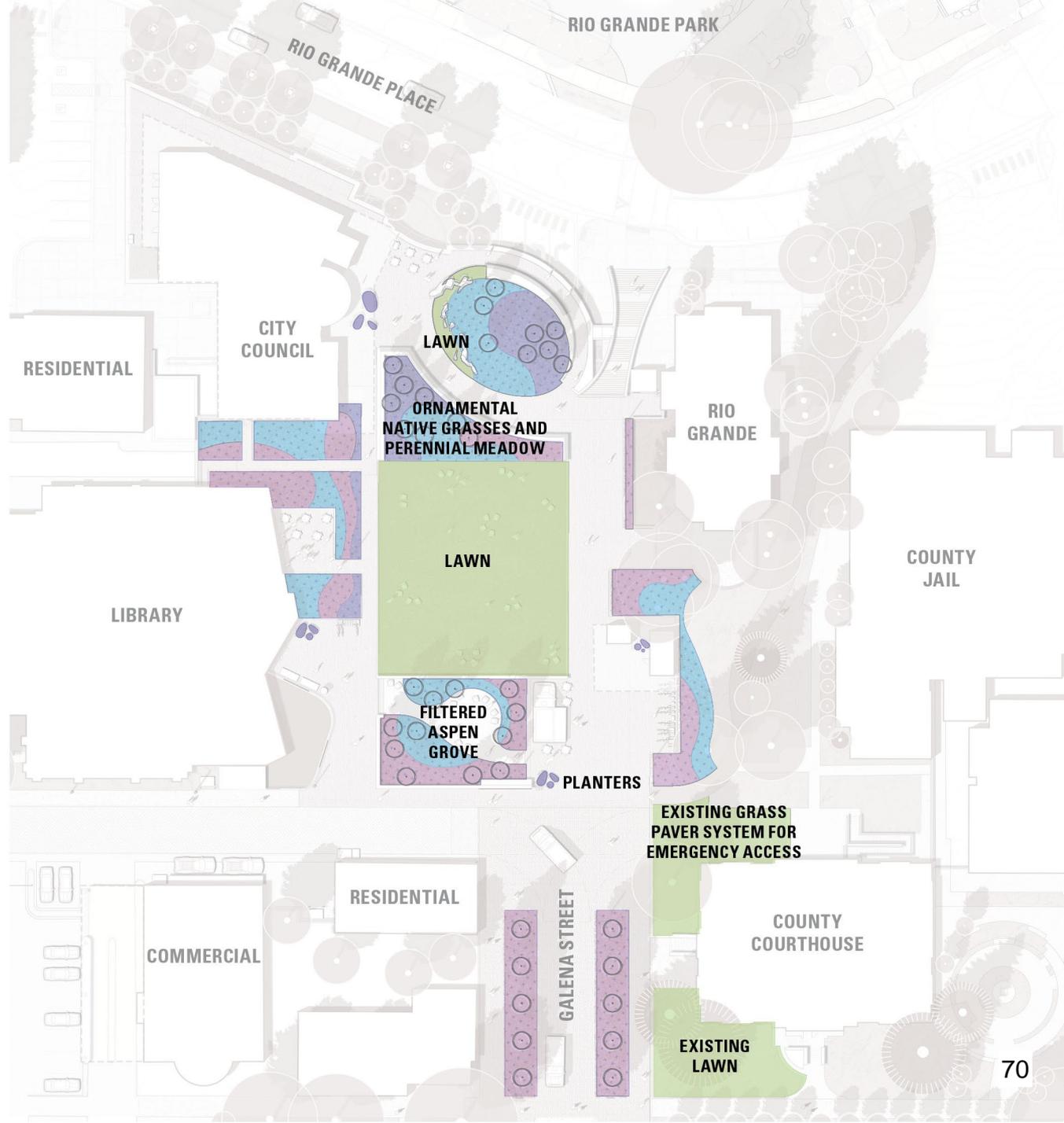
- Exposed aggregate concrete paving
- Pre-cast concrete walls for integrated seating
- Cast-in-place concrete walls with exposed aggregate finish
- Permeable pavers





# Plantings

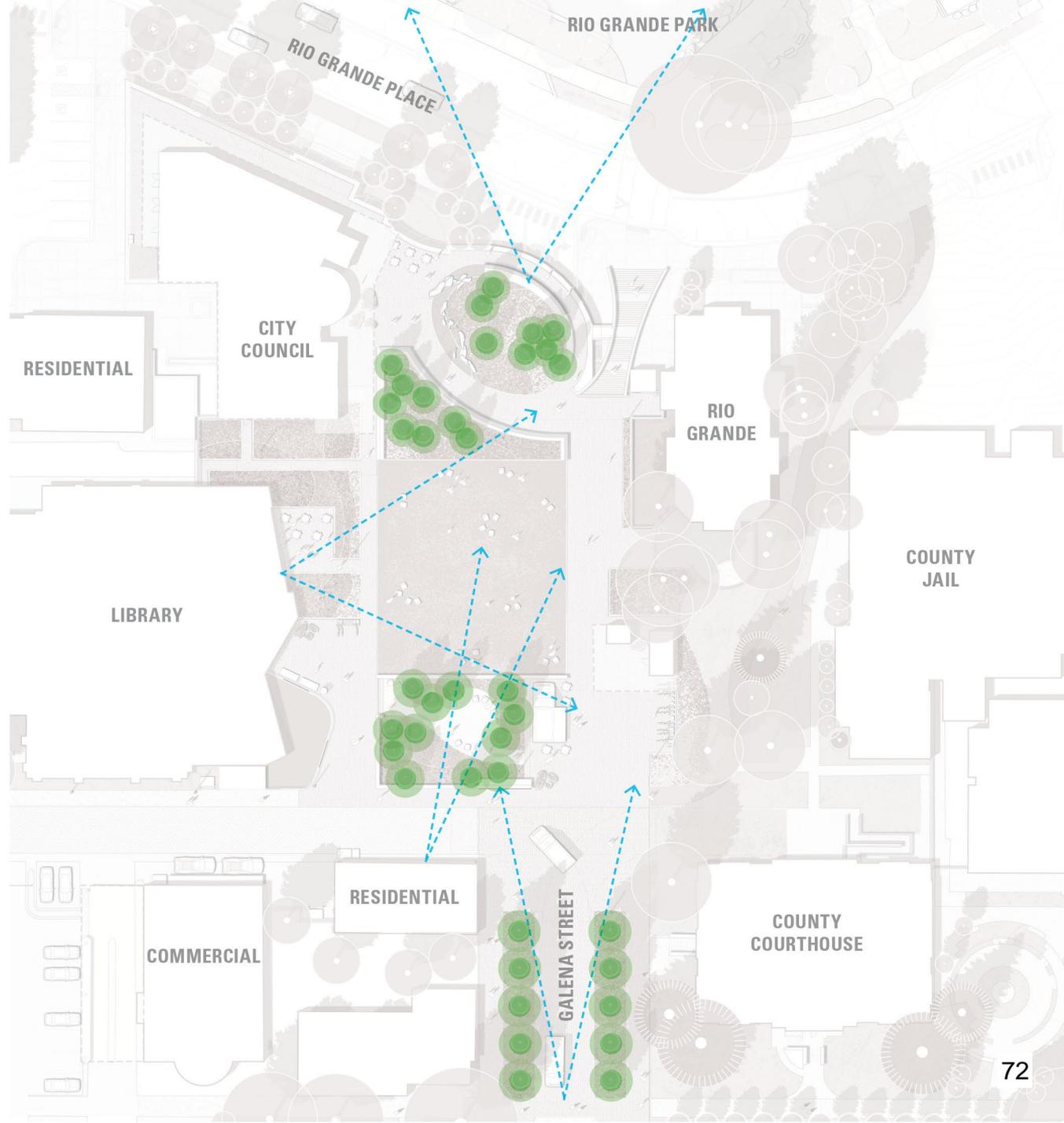
- Lawn
- Ornamental meadows native grasses and perennials
- Filtered aspen groves





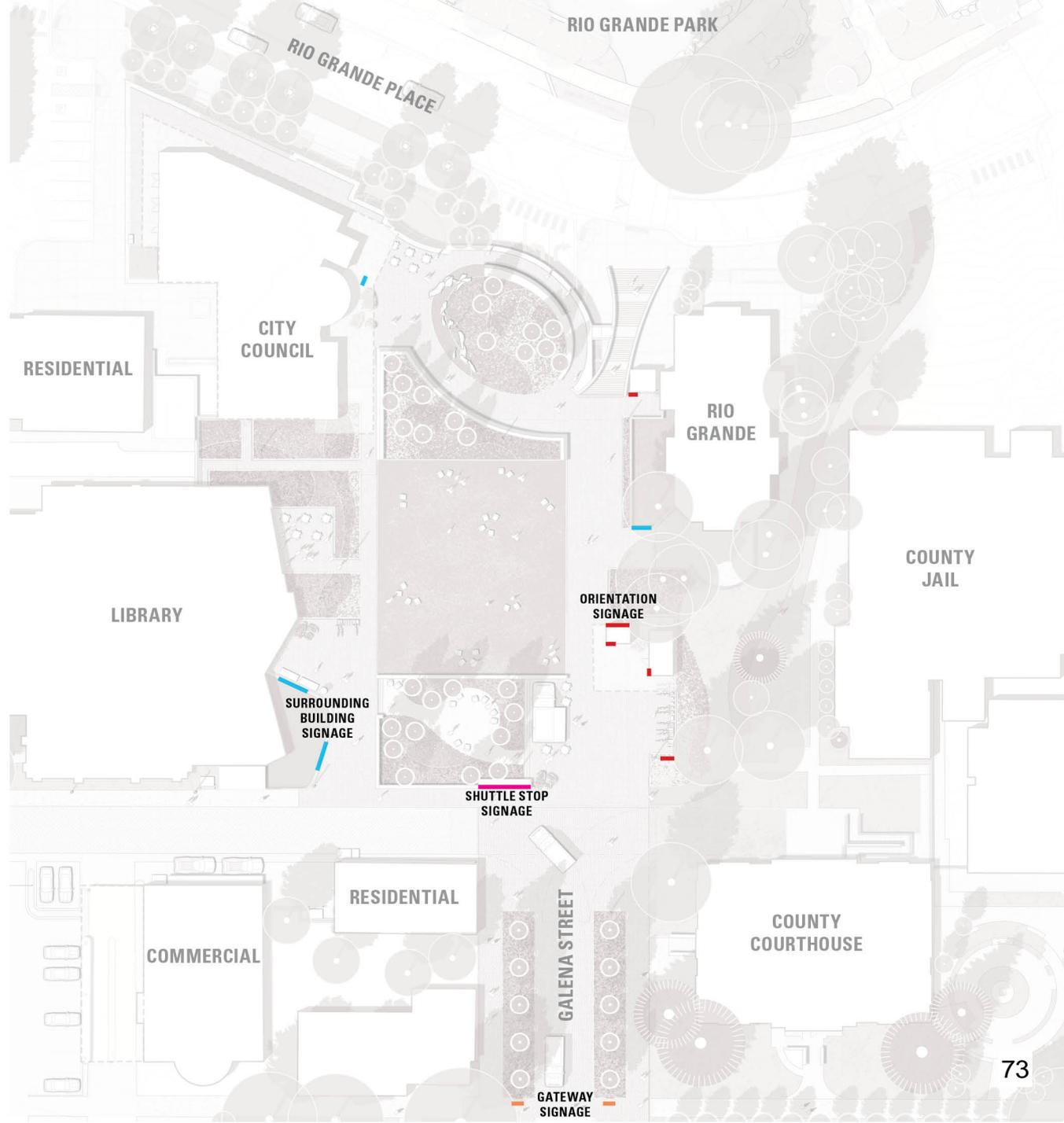
# Trees

- Planted vs. mature canopy



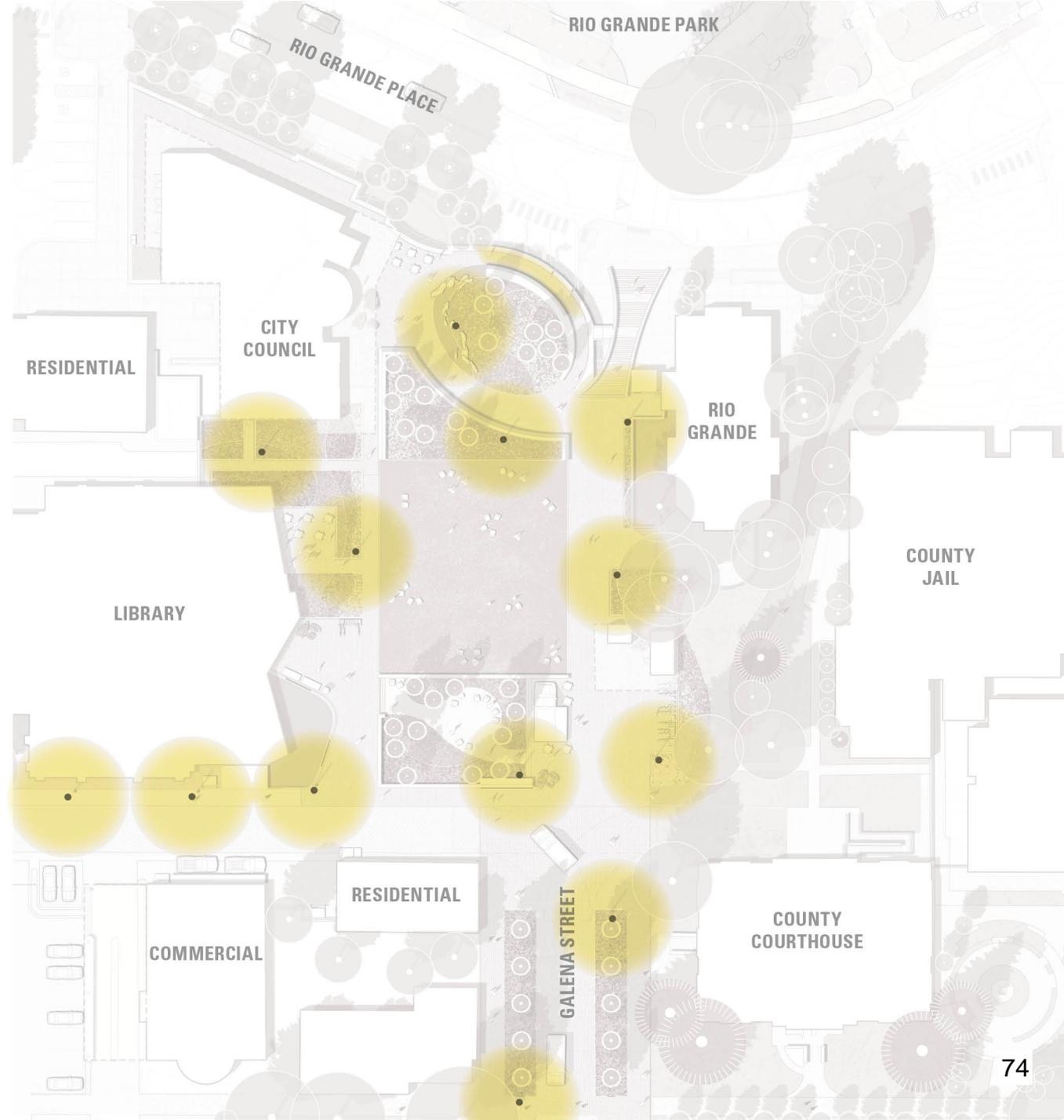
# Signage

- Building signage
- Galena stop
- Orientation signage at elevator



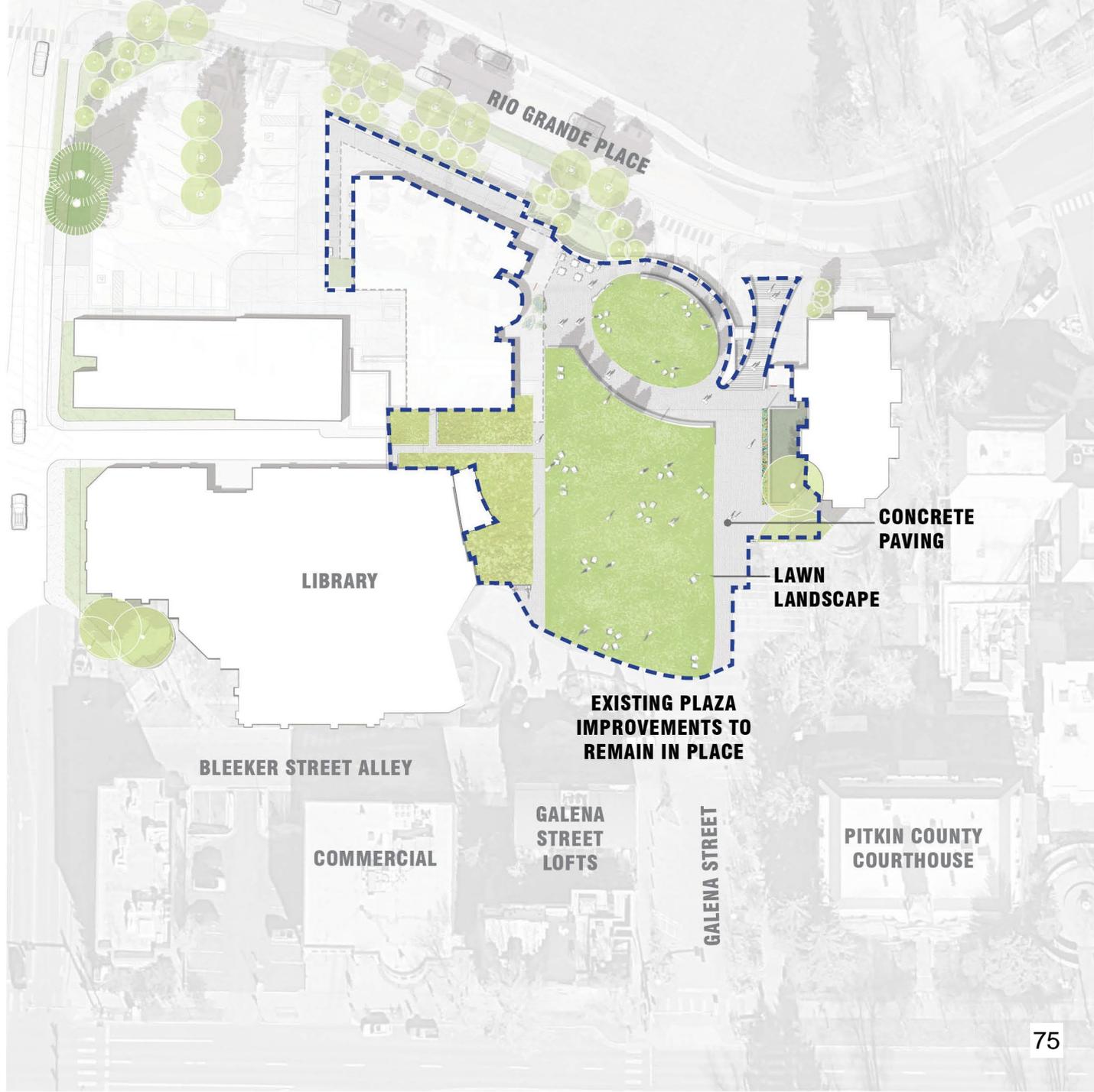
# Lighting

- Pedestrian height



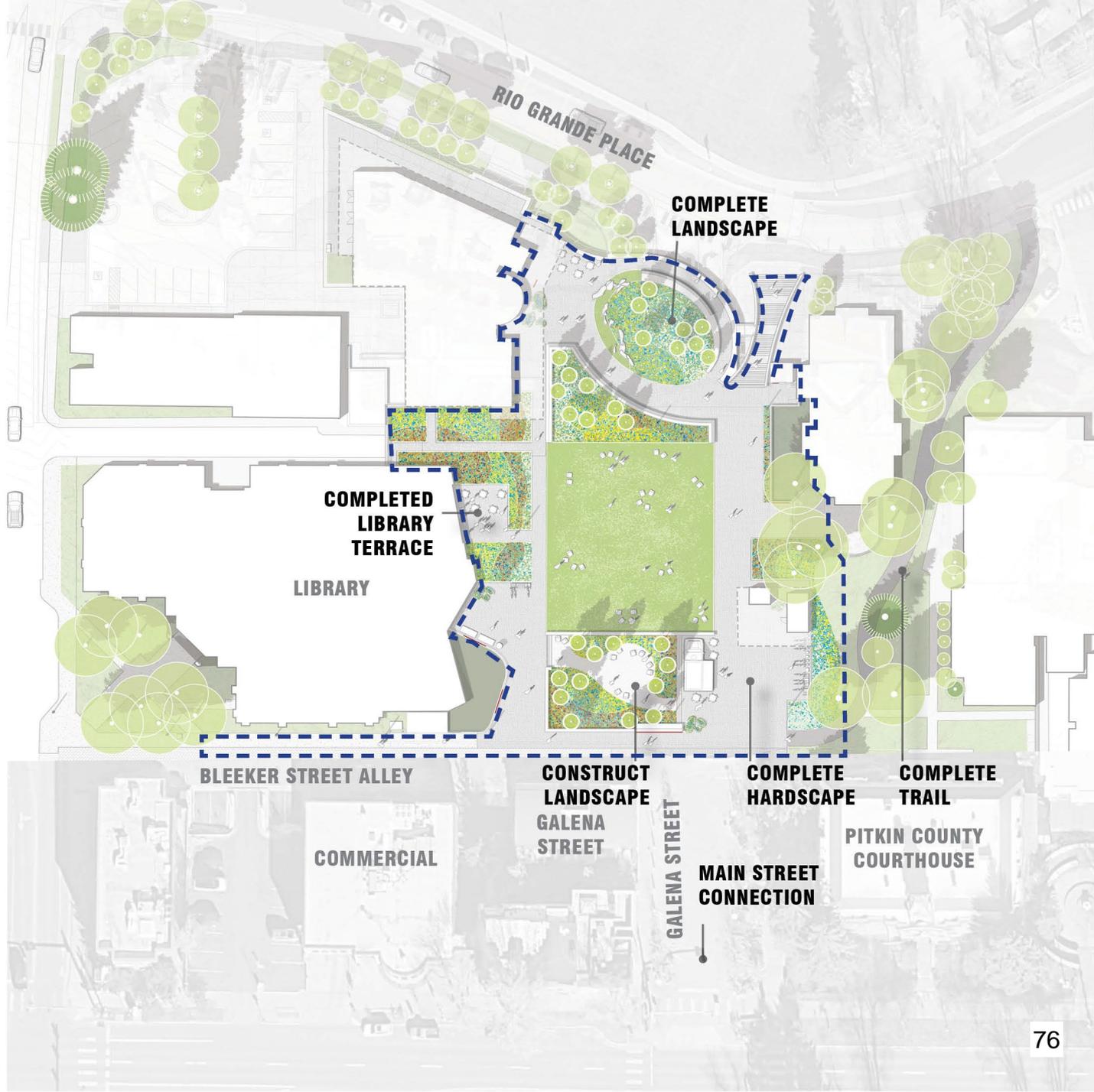
# Phase 1 Improvements

- Fall 2020/ Spring 2021
- Walkways + lawn only



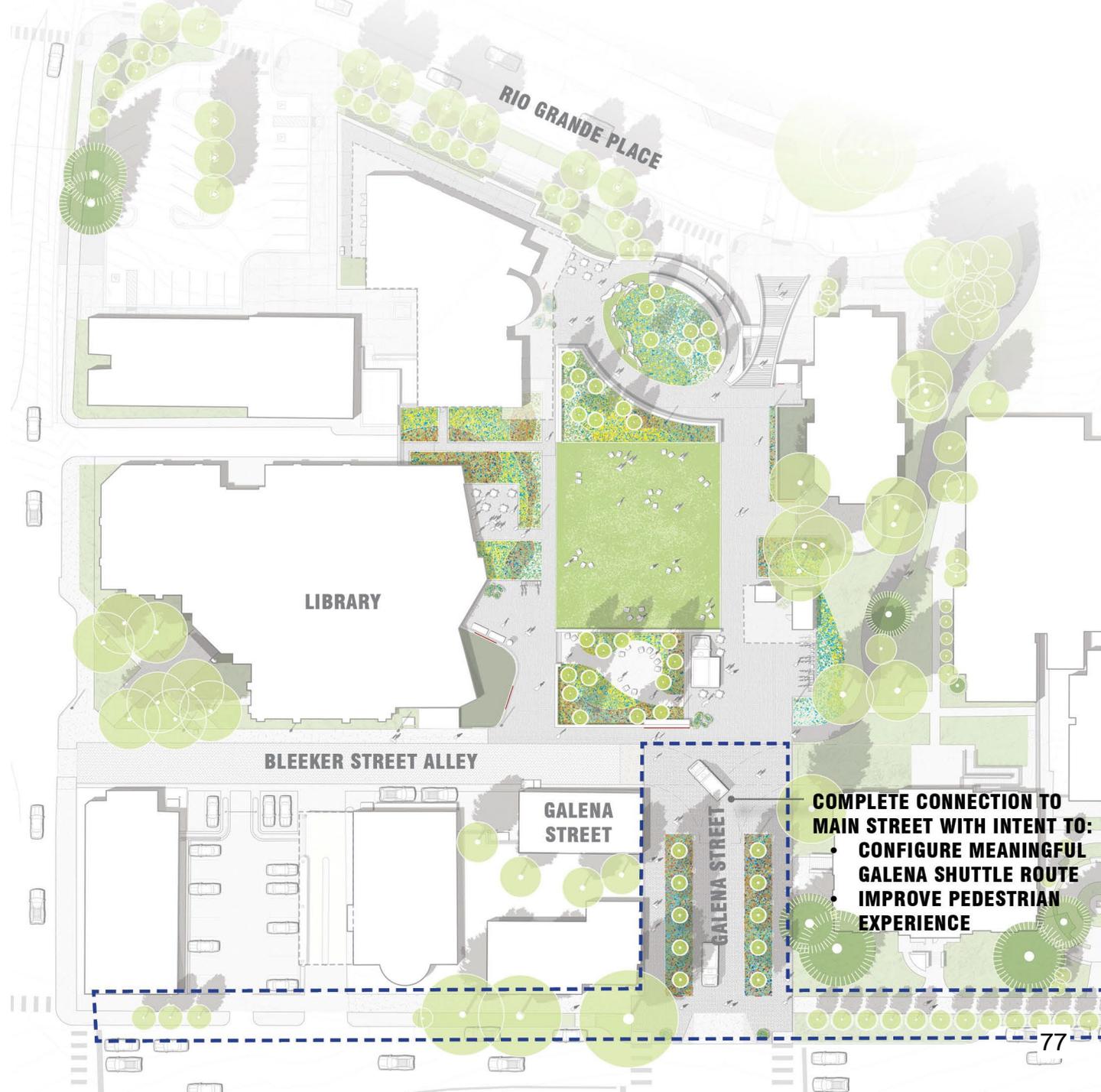
## Phase 2 Improvements

- 2-5 years

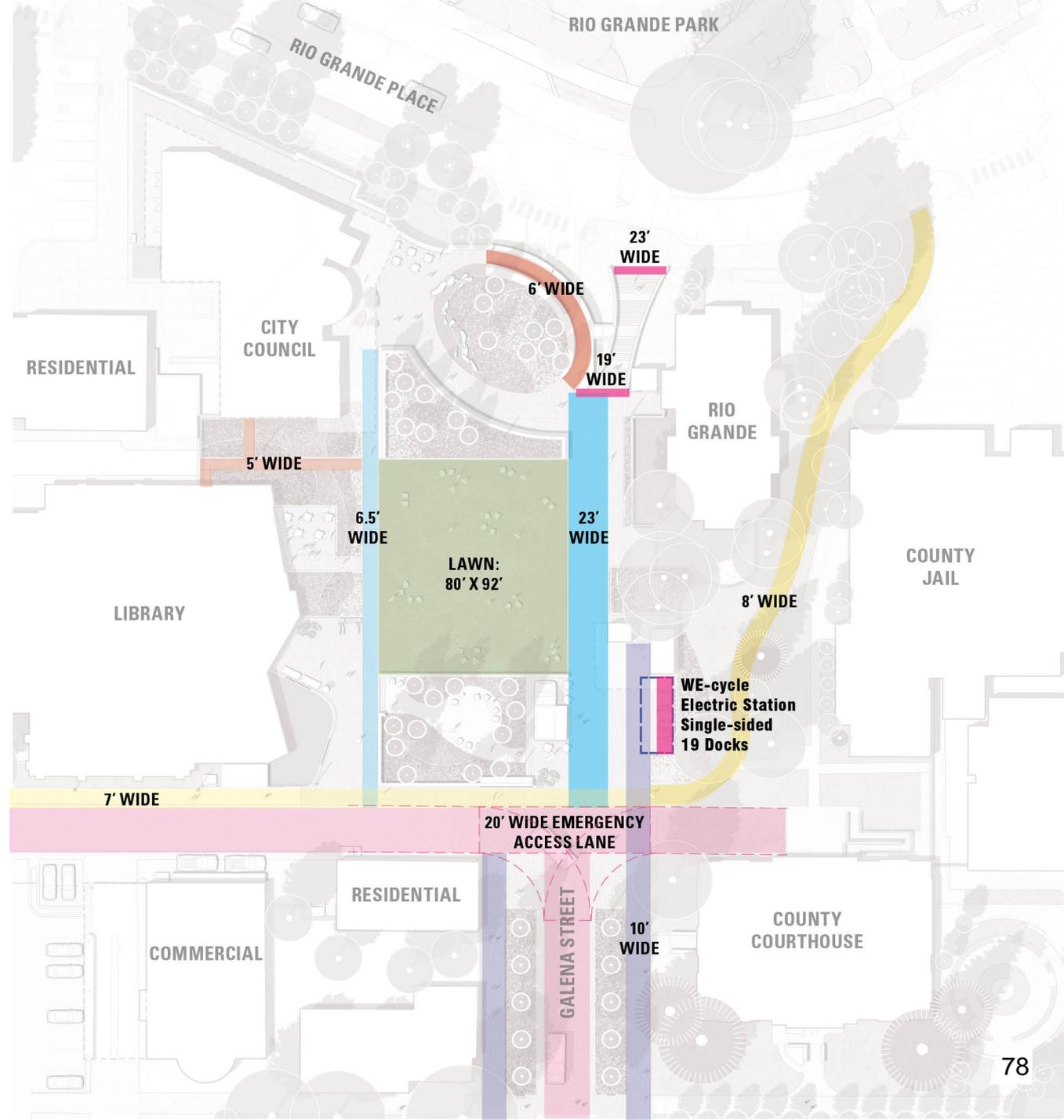


## Phase 3 Improvements

- TBD

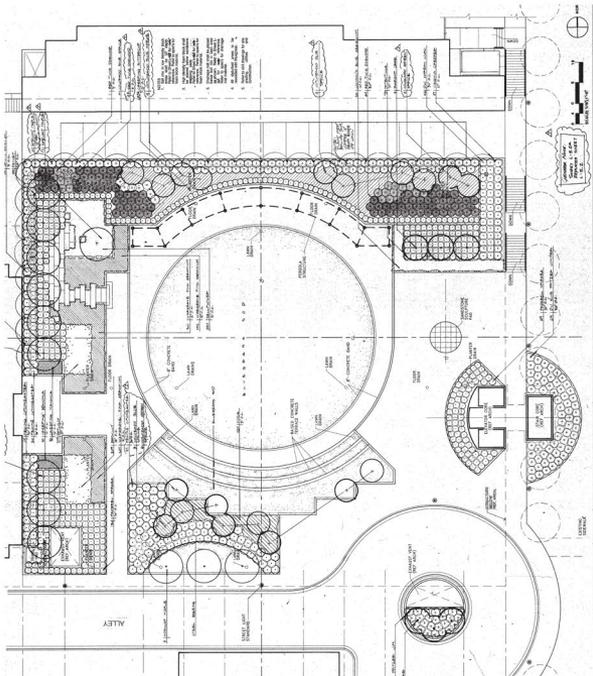


# Dimensions + Scale



# STRUCTURAL ANALYSIS

1990 PLAN



GALENA PLAZA AS PERMITTED



GALENA PLAZA UPDATE



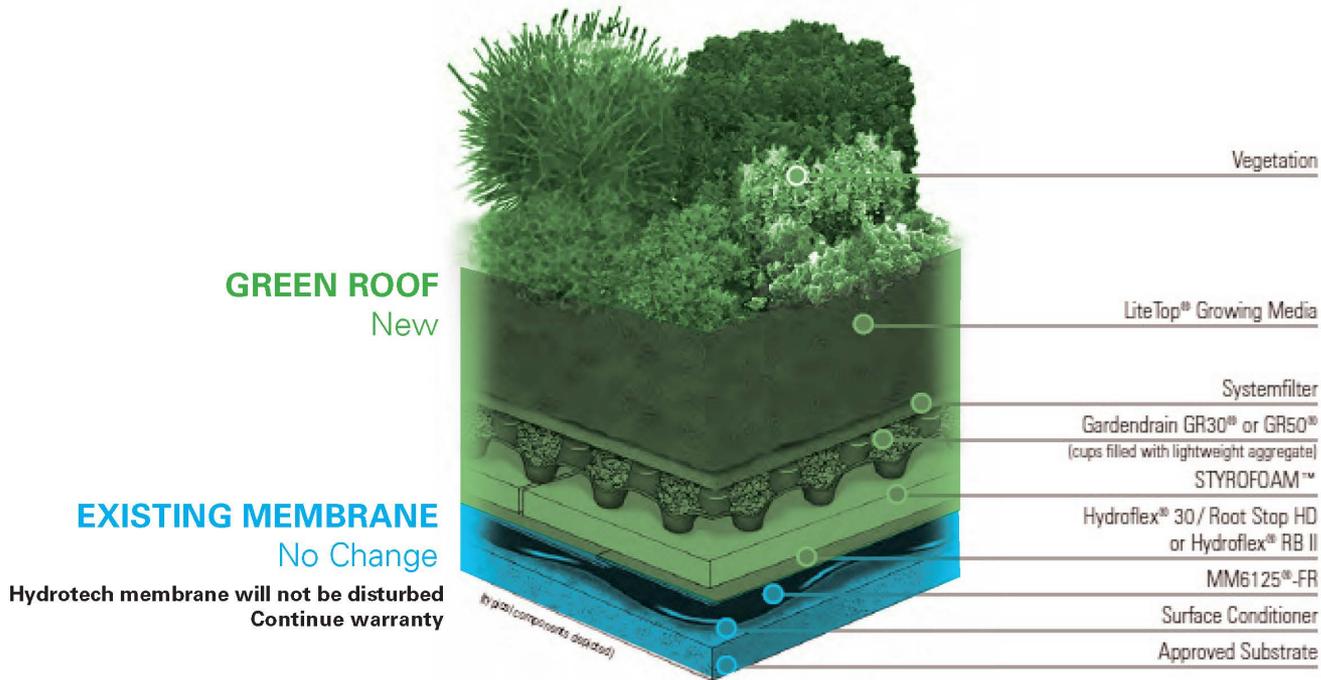
TREES PLANNED OVER EXISTING PARKING GARAGE

35

19

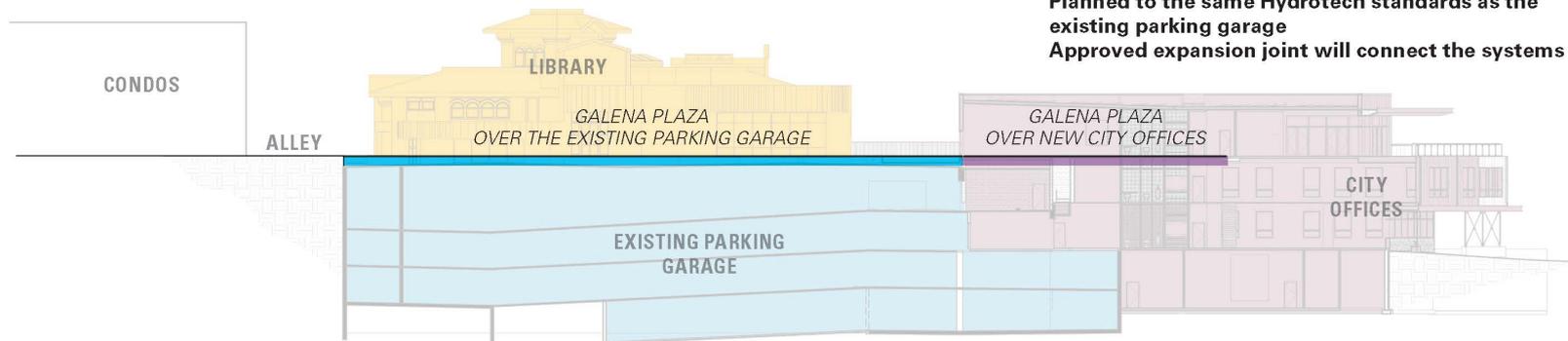
16

# GREEN ROOF + WATER PROOFING



## CITY OFFICES MEMBRANE New

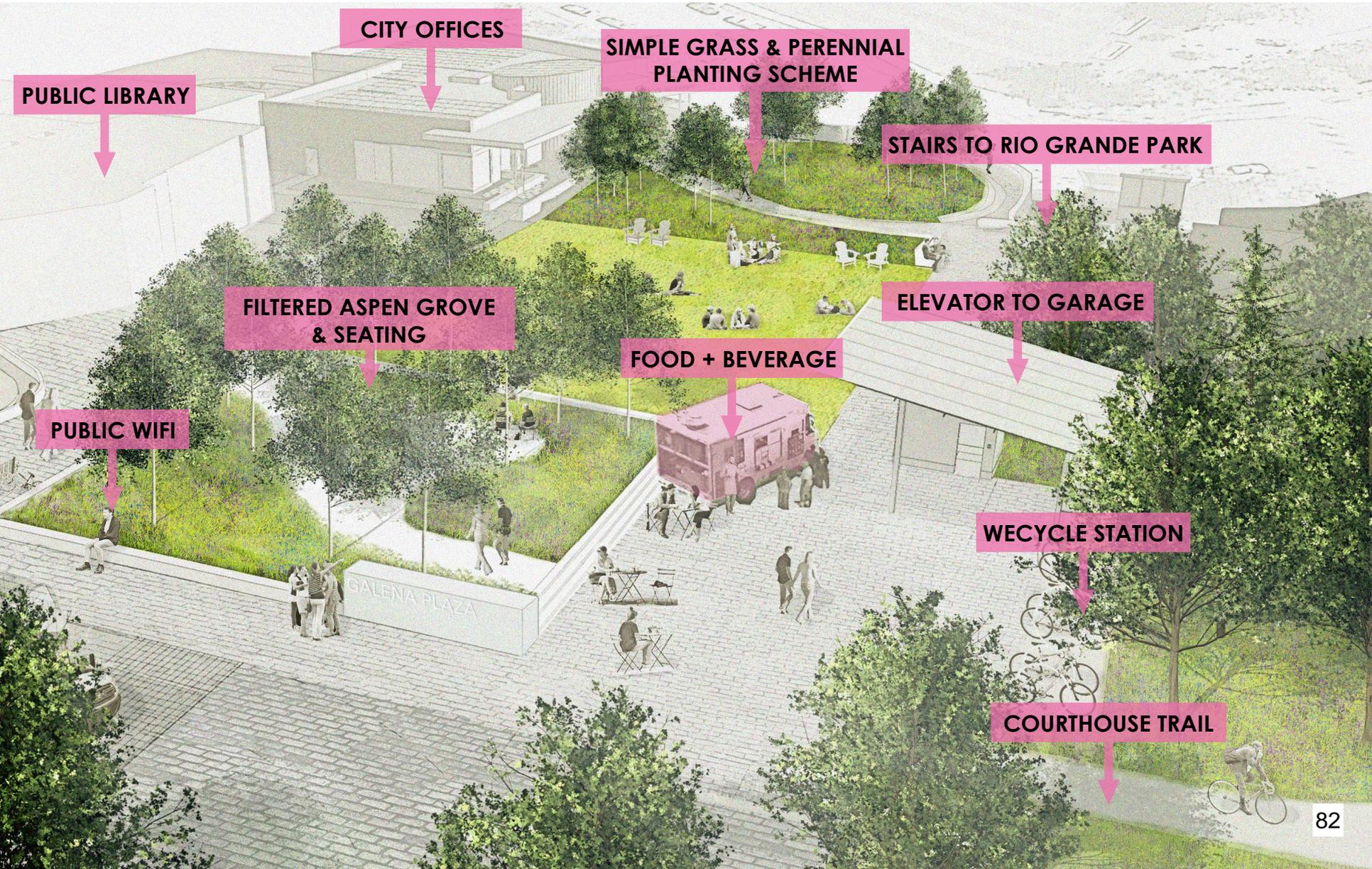
Planned to the same Hydrotech standards as the existing parking garage  
Approved expansion joint will connect the systems



# WELL-CONNECTED PUBLIC SPACE



# WELL-CONNECTED PUBLIC SPACE



CITY OFFICES

SIMPLE GRASS & PERENNIAL PLANTING SCHEME

PUBLIC LIBRARY

STAIRS TO RIO GRANDE PARK

FILTERED ASPEN GROVE & SEATING

ELEVATOR TO GARAGE

FOOD + BEVERAGE

PUBLIC WIFI

WECYCLE STATION

GALENA PLAZA

COURTHOUSE TRAIL

# MAINTENANCE + OPERATIONS

Asset Type	Maintenance Standards	Routine Maintenance Tasks	Frequency	J	F	M	A	M	J	J	A	S	O	N	D	Hours	Annual Hours	Annual Cost Staffing
Turf	Turf should be level, 2 1/2" tall, free of weeds, and green color between May and October.	Mow grass, spray chemicals, and perform other basic grounds maintenance necessary.	52					1	1	1	1	1	1			2	52.0	\$1,595.36
Turf	Turf areas should be healthy and attractive with vigorous growth. Turf areas area green, uniform, with limited patches or brown spots.	Apply fertilizer, weed control, and other turf treatments including dog spot repair.	12					1						1		2	4.0	\$122.72
Turf		Remove leaves and foreign debris from turf as needed	12				1						1	1		8	24.0	\$736.32
Turf	Turf areas should be healthy and not have over-compacted soils. Aeration shall be employed to reduce soil compaction and increase oxygen to root system.	Aerate turf with core aerator, remove excess thatch, and top dress accordingly.	12													3	3.0	\$92.04
Turf	Turf edges are maintained and trimmed to match the mow height. Long grass is not allowed to grow around trees, fences, posts, walk edges, etc.)	Line trim, edge, and/or spray chemicals to provide nice edge around allcomponents.	52					1	1	1	1	1	1			3	78.0	\$2,393.04
Walkways	Walkways are free and clear of debris, leaves, and trash. Walkways are safe and consistent for walking and provide no major trip hazards.	Sweep, blow, or physically remove all items from walkways. Assess all walkways to ensure they are clear and safe for usage. Provide necessary repairs as needed.	104	1	1	1	1	1	1	1	1	1	1	1	1	0.5	52.0	\$1,595.36
Perennial Beds	Perennial beds are healthy, aesthetic, and free of weeds and debris	Remove weeds, add mulch, train creeping vegetation	104					1	1	1	1	1	1			2	104.0	\$3,190.72
Perennial Beds	Perennial beds are planted with new stock as needed, plants are pruned.	Remove dead heads, plant new annuals or replacement perennials.	52					1	1	1	1	1				2	43.3	\$1,329.47
Tree Care	Trees are heathy and properly pruned	Prune trees, remove dead growth, respond to damage from wind and frost events, wrap trees in the winter, remove in the summer.	12						1					1		8	16.0	\$490.88
Snow Removal	Walkways are free of snow and ice.	Shovel, sweep, blow, or physically chip snow and ice buildup from all walkways.	156	1	1	1	1						1	1	1	2	182.0	\$5,583.76
Snow Removal	Snow piles do not become too large, and do not drain water onto walkways causing ice	Haul off snow piles periodically using loaders, trucks and trailers	26	1	1	1									1	4	34.7	\$1,063.57
Irrigation	Commission and inspect irrigation system each spring	Install backflow, review programs, monitor zones and repair any damage from winter	12					1								2	4.0	\$122.72
Irrigation	Irrigation system is operational and provides adequete and uniform coverage to turf areas, trees, and planted beds.	Adjust spray patterns, zone times, and repair breaks as needed.	26					1	1	1	1	1				2	21.7	\$664.73
Irrigation	Winterize irrigation system	Blow out irrigation zones by using compressor, remove backflow.	12											1		4	4.0	\$122.72
Benches and chairs	Benches are clean and comfortable to sit on.	Wipe down benches and chairs and clean surfaces	52	1	1	1	1	1	1	1	1	1	1	1	1	0.5	26.0	\$797.68
Benches and chairs	Benches are properly maintained for durability.	Refinish wood benches	12					1								16	16.0	\$490.88
Trench Drain	Trench drains are free of debris and functional	Clean trench drain once annually and inspect bolts to secure covers	12							1						2	2.0	\$69.48

**\$20,461**

# FOOD + BEVERAGE

## COMMENTS FROM COMMUNITY MEMBERS WITH TIES TO THE RESTAURANT INDUSTRY

*FOOD TRUCKS!! They are chef driven; pun intended. They are more often affordable. They are fast in service. They offer variety. They can be rotated in terms of favorability. They can come and go. They leave no trace. They draw attention. They require little infrastructure. They give opportunity to those in this community/valley of chefs to share their craft. They share a sense of belonging.... There is a minimalist aspect to this as an option that leaves the park as it be when the truck(s) depart...reflective, peaceful and free of a walled structure. And ultimately, a fun new option for foodservice that does not exist in this town...*

*This is a great idea! So much can be done here to create interest in the area and offer some great culinary options!!! I would definitely be there!*

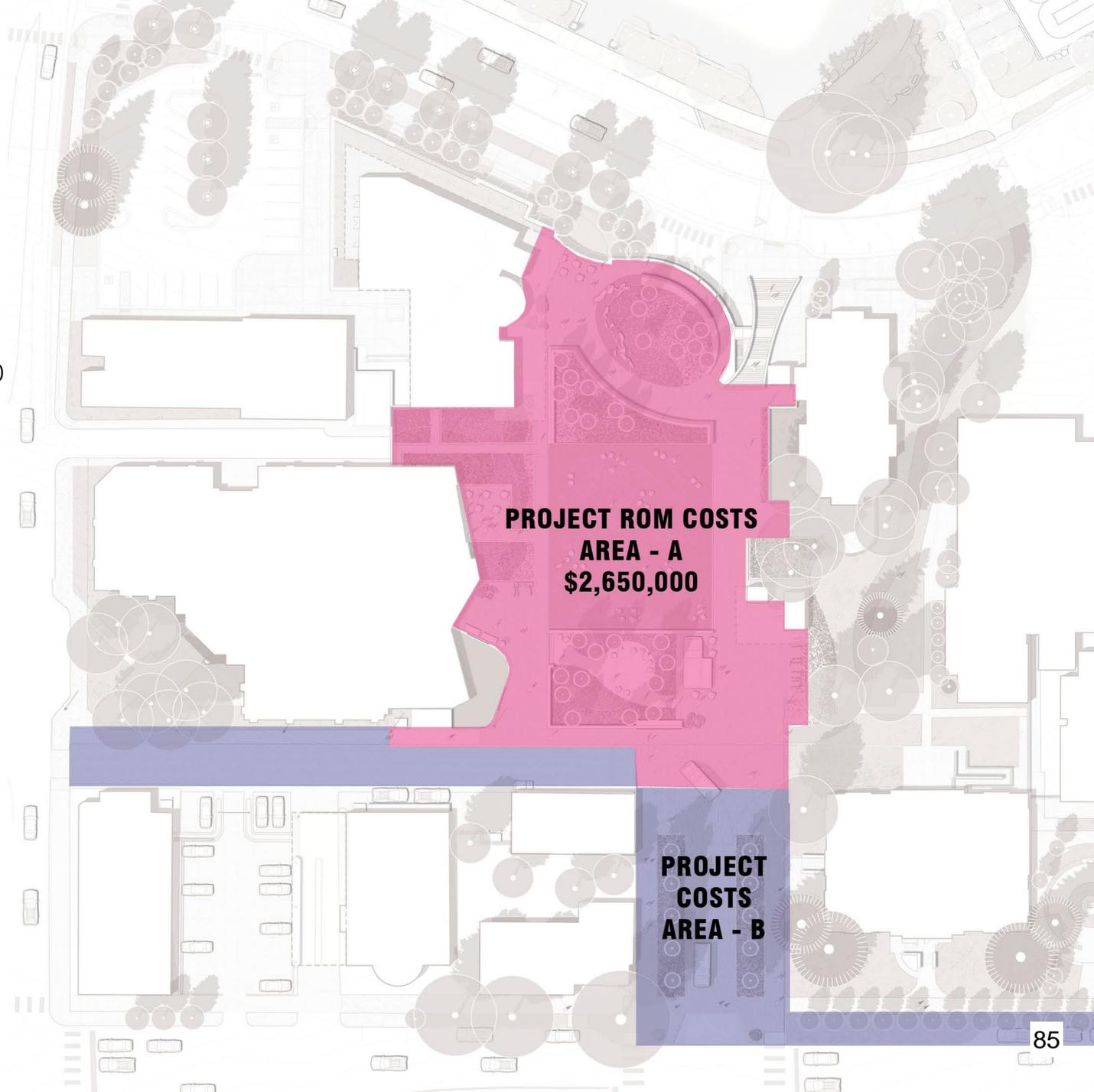
*Love the idea! A great way to incorporate food trucks in the Aspen food scene. This would give lots of great local private chefs an opportunity to share their talent with the public.*

## Cost Evaluation

Budgets:

- City Offices \$909,000
  - Parks 2020 \$500,000
  - Parks 2021 \$525,000
- Total \$1,934,000

Estimated Variance  
(\$716,000)



# BRIDGING TO RIO GRANDE PARK

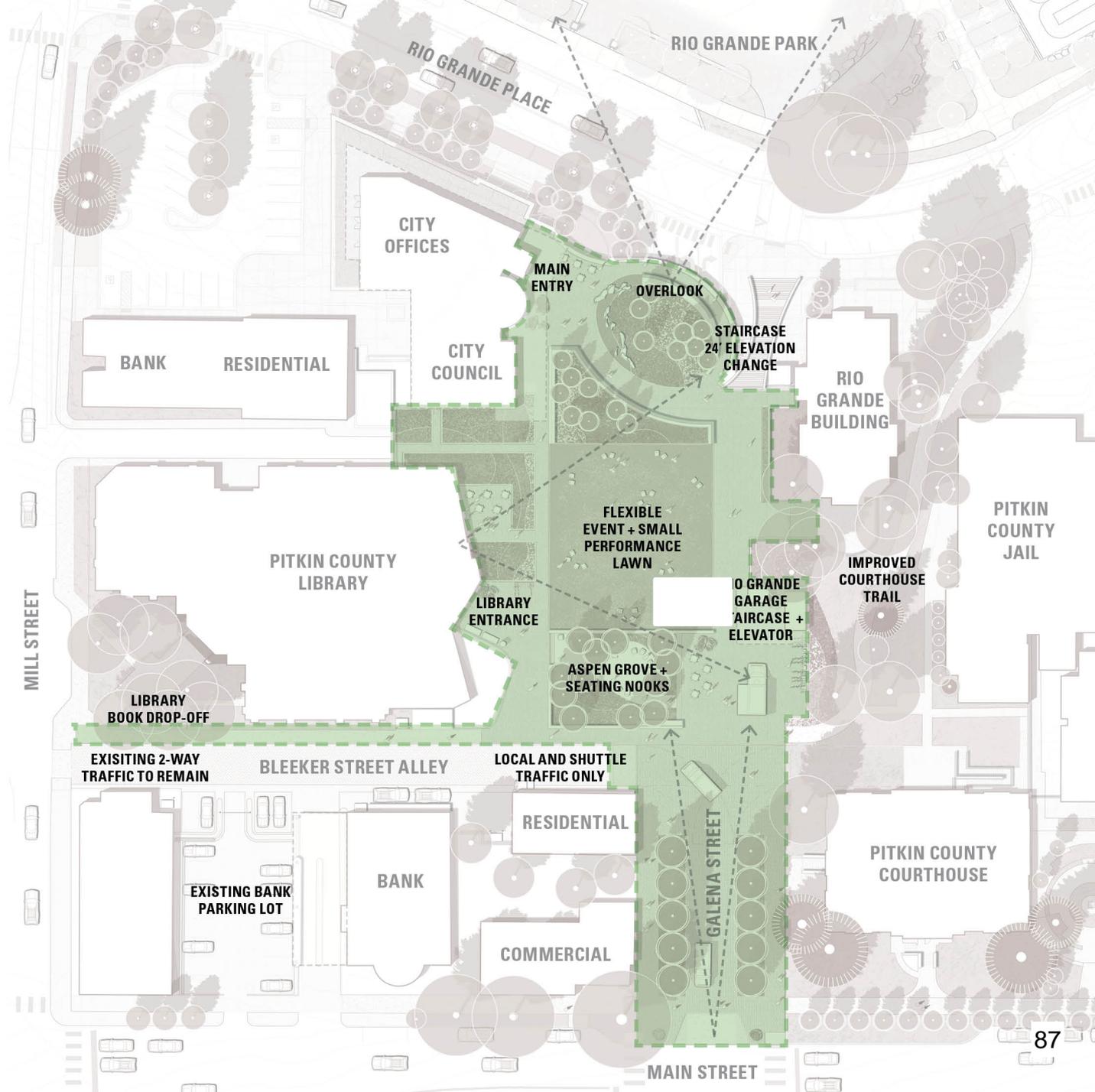


GALEANA PLAZA | SKY BRIDGE STUDY

- Not sufficient run to connect grades
- Clearance over Rio Grande Place is compromised
- Would require an additional staircase to maintain walk connectivity
- Would require a walk along a sloping overhead deck

## Requesting Council Decision

- Requesting decision to move the green roof areas of Galena Plaza to:
  - Design Development Documents
  - Construction Documents
  - Permit Review
- Council review of construction contract
  - Fall 2020
- Implementation
  - Spring 2021



# Galena Plaza – As Permitted



## Galena Plaza – As Permitted



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