

# **AGENDA**

## **CITY COUNCIL WORK SESSION**

**November 1, 2021**

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



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### **WEBEX**

[www.webex.com](http://www.webex.com)  
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### **I. WORK SESSION**

- I.A. 2022 Budget Recap
- I.B. Lumberyard Affordable Housing Design Alternatives



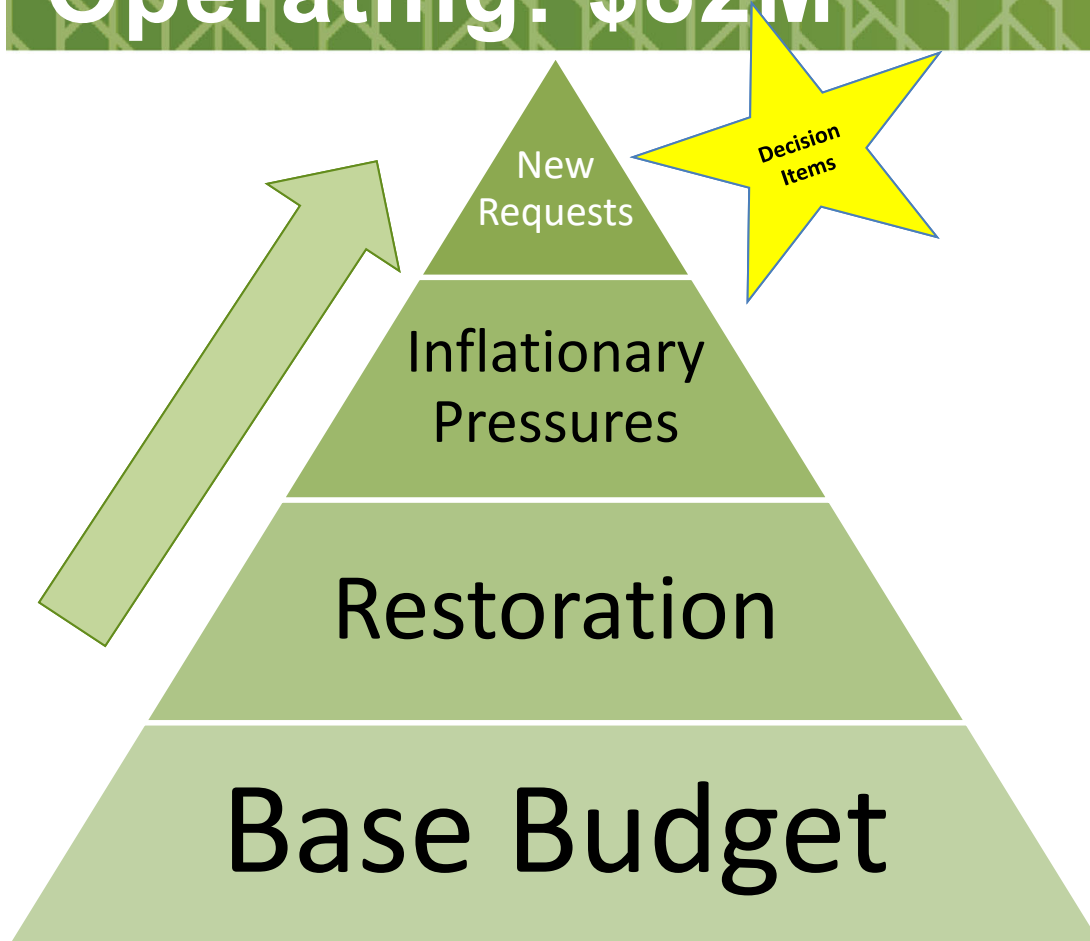
# 2022 BUDGET DEVELOPMENT

## Budget Wrap Up

Pete Strecker & Andrew Kramer

NOVEMBER 1, 2021 <sup>1</sup>

# Operating: \$82M



## Supplementals: \$2.7M

- Staffing: \$1.6M (8.0 FTE + Seasonal Incr.)
- Additional HHS Grants: \$340K
- Rate Studies: \$310K
- Purchased Power: \$300K

## Price Escalation: \$4.1M

- Up to 4% Merit: \$1.2M
- Comp. & Class Implementation: \$1.2M
- 2% on Contracts & Materials: \$980K
- On-Going Spring Supps: \$340K

## Restoration Actions: \$1M

- 2020 Wage Freeze Restoration: \$1.2M
- 2020 GOMs: \$800K
- 2020 One-Time Items: (\$891K)

## Base Budget: \$74M

# Capital: \$53M

## HOUSING

Burlingame Phase 3 (79 Units)  
Lumberyard Planning, Design, Entitlements  
Placeholder for Other Opportunities

## INFRASTRUCTURE

Address Aging Electrical & Water Systems  
Street Grading & Repaving (3 Year Cycle)  
Pedestrian Improvements / ADA

## PUBLIC BENEFIT

Armory Repurposing / Renovation  
Wheeler Production Equipment Upgrades  
Herron Park Facilities  
Childcare Expansion - Design

Decision  
Items



# 2022 Proposed Budget

	Originally Proposed	Known Adjustments
<b>Revenues</b>	\$157,139,243	<b>\$123,750</b>
<i>Base Funding</i>	\$79,365,237	
<i>Supplemental Requests</i>	<u>\$2,751,730</u>	
<b>Total Operating</b>	\$82,116,967	<b>+\$465,770</b>
<b>Capital Outlay</b>	\$52,708,715	<b>+\$399,540</b>
<b>Debt Service</b>	\$6,646,870	<b>-\$82,000</b>
<b>Net Appropriations</b>	<u>\$141,472,552</u>	<b>+\$783,310</b>
Transfers	\$26,096,840	
<b>Total Appropriations</b>	\$167,569,391	<b>+\$783,310</b>
<b>Ending Fund Balance</b>	\$179,925,762	<b>-\$659,560</b>

## Known Adjustments

- **AMP, General Fund & Stormwater Fund**
  - ❑ **Include** Property Tax Collection Fees \$166,270  
(oversite issue during development)
- **General Fund**
  - ❑ Increase Council Budget by \$300,000 to Increase Arts Grants Funding - **Reduce** Wheeler by \$84K to \$100K (RETT \$'s)
- **Golf Course Fund**
  - ❑ Revise Debt Service **Down** \$82,000 to Factor In **Increase** for Purchase of New Carts \$399,540  
(Outright Purchase vs Lease Purchase)
- **Housing Development Fund**
  - ❑ **Increase** Transfer by \$83,500 to APCA Admin Fund for EE Housing Benefit & Clean-Up



# Additional Funding Considerations

- **General Fund**

- ❑ **West End Route Alternatives Study**

- \$60K to Fund Study for Up to 3 Alternatives to Routes

- Obtain Vehicle Data for Late Afternoon Traffic Through West End
      - Assess Implementing Improvements for Safety & Impacts to Main Street

- **Transportation Fund**

- ❑ **Entrance to Aspen**

- Up to \$150K for Consulting Services for Education & Outreach Around Record of Decision

- *Website Creation & Document Library*
      - *Print Campaign*
      - *Survey / Polling*
      - *Public Open Houses*
      - *Grassroots Videos*



# American Rescue Plan Funding

- **City's Allocation - \$1.86m**

- ☐ City Is A Non-entitlement Unit (NEU) < 50,000 Population
- ☐ 1st Tranche (50%) Awarded July 2021; 2<sup>nd</sup> Tranche (50%) Due May 2022

- **Spending Timeline**

- ☐ Funds Must Be Obligated By December 31, 2024
- ☐ Funds Must Be Spent By December 31, 2026
- ☐ Adequate Time To Plan & Integrate Funds Into CIP
- ☐ Maximize Local Impact By Coordinating The Use Of ARP Funds With Anticipated Funding Through The Infrastructure Bill Currently Under Discussion In Congress



# American Rescue Plan Funding

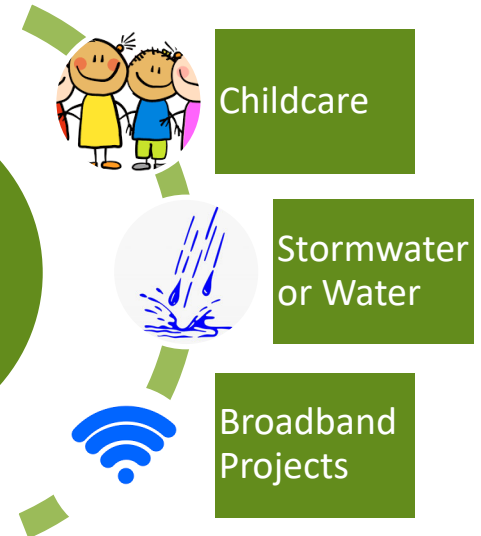
## Specific Uses of Funding

- ☐ Support Public Health Expenditures
- ☐ Address Negative Economic Impacts Caused by Public Health Emergency
- ☒ ~~Replace Lost Public Sector Revenue~~
- ☐ Provide Premium Pay for Essential Workers
- ☐ Invest in Water, Sewer, Stormwater\* & Broadband Infrastructure\*\*

*\* N.E.P.A. Review Required If Leveraged With Other Federal Funds*

*\*\* Regional Requirement*

Possible Options



### Possible Recommendation:

50% for Childcare – Expansion Design & Entitlements

50% for Stormwater – Existing Infrastructure Replacement



# Questions / Tasks for Staff

- **Asset Management**

- ☐ Major Projects Timeline – Layer With List of Potential Uses for Armory Building

- **Environmental Health**

- ☐ Explore Requirement for Haul Out or Charge Fee for Companies that Deliver with Cardboard
- ☐ Partnership with Local Business (e.g. Kroger) on Plastic Waste Hauling Already Occurring

- **Parks, Utilities & Environmental Health**

- ☐ Wildfire Mitigation Update

- **Short Term Rentals** (work session scheduled Nov 16)

- ☐ Assess Impacts to the Community
- ☐ Looking Beyond 30-Day Rental Period
- ☐ Explore Residential Vacancy Tax
- ☐ Assess Regulatory Responses

- **Information Technology** (work session item)

- ☐ Further Assessment of Establishing Community Broadband as Utility



# Questions / Tasks for Staff

- **Parking Fund**

- ☐ Review Hotels Use of Underground Garage Spaces - Aligned with Existing Zoning?
- ☐ Provide Data Around Unpaid Parking Tickets
- ☐ Provide Assessment of Adding Additional Parking Spaces in Rio Grande Garage

- **Recreation & Parks**

- E-bike Education, Liability & Etiquette; Dog Waste Enforcement (Wagner Park & Beyond)
- Explore Funding Opportunity for Maroon Creek Trail – CDOT Safe Ways to Schools
- Ensure Financial Assistance Available for Increase on Junior Golf Pass
- Include Pickleball / Tennis Court Bubble in 0.5% Sales Tax Renewal Question

- **Tourism Promotion**

- ☐ Assess Preservation of Existing Tourists' Experience vs. Increasing Tourism
- ☐ Should Production Costs Associated with Events that Drive Tourism be Funded from the Tourism Promotion Fund?





	APCHA Administration	APCHA Development	APCHA Smuggler	Known Adjustments
<b>Revenues</b>	<b>\$2,436,390</b>	<b>\$10,000</b>	<b>\$80,600</b>	<b>\$177,000</b>
Base Funding	\$2,202,230	\$6,200	\$66,670	\$129,950
Supplemental Requests	\$119,870	\$0	\$190	\$0
<b>Total Operating</b>	<b>\$2,322,100</b>	<b>\$6,200</b>	<b>\$66,860</b>	<b>\$129,950</b>
Capital Outlay	\$500,000	\$0	\$18,100	\$0
Debt Service	\$0	\$0	\$0	\$0
<b>Net Appropriations</b>	<b>\$2,822,100</b>	<b>\$6,200</b>	<b>\$84,960</b>	<b>\$129,950</b>
Transfers	\$0	\$0	\$0	
<b>Total Appropriations</b>	<b>\$2,822,100</b>	<b>\$6,200</b>	<b>\$84,960</b>	<b>\$129,950</b>
<b>Ending Fund Balance</b>	<b>\$324,974</b>	<b>\$3,800</b>	<b>\$420,369</b>	<b>\$47,050</b>

## Addition of Employee Housing Benefits

- ❑ Increase City & County Subsidy Contribution to Fund Benefit & 12.5% Reserve Requirement

## Small Operating Increase in Development Fund

- ❑ \$6,200 for Rental Unit

# Other City Component Units

	Truscott Phase II Property	Aspen Country Inn Property	Aspen Mini Storage
<b>Revenues</b>	<b>\$1,199,750</b>	<b>\$386,350</b>	<b>\$634,400</b>
Base Funding	\$579,660	\$227,880	\$634,400
Supplemental Requests	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<b>Total Operating</b>	<b>\$579,660</b>	<b>\$227,880</b>	<b>\$634,400</b>
<b>Capital Outlay</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Debt Service</b>	<b>\$396,940</b>	<b>\$138,270</b>	<b>\$0</b>
<b>Net Appropriations</b>	<b>\$991,600</b>	<b>\$366,150</b>	<b>\$634,400</b>
Transfers	\$0	\$0	\$0
<b>Total Appropriations</b>	<b>\$991,600</b>	<b>\$366,150</b>	<b>\$634,400</b>
<b>Ending Fund Balance</b>	<b>\$651,727</b>	<b>\$133,130</b>	<b>\$0</b>



# 2022 Proposed Budget Wrap-Up



## MEMORANDUM

**TO:** Mayor and Council Members

**FROM:** Chris Everson, Affordable Housing Project Manager

**THROUGH:** Rob Schober, Capital Asset Director

**MEMO DATE:** October 29, 2021

**MEETING DATE:** November 1, 2021

**RE:** Lumberyard Affordable Housing Design Process Update

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**REQUEST OF COUNCIL:** Staff is requesting feedback from Council about overall project vision and alternate parking plans recommended for upcoming community engagement.

**BACKGROUND:** Attached Exhibit A – Lumberyard Project Background provides a history of work to date on the Lumberyard affordable housing design effort. The detailed background information provides important context for where the current effort is picking up after the effort left off in late 2020.

### DISCUSSION:

Council is being asked to provide the following direction during the today's session:

1. Do the project vision and guiding principles meet Council's expectation?
2. Feedback on additional explorations or metrics that will assist in evaluating success moving forward?
3. Are the range of parking alternatives presented today reasonable to take to the community for public input?

### Project Vision and Guiding Principles

Since being brought together, the current project team, including Cushing Terrell and DHM Design, have been integrating their knowledge of the project work to date, and have been working primarily on Council's concerns about the 2020 Lumberyard 310-unit conceptual master plan.

The project team has also been further studying the technical elements of the project site and engaging a series of "staff advisory" conferences with key City department representatives to make sure that the project team is hearing important project input from the City's many referral departments such as Environmental Health & Climate Action, Parks & Open Space, Parking, Transportation, Communications, Community Development, Building, Engineering, APCHA, and Utilities.

While becoming familiar with the project background and the City's values, the project team has developed a vision statement for the Lumberyard affordable housing development.

***Lumberyard Affordable Housing Project Vision Statement:***

***A stable, thriving affordable neighborhood. Pedestrian friendly, environmentally sustainable, connected, and welcoming. Looks, lives and feels authentically Aspen!***

Cushing Terrell have also engaged key City and CORE personnel in a sustainability workshop as well as additional follow-up from that workshop, including collecting goals and recommendations for potential certification programs for energy efficiency and environmental sustainability. This work is ongoing, and the project team will be bringing forward a sustainability recommendation in upcoming meetings.

**Parking Alternatives Analysis**

Council's concern about 100% underground parking is a fundamental site master planning issue which must be managed prior to continuing with the schematic design process. The Cushing Terrell team has engaged most of their design effort to this point developing alternate parking plans.

Underground parking removes conflicts between pedestrians and cars and leaves space on the surface for site amenities which increase the livability of the facilities. But underground parking is costly in many ways including initial cost, ongoing maintenance cost, disposition of excavated material, environmental impacts, access convenience and more.

Cushing Terrell's first design task has been to perform a parking alternatives analysis to study impacts of varying levels of above-ground parking in place of 100% underground parking. The goal of this effort is to come up with feasible alternatives to 100% underground parking with 310 units on site and with buildings no taller than 4 stories.

The four parking alternatives which the Cushing Terrell team is presenting all include the same number of units (310) and parking spaces (432) as are contained in the 2020 Lumberyard 310-unit conceptual master plan. The plans all include the same amount of space and parking for a childcare facility. But the plans have varying amounts of usable open site area, with some site area more consolidated into larger yard-like spaces and some more distributed. The useable open site area notes shown below are a sum of consolidated yard-like green spaces of over 6,000 sq. ft.

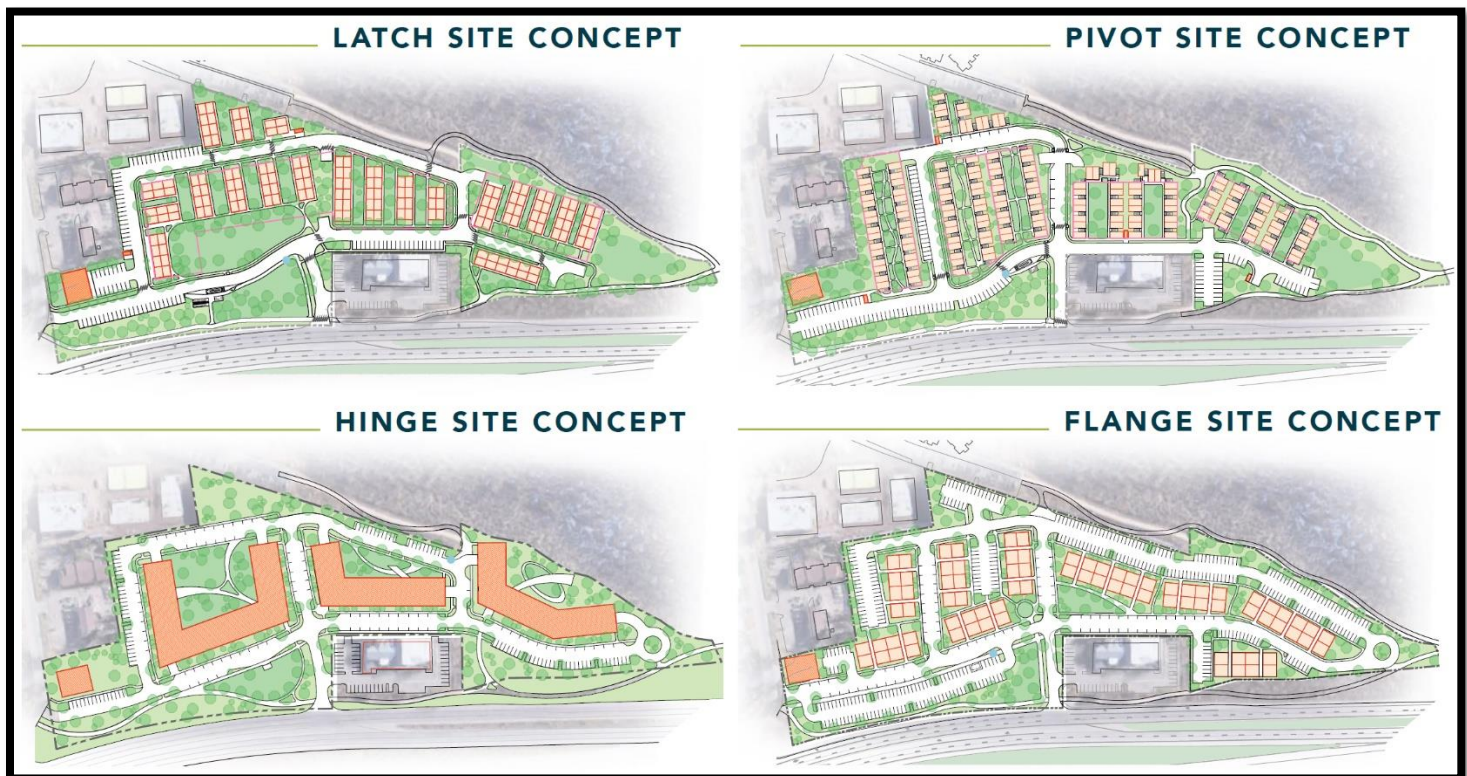
**Latch Parking Plan:** Latch distributes 310 units in twenty structures and maintains generous usable open site area. With more parking underground, latch provides connected public-facing open space on the site. These 4-story structures are conceptual only and contain space needed for 310 two-level units accessed by external stairs and access decks. Latch has 351 underground parking spaces (81%), 44 carport-covered surface parking spaces (10%) and 37 uncovered surface parking spaces (9%). Latch provides about 1.4 acres of yard-like green spaces of over 6,000 sq. ft. with two large, primary public-facing green spaces.



**Pivot Parking Plan:** Pivot spreads livable area provides two story units that aren't back-to-back. This gives daylight, views and cross-ventilation to each unit. These 4-story structures are conceptual only and contain space needed for 310 two-level units accessed by a covered breezeway. Pivot has 311 underground parking spaces (72%), 49 carport-covered surface parking spaces (11%) and 72 uncovered surface parking spaces (17%). Pivot provides about 0.8 acres of yard-like green spaces of over 6,000 sq. ft. and breezeways with front stoops and balconies.

**Hinge Parking Plan:** Hinge maximizes consolidated open site areas into large, protected courtyards and consolidates 310 units into three very large, efficient structures. These 4-story structures are conceptual only and contain space needed for 310 single-level units accessed by an internal corridor. Hinge has 261 underground parking spaces (60%), 78 carport-covered surface parking spaces (18%) and 91 uncovered surface parking spaces (21%). Hinge provides about 1.8 acres of yard-like green spaces of over 6,000 sq. ft. with three large, protected courtyard areas.

**Flange Parking Plan:** Flange has no underground parking and balances pedestrian, vehicle, and other modes of connection on the surface. Flange consolidates 310 units into nine moderately large, efficient structures and has a lower initial carbon footprint with no underground garage. These 4-story structures are conceptual only and contain space needed for 310 single-level units accessed by a covered breezeway. Flange has 0 underground parking spaces (0%), 201 carport-covered surface parking spaces (47%) and 231 uncovered surface parking spaces (53%). Flange provides about 0.2 acres of yard-like green spaces of over 6,000 sq. ft.





### **Rough Order Cost and Excavation Estimates**

Below is a table of conceptual rough order of magnitude estimates of initial cost and annual maintenance cost for parking for each parking plan. The estimates are based on 2021 dollars, not future dollars, and include only parking, not the entire development. These estimates are intended to be used only for rough order of magnitude comparison among the parking plans and are not based on construction bids and should therefore not be relied upon as an indication of actual construction cost in 2021 or in the future. This also does not include the 15 to 16 childcare surface parking shown in all the plans.

Parking Plan Parking Type	Parking Spaces	%	Estimated Initial Cost	Estimated Annual Maintenance	Dump Truck Loads Excavated
<b>100% Underground</b>	432		\$32,400,000	\$291,600	5400
<b>Latch</b>	432		\$27,795,000	\$270,950	4388
Underground	351	81%			
Carport Surface	44	10%			
Uncovered Surface	37	9%			
<b>Pivot</b>	432		\$25,270,000	\$257,825	3888
Underground	311	72%			
Carport Surface	49	11%			
Uncovered Surface	72	17%			
<b>Hinge</b>	432		\$22,585,000	\$246,100	3288
Underground	263	61%			
Carport Surface	78	18%			
Uncovered Surface	91	21%			
<b>Flange</b>			\$7,335,000	\$175,575	0
Underground	0	0%			
Carport Surface	201	47%			
Uncovered Surface	231	53%			

The table also includes a rough order estimate of excavated material for underground parking which has been reduced to dump truck loads to make the comparisons as simple as possible. This does not include estimates of excavated material for crawl spaces which are likely under buildings where there will be no underground parking. This also does not include estimates of excavated material for carport-covered or uncovered surface parking spaces which is also likely needed. The “Dump Truck Loads Excavated” estimates shown here are for excavation due to underground parking which is in excess of excavation for crawl spaces and carport-covered or uncovered surface parking. The “Dump Truck Loads Excavated” shown is not attempting to be an accurate measure of dump truck trips on Highway 82 since a significant amount of fill would be used to balance the site grading and to create berms for noise mitigation and other landscape features.

### **Housing Needs Study Update (Information Only – Not Part of Today’s Decision-Making)**

The project team has commissioned an updated housing needs analysis with Economic & Planning Systems, Inc. (EPS). EPS is in the final stages of data analysis and are beginning to format a draft final report. In the report, data related to household incomes covers the Roaring Fork Valley from Glenwood Springs to Aspen. And because the Aspen/Pitkin County Housing Authority housing regulations require employment in Pitkin County, data related to jobs in the report will focus on jobs in Pitkin County. Data from 2020 was not included due to accuracy concerns around COVID-19 impacts.

More detailed information will be reported shortly, and the preliminary information shown below is the primary area of concern:

From 2010 to 2019, the following trends have occurred with households from GWS to Aspen:

- A decline in rental and ownership households under 85% AMI (APCHA Categories 1 & 2)
- A small increase in rental and ownership households 85-120% AMI (APCHA Category 3)
- Some increase in rental households >120% AMI (APCHA Categories 4+)
- Larger increase in ownership households >120% AMI (APCHA Categories 4+)

From 2010 to 2019, the following trends have occurred with jobs in Pitkin County:

- Some growth in jobs for household incomes under 85% AMI (APCHA Categories 1 & 2)
- About twice as much job growth for household incomes 85-120% AMI (APCHA Category 3)
- Some growth in jobs for household incomes >120% AMI (APCHA Categories 4+)
- Wages in Aspen and Snowmass tend to be higher than the rest of the RFV

This preliminary information appears to suggest:

- Household losses combined with some job growth at lower incomes suggests a heavy focus on providing Category 1 & 2 units
- Small household increases combined with higher job growth at 85-120% AMI suggests an equally heavy focus on Category 3 units
- Household increases combined with some job growth at >120% AMI suggests a lesser focus on Category 4+ units

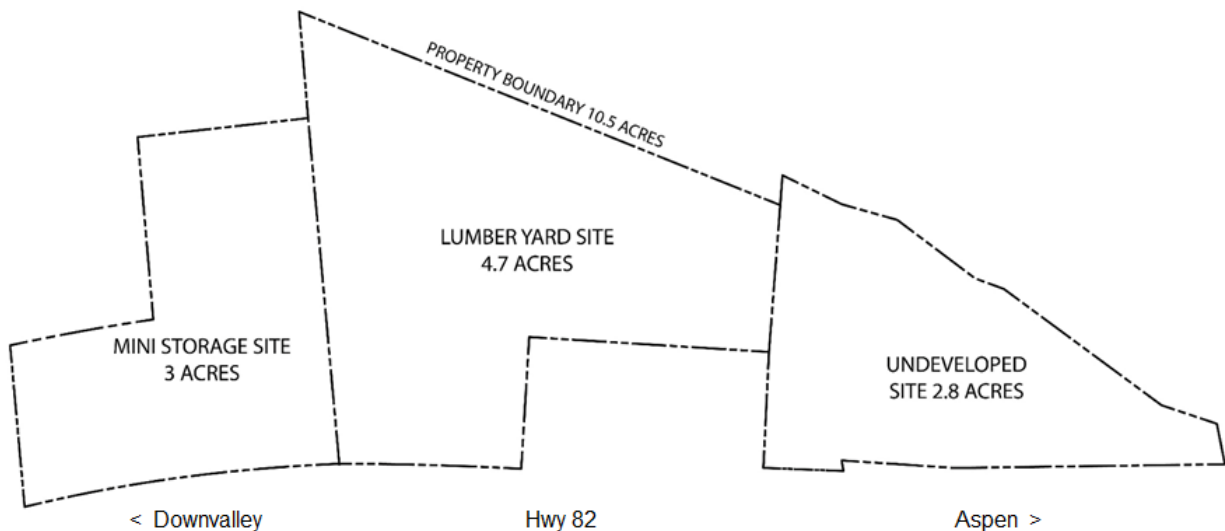
What might this mean for income levels in upcoming affordable housing developments?

- The Lumberyard program has to this point considered a mix of approximately 50% Category 1 & 2, 30% Category 3 and 20% Category 4+. Some consideration could be given to increasing Category 3 and decreasing Category 4+.
- For Burlingame Ranch Phase 3, consideration could be given to focusing unit sales more on Categories 2 & 3 and less on Categories 4+.

Staff plans to continue to develop reports and recommendations for Council review and direction as affordable housing development projects move forward.

## **Land Use Actions in Process**

The design for the Lumberyard affordable housing facilities needs to be determined before a development application can be submitted. But there are two land use approval steps that must occur prior to submittal of the affordable housing development application. These two steps are necessary to assemble the project site. The project site currently consists of three parts as shown below:



**Annexation of Mini Storage:** The 3-acre Mini Storage site is outside Aspen City limits and meets the regulated requirements for annexation into the City of Aspen. Years ago, the City of Aspen likewise annexed the 4.7-acre Lumberyard property into the City. Since the 3-acre Mini Storage site was purchased by the City of Aspen in 2020, annexation of the Mini Storage property has not yet occurred. An annexation application has been drafted and will be submitted shortly. The annexation will follow the same process that the Lumberyard property followed years ago, and a temporary re-zoning will be applied to the parcel once annexed – this will facilitate the continued operation of the Mini Storage operation until the City phases that out as 2024 approaches. The annexation process will follow the City of Aspen municipal code requirements and will require public notice and public hearings per typical regulation by the City of Aspen Community Development Department. **Staff plans to proceed as described unless directed otherwise by City Council.**

**Subdividing Undeveloped 2.8 Acres:** The 2.8-acre undeveloped site was annexed into the City of Aspen years ago as part of the Burlingame Lot 1A property which covers all of Deer Hill. Because the 2.8-acre undeveloped area is still part of Burlingame Lot 1A, it must be subdivided from Lot 1A so that it can be joined with the balance of the Lumberyard property for the development of affordable housing. The Deer Hill conservation easement and the Bar-X Pre-Annexation Agreement are historical recorded documents which allow this area to be used for development of affordable housing, and the process requires approval by Aspen Valley Land Trust (AVLT). **Staff plans to proceed as described unless directed otherwise by City Council.**

While these preliminary land use approval actions are in process, the Lumberyard project team will continue to develop the designs for affordable housing with input from Council and as informed by further community engagement. While the land use actions described above will prepare the site for the affordable housing development application submittal, these actions have no bearing on the ongoing design of the housing facilities and are being performed now due to necessity and time efficiency.

### **Upcoming Community Engagement (Lumberyard Outreach #4)**

After hearing from Council at the November 1 work session and incorporating Council's input into the alternative parking plans, the Lumberyard project team plans to perform further community engagement around these topics. This will be the fourth round of community outreach for the Lumberyard project (Outreach #4). The objective of Outreach #4 is to measure and document community sentiment around the alternative parking plans presented to Council.

The schedule for the upcoming community outreach is shown below, and is subject to modification as we move forward:

October 29	Re-launch Lumberyard on <a href="http://aspencommunityvoice.com">aspencommunityvoice.com</a>
	Email to City & Lumberyard mailing lists - Nov 1 City Council work session
	Social media post - Nov 1 City Council work session
November 1	<b>Aspen City Council Work Session</b> – Present Parking Alternatives
November 4	Aspen Community Voice and City Website - ready for comments and input
November 8	Main Street Banner - request for community input
	Store Front Flyers (Library, City/County Buildings, Info. Kiosk, etc.)
	Email to City & Lumberyard mailing list - request for community input
	Press release and media releases - request for community input
November 26	Email to City & Lumberyard mailing list – more input opportunities/events
	Social media post – more input opportunities/events
	Newspaper/Online Media Ads – more input opportunities/events
Nov 26 - Dec 20	Survey in process, topics based on Nov 1 work session
December 3	Newspaper, Online, Radio, social media – promote Dec 9 public meeting
December 8	Newspaper, Online, Radio, social media – promote Dec 9 public meeting
December 9	Newspaper, Online, Radio, social media – promote Dec 9 public meeting
December 9	TBD Public Meeting, on-line or in-person with controlled access or hybrid, (Details TBD pending COVID direction and input from public health officials)
December 10-20	Continue data collection, close on Dec 20
Dec 21 - Jan 5	Compile and format data and reports, summary report ACV
January 7	Email to City & Lumberyard mailing lists – Jan 10 City Council work session
	Social media post – Jan 10 City Council work session
January 10	<b>Aspen City Council Work Session</b> - Present Outreach Results

**Staff plans to proceed as described unless directed otherwise by City Council.**

The project information is now available at [aspencommunityvoice.com/lumberyard](http://aspencommunityvoice.com/lumberyard).

**Ongoing Project Schedule:**

2022	Complete Schematic Design
	Development Application Approval & Submittal
	RFQ PPP Development Opportunities
	Land Use Approval Process
	Detailed Design
2023	Record PD & Development Agreement
	Construction Documents
	Contracting & Procurement
	Building Permit Applications
2024	Tentative Construction Start
	Access & Infrastructure
	Phasing plan TBD

**FINANCIAL IMPACTS:** The 2022 budget was reviewed in a work session with City Council on October 25, 2021. Ongoing financial impacts related to project design decisions are TBD.

**RECOMMENDATIONS:** Staff recommends that Council consider the project vision and alternative parking plans presented and provide direction as requested. Staff additionally recommends that Council maintain staff plans to continue with land use actions and community engagement as described.

**CITY MANAGER COMMENTS:**\_\_\_\_\_

**EXHIBITS:** Exhibit A – Lumberyard Project Background  
Exhibit B – Presentation Slides including Appendix with Parking Analysis

## EXHIBIT A – LUMBERYARD PROJECT BACKGROUND

**TO:** Mayor and Council Members

**FROM:** Chris Everson, Affordable Housing Project Manager

**THROUGH:** Rob Schober, Capital Asset Director

**MEMO DATE:** October 29, 2021

**MEETING DATE:** November 1, 2021

**RE:** Exhibit A - Lumberyard Project Background

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**REQUEST OF COUNCIL:** N/A – Information Only

**BACKGROUND:** Staff does not intend to review this background material in detail during the work session.

The following background provides a history of work to date on the Lumberyard housing design effort. This detailed background information is included for anyone who may not be up to date on work leading up to the November 1, 2021 work session.

June 11, 2019: Council directed staff to move forward with community outreach and conceptual design for the Lumberyard affordable housing development project.

June 24, 2019: Council approved a contract for community outreach and conceptual design with DHM Design.

August 20, 2019: Staff provided an update to Council including a schedule of outreach activities to be held in the fall of 2019 (outreach #1), and at Council's request added additional public-facing activities.

September 24, 2019: Staff reported to Council that the fall 2019 outreach #1 effort had reached approximately 800 community members through over 50 total outreach events, meetings and interviews. Below is a summary of what was heard during this early outreach process:

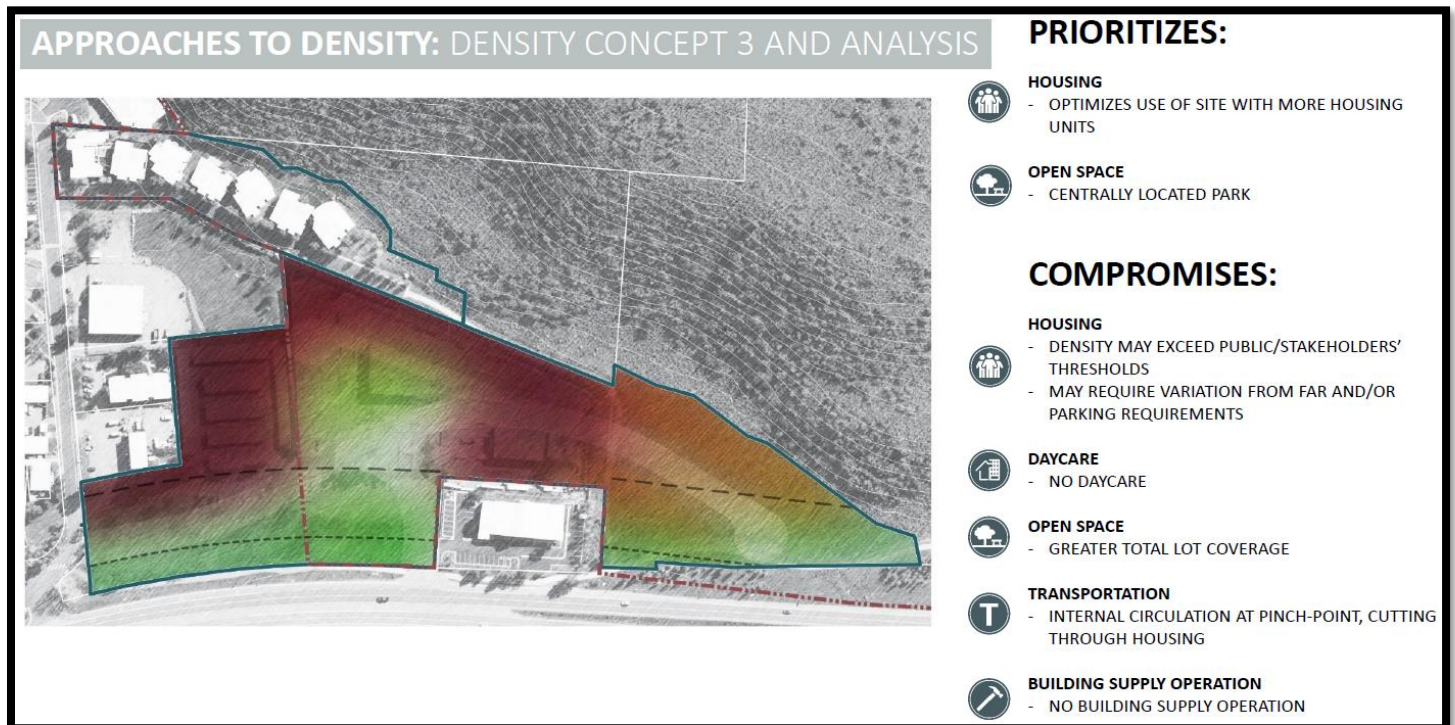
- Provide a variety of unit types, serving a mix of demographics
- Site is appropriate for larger buildings/higher density than may be appropriate elsewhere
- Parking is challenging at the AABC, don't make it worse by under-parking Lumberyard
- Childcare is needed in the community and may be appropriate at this site
- The response about the need for the building supply operation varied broadly

October 8, 2019: City Council approved a contract to purchase the 3-acre Aspen Mini Storage property for a purchase price of \$11 million. This brings the total site area to 10.5 acres. The Aspen



Mini Storage property is in Pitkin County and meets the requirements to be annexed into the City of Aspen as was done years ago with the Lumberyard property.

November 18, 2019: The project team presented Council with themes that were heard during the fall 2019 outreach #1 and “density heat maps”. Council directed the team to present design alternatives at additional community gatherings, particularly near the AABC, in early 2020. An example of one of the density “heat map” concepts is illustrated below:



January 2020: Site development diagrams and character images were shared with the public in three open house meetings (outreach #2) in January 2020, one of which was at the AABC. The team also issued a survey targeting commuting workers which received about 50 responses. Over half said they commute at least four days a week to work in Aspen, and nearly 75% of respondents said they would choose to live in Aspen if quality affordable housing were available.

March 2, 2020: The design team presented “consensus items” and “opposing viewpoints” from the January 2020 outreach #2, and Council provided the following direction:

- Density: Advance conceptual studies with unit counts ranging from 140 units up to 500+ units
- Transportation: Proceed with basic traffic impact analysis, include impacts at AABC roadways
- Parking: Use municipal code standards to set a parking maximum for each density scenario
- Childcare: Continue to advance discussions on community need and feasibility
- Mixed use: Develop information on neighborhood needs, discontinue large lumberyard option
- Air quality and noise: Perform planning-level data gathering and evaluation

July 6, 2020: The project team introduced five massing studies based on two different layout concepts, each with an upper and a lower density option, plus one shared living (or co-living) option:

- Concept 1a – Concept 1 with “High Density” – 450 total units
- Concept 1b – Concept 1 with “Low Density” – 216 total units
- Concept 2a – Concept 2 with “High Density” – 450 total units
- Concept 2b – Concept 2 with “Low Density” – 217 total units
- Concept 2c – Concept 2 with “Shared Living Maximum Density” – 501 total units

Four of the five concept plans listed above are illustrated below:



Upon extensive review and discussion of the five alternatives, Council provided the design team with direction for further plan refinements and with an overall unit count direction aiming toward 300+ units.

September 14, 2020: Council provided direction on the survey questions which were to be included in outreach #3, which occurred October 1 through November 6, 2020.

October 26, 2020: Staff presented preliminary results of the of outreach #3 as well as a narrowed set of conceptual site alternatives which included the following alternatives:

- Concept A: 250 Units, 40% UGP, 76% 3-Story, 67% Studios & 1-BRs, 2.9 Acres Open Area



- Concept B: 300 Units, 100% UGP, 56% 3-Story, 67% Studios & 1-BRs, 3.0 Acres Open Area
- Concept C: 330 Units, 100% UGP, 24% 3-Story, 67% Studios & 1-BRs, 3.5 Acres Open Area

Below is a summary image depicting the three refined conceptual site alternatives, including vital statistics for each plan:



After review and discussion, Council agreed directionally to pursue the following:

- Underground parking
- Some four-story massing in key areas
- Increasing the number of 1- and 2-bedroom units
- Increasing the amount of ownership units
- Childcare on site
- Prioritize energy efficiency and sustainability
- Allowing the ABC to provide commercial services
- Paring back the co-living option
- Maintain 300+ units on the site

November 23, 2020: The project team presented the final results of the fall 2020 outreach #3. The project website registered over 1,900 unique visitors, and there were 773 survey responses with the following results:

Unit Mix: For rental versus ownership, the mean of responses is 58% rental and 42% ownership. The most common answer was 50/50. 39% of respondents agreed with the proposed unit mix of 1/3 studio and 1-bedroom units and 1/3 multi-bedroom units. 38%

suggested there should be more multi-bedroom units. The highest-ranking unit types in both rental and ownership were 1- and 2-bedroom units.

Parking: 75% of respondents are supportive of underground parking, particularly when it results in higher total density and higher quality of outdoor spaces around the buildings. The need for on-site parking was nearly unanimous from those who indicated they see themselves as potential residents of the Lumberyard. A majority also support providing some additional ‘ancillary’ parking on the site for guests or other uses.

Transportation: A majority of respondents are supportive of evaluating a shuttle service, or similar mechanism, to improve transit access to the Lumberyard.

Mixed-Use/Commercial: Over 75% of respondents believe that allowing the ABC to serve the commercial needs of the neighborhood is appropriate.

Co-Living/Shared-Living: A slight majority of the overall survey respondents were supportive of the concept of co-living, but nearly 75% of those who see themselves as potential residents of the Lumberyard were not supportive and would prefer to have full-size units instead.

Energy Efficiency and Environmental Sustainability: The public is strongly supportive of raising the bar in energy efficiency and sustainability, and a majority are also supportive of pursuing a sustainability certification, such as LEED or similar programs.

Childcare: A majority of survey respondents are supportive of providing childcare on the site, although the individual comments and other feedback mechanisms used suggest this to an even stronger degree.

Architectural Character/Style: The highest support by all respondents was given to mountain contemporary style followed closely by mountain traditional architecture.

Site Amenities: The most-favored amenities were generous gear storage, private outdoor spaces such as decks, porches and patios along with lawn and park space. People also favored extra parking spaces.

The project team also presented the results of the preliminary technical studies, which are briefly summarized below:

Civil / infrastructure: There are no fatal flaws and that capacity will be available to adequately serve the project at the density level being pursued, albeit with some improvements to on-site or immediately adjacent facilities possibly being needed.

Traffic: The preliminary results indicate that the impacts to the overall AABC area are not significant, with an increase of 100 vehicle trips during peak morning and evening hours, and an average peak time increase in travel time through the ABC segment of HWY 82 of less than 10 seconds.

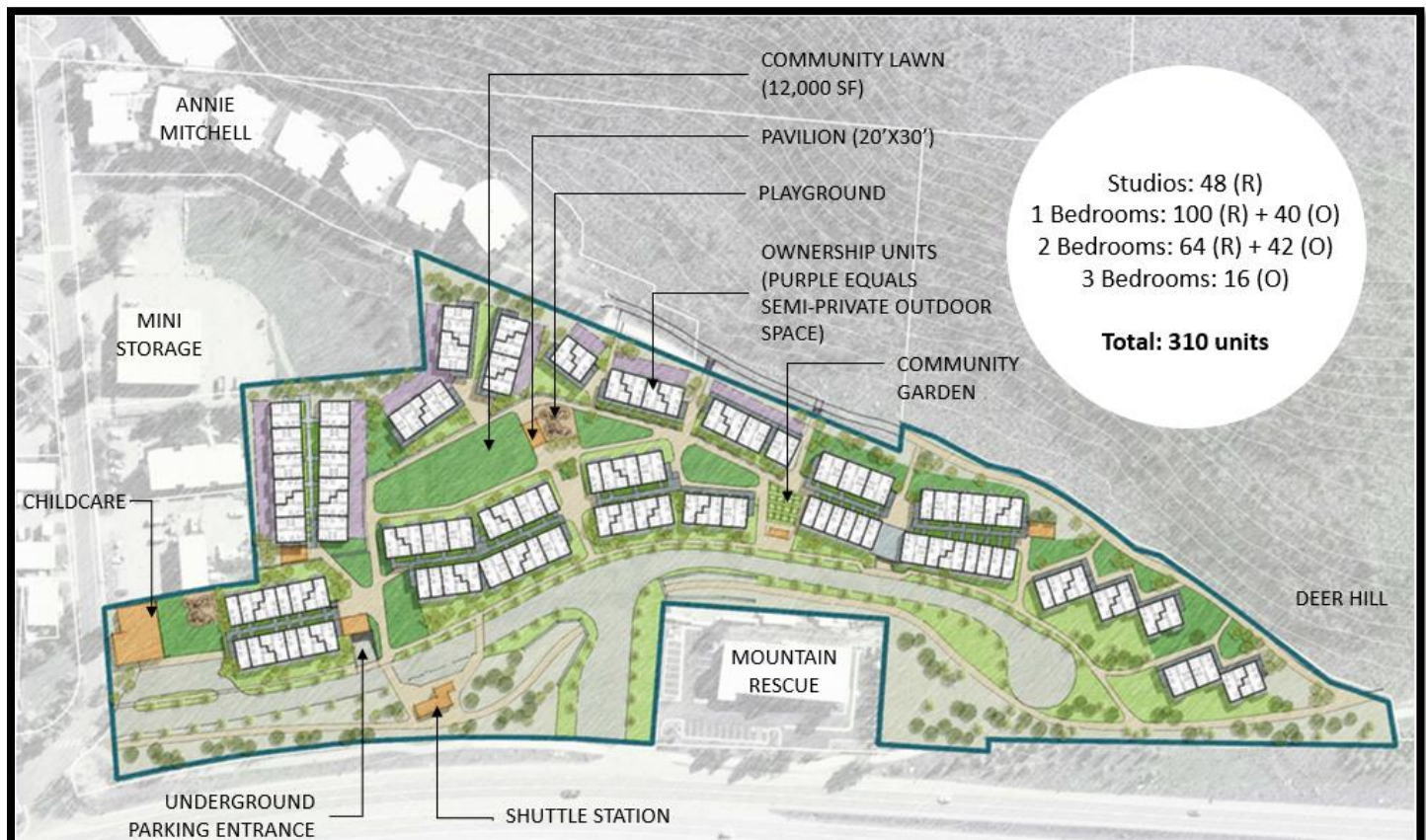
Noise: Noise measurement results indicated that while noise levels are elevated, they are within acceptable levels, based on HUD guidelines, although this should be further studied.

Geotechnical: A report from a neighboring facility indicates favorable building soils for foundations and does not raise red flags, but there could be a lot of large boulders.

Existing Conditions Survey: No specific red flags were identified, although there are some unusual drainage patterns to the northeast, and the CDOT ROW drainage will need to be accounted for in the stormwater management program for the project.

Air Quality: Initial findings from Pitkin County's study of air quality in the area indicate that air quality levels in the ABC are within acceptable thresholds, although this should be further studied.

Based on the direction provided by Council from the October 26, 2020 work session and as further refined based on the community input from outreach #3, the project team presented the final 2020 Lumberyard conceptual master plan as illustrated below:



The final 2020 Lumberyard conceptual master plan includes the following:

- 310 Units, 68% rental, 32% ownership
- 212 Rentals, 48 Studios, 100 1-Bedrooms, 64 2-Bedrooms, 0 3-Bedrooms
- 98 Ownership, 0 Studios, 40 1-Bedrooms, 42 2-Bedrooms, 16 3-Bedrooms
- 100% Underground Parking, 432 parking spaces (based on code max parking requirement)

- 24% 4-Story, 76% 3-Story Building Heights
- 448 total bedrooms, 592 FTE's housed with 240,000 sq ft of livable area
- 3.5 acres of useable open site area and on-site childcare

Upon review and extensive discussion, Council expressed numerous concerns about the final 2020 conceptual master plan, which are briefly summarized below:

- Concerns over the use of 100% underground parking
- Tight spacing between buildings
- Some concern about building heights and orientation
- Relocating ownership units to south end of site
- Noise Mitigation
- Innovation
- Demographics of target user mix (i.e. "who is this housing for?")
- Maintain a schedule for construction to begin in 2024

March 8, 2021: Council directed staff to issue an RFP for a full architecture and engineering (AE) design team for the purpose of evaluating alternatives to 100% underground parking and to begin the schematic design process. Council also directed staff to maintain DHM Design's involvement as land planner, to update the City's housing needs study and to begin planning on an RFQ for public/private partnership housing development and financing opportunities.

July 27, 2021: Council approved the current contract with Cushing Terrell as the City's lead architect for the ongoing Lumberyard design process.

**DISCUSSION:** N/A – Information Only

**FINANCIAL IMPACTS:** N/A – Information Only

**RECOMMENDATIONS:** N/A – Information Only

**CITY MANAGER COMMENTS:** N/A – Information Only





# ASPEN LUMBERYARD



CITY OF ASPEN

# TODAYS TOPICS

**1.0** WHERE HAVE WE BEEN

**2.0** OUR PROCESS

**3.0** VISION

**3.1** COMMUNITY CONNECTION

**3.2** SUSTAINABILITY

**3.3** PEDESTRIAN FRIENDLY

**3.4** LIVING WELL

**3.5** AUTHENTICALLY ASPEN

**4.0** DESIGN

**4.1** NOV. 1, 2021 PARKING ALTERNATIVES

**5.0** WHERE WE ARE GOING

Cushing  
Terrell®

DHM DESIGN

**I** connect one  
DESIGN

DESMAN  
Design Management

**RE** ROARING FORK  
ENGINEERING



**WHERE HAVE  
WE BEEN?**





## 1.0 **WHERE HAVE WE BEEN**

### Summary of Project Work to this Point

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- 2019 June - Council go-ahead for community outreach #1
- 2019 November - Density “heat maps” presented to Council
- 2020 January - Community Outreach #2
- 2020 July - Conceptual site plan alternatives presented
- 2020 September - Community outreach #3
- 2020 October - Preliminary results and master plan adjustments
- 2020 November - Final outreach results and 310 unit plan





# HOW TO MOVE FORWARD

## Prior Inclinations

---

- Underground parking
- Some four-story massing in key areas
- Increasing the number of 1- and 2-bedroom units
- Increasing the amount of ownership units
- Childcare on site
- Prioritize energy efficiency and sustainability
- Allowing the ABC to provide commercial services
- Paring back the co-living option
- Maintain 300+ units on the site



# TASK AT HAND

## Current Aim

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- 310 Units
- 432 Parking spaces
- Space for Childcare center
- A livable, energy efficient community that reflects the values of the Aspen and Pitkin County community



# OUR CHALLENGES

## How we can solve your concerns

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- Concerns over the use of 100% underground parking
- Tight spacing between buildings
- Some concern about building heights and orientation
- Relocating ownership units to south end of site
- Noise Mitigation
- Innovation through modular design and sustainable building facades
- Demographics of target user mix (i.e. "who is this housing for?")
- Maintain a schedule for construction to begin in 2024





**WHERE ARE  
WE NOW?**



# TODAY'S OBJECTIVES

## What will be covered

---

Address council's concerns from the previous effort

### The Team, The Process

An introduction to the Design Team and our process in helping the Aspen community discover the best solution for the Lumberyard!

### Laying the Foundation

The Design Team will outline our understanding of Aspen's vision for a successful residential community.

### Sharing Some Possibilities

The Design Team will present several alternative parking schemes that marry parking, buildings and other key features to the site, while addressing Council's previous concerns.

## Our ask of you:

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Reach agreement on Vision and definitions of guiding principles.

Provide feedback on additional explorations or metrics that will assist the council and community in evaluating success moving forward.

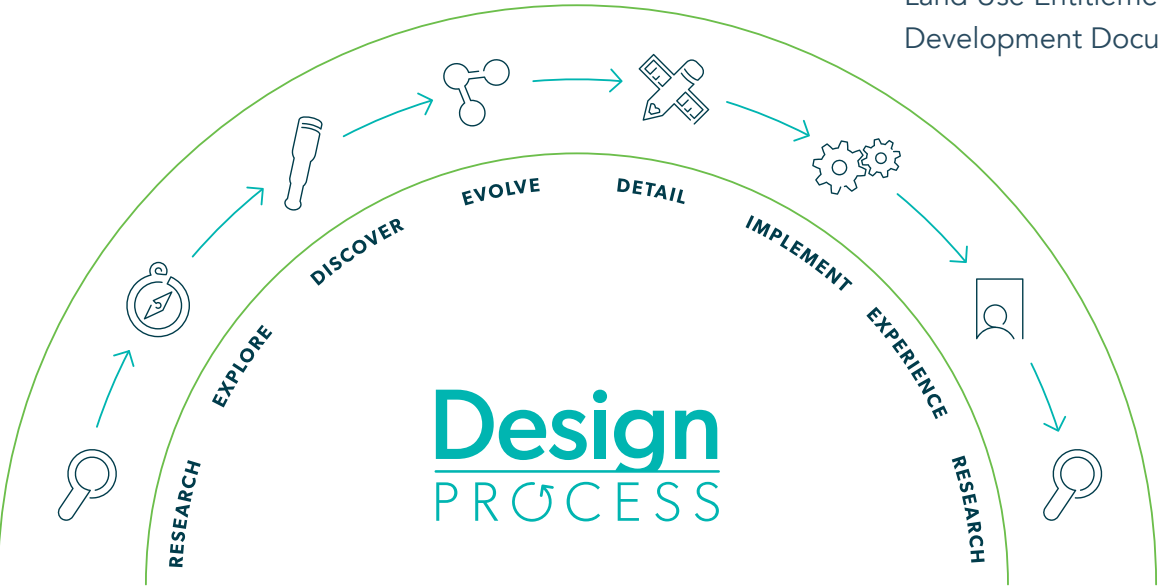
Confirm the range of parking alternatives presented today are reasonable for the council to allow the Design Team to present to the community for feedback.



# Near-term Timeline

- November 1, 2021  
City Council Work Session - Parking Alternatives
- December 9, 2021  
Public Outreach Meeting(s)
- January 10, 2021 (TBD)  
Present Public Outreach results to Council
- Mid January - December 2022  
Land Use Entitlement Process and Planned Development Documentation

- Mid February 2022  
Present Progress Update on Schematic Design to Council
- Mid March 2022  
Present Final Schematic Design to Council
- Late March 2022  
Post Final Schematic Design Package on Project Website
- April – September 2022  
Design Development
- January 2023 – October 2023  
Construction Documents
- October 2023 – January 2024  
Bidding
- February 2024  
Construction Start on First Phase





# PUBLIC ENGAGEMENT

## Communications Plan

- December 9, 2021  
On-line/Hybrid/In-Person Meeting(s) TBD
- September 2 - November 1, 2021  
Back of House Set Up - Social Media Platforms, Website, and Local Newspapers
- August 19 - October 22, 2021  
Develop Parking Analysis
- November 1, 2021  
Work Session #1 w/ Council
- October 15, 2021  
Production of Graphics & Content Messaging for Outreach
- October 15, - October 29, 2021  
Create Transparency for Council Worksession
- November 4 - December, 2021  
Campaign Launch + Request for Feedback (30 days before Public Meeting)
- December 9, 2021  
On-Line/Hybrid/In-Person Meeting(s)
- December 21 - December 30, 2021  
Data Collection
- January 10, 2022 TBD  
Present Outreach Results to Council



# WHO IS THIS FOR?

## Takeaways from the Demographic Study

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- There is a mismatch between housing supply and jobs
  - Household growth (Roaring Fork Valley) is in households above 120% of AMI, yet job growth (Pitkin County only) is concentrated among households below 120% of AMI
  - Looking at Valley-wide job growth shows more job growth below 80% of AMI
  - This indicates that many new jobholders are not living in the area
  - The consequence of this is a loss of lower income residents, creating additional in-commuting
- Growing industries: Restaurants, hospitality, retail workers typically have household incomes below 80% of AMI
- Household Composition
  - Approximately 42% of households live with unrelated roommates, while 44% live with family, and 14% live alone
- Data suggests a focus on rental housing is appropriate for Lumber Yard site
  - Greatest need based on initial market and socioeconomic assessment
  - Market opportunity for 3-bedroom units: roommates share housing costs





**VISION**



## 3.0 VISION

### City of Aspen - 2012 Aspen Area Community Plan (Housing Section) Vision

We believe that a strong and diverse year-round community and a viable and healthy local workforce are fundamental cornerstones for the sustainability of the Aspen Area community.



### Philosophy

We are committed to providing affordable housing because it supports:

- A stable community that is invested in the present and future of the Aspen Area.
- A reliable workforce, also resulting in greater economic sustainability.
- Opportunities for people to live in close proximity to where they work.
- A reduction in adverse transportation impacts.
- Improved environmental sustainability.
- A reduction in down valley growth pressures.
- Increased citizen participation in civic affairs, non-profit activities and recreation programs.
- A better visitor experience, including an appreciation of our genuine, lights-on community.
- A healthy mix of people, including singles, families and seniors.



# 3.0 VISION

## Aspen/Pitkin County Housing Authority (2021 APCHA Housing Regulations) Mission Statement

The goal of APCHA is to provide affordable housing opportunities through rental and sale to persons who are or have been actively employed or self-employed within Aspen and Pitkin County, and that provide or have provided goods and services to individuals, businesses or institutional operations, within Aspen and Pitkin County (prior to retirement and/or any disability), and other qualified persons as defined in these Regulations, and as they are amended from time to time.



## VISION STATEMENT

A stable, thriving affordable neighborhood.  
Pedestrian friendly, environmentally sustainable,  
connected, and welcoming.  
Looks, lives and feels authentically Aspen!



## 3.1 COMMUNITY CONNECTION

### Defining Community Connection

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Successful neighborhoods are integrated into the fabric of their communities. A big part of this connection is ensuring ease of access to the diversity of modes of transit that already exist in Aspen.

Having the ability to select the appropriate mode of transit based on weather, destination, purpose, or whim allows residents of the Lumberyard to leave their cars parked for incidental travel.

A connected community can greatly contribute to well-being and contentment in day-to-day life.

#### What success might look like:

- Adequate parking onsite so as not to negatively impact neighboring areas
- Pedestrian walkways throughout and connecting to the ABC and existing trails
- Maintain and improve the bike paths to the ABC and Annie Mitchell
- Vehicular connections to the ABC and Highway 82 with appropriate stacking distances
- Space for a possible transit stop
- Space for multimodal transportation alternatives
- Spaces allowing neighbors to engage with one another



## 3.2 SUSTAINABILITY

### Defining Sustainability

In working with the City of Aspen Environmental Health & Sustainability department and Community Office for Resource Efficiency (CORE), the design team has defined Sustainability through three pillars: Environment, Economic, and Social. All three are needed to create a strong and long lasting community.

Environmental Sustainability - The ability to avoid depletion and degradation of natural resources while allowing for long term environmental quality.

Economic Sustainability - The ability of an economy to support an appropriate level of economic capacity and activity to serve societal needs.

Social Sustainability - The capacity to create healthy, accessible, livable places for all.

What success might look like:

#### Energy

- Full Electrified Buildings and Net Zero Energy Site-wide, including on-site storage
- Forward-looking Electric Vehicle infrastructure
- Leveraging passive solar strategies
- Enhanced building commissioning and metering

#### Water

- Advanced metering
- Low usage building systems and fixtures
- Native plantings and xeriscaping

#### Waste & Recycling

- C&D waste management and planning
- Construction activity pollution prevention

#### Wellness

- Healthy and sustainable building materials
- Dedicated and filtered fresh air
- Increased daylighting and well controlled electric lighting

*As history has shown, Aspen has a civic responsibility to act on behalf of its constituents, a moral imperative to take the steps necessary to meet the challenge of climate change, and the potential to be a catalyst for meaningful and effective action around the state, country and world.*

- City of Aspen Climate Plan.







# 3.2 SUSTAINABILITY

## Our Process to Achieve Success

### Identify The Baseline

**City of Aspen Commitments:**

- 80% reduction in GHG emissions by 2050 from 2004 baseline.
- This requires a 26% reduction in the residential sector

**The Six Categories of the Climate Action Plan:**

- Reduces Greenhouse Gas Emissions
- Promotes Equity
- Fosters Economic Sustainability
- Improves Local Environmental Quality
- Enhances Public Health and Safety
- Builds Resilience

### Develop Guiding Principles

The Design Team will continue to engage key stakeholders along with the community to identify issues and measures of success. Using this information the Design Team will refine the Guiding Principles below initially developed in conjunction with City of Aspen Environmental Health & Sustainability department and Community Office for Resource Efficiency (CORE).

**Energy & Environment**

To move on from current practices to design buildings that benefit people without sacrificing the ecosystem or needs of future generations. A design that takes current UN SDG (Sustainable Development Goals) goals into consideration. A design that not only reduces operational impact, but also impact during the construction process.

**Equity**

To create a development that enables all people to participate, prosper, and reach their full potential. Create a positive impact for people who have been disadvantaged or excluded.

**Resilience**

The ability to adapt to changing conditions and maintain functionality when faced with know environmental and infrastructural vulnerabilities. Resilient design to deal with warming climate, wildfires and drought.

### Create a Path for Implementation

Through the lens of the Guiding Principles the Design Team will identify potential hazards, vulnerabilities and their impacts. We will look at the practicality of the hardship incurred with specifics targets. After analyzing the opportunities and challenges, the Design Team and stakeholders aim to develop recommendations for adoption in the following areas:

- Performance Targets
- Programs or Methodologies for implementation within design and construction
- Metrics for evaluation both now and on-going



## 3.3 PEDESTRIAN FRIENDLY

### Defining Pedestrian Friendly

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The goal of this development is to emphasize people over cars. We know there will be a lot of vehicles housed at the lumberyard along with residents. Strategies that calm traffic and reduce physical conflicts between cars and people will be utilized. Providing landscaping or parallel parking along walkways bordering streets helps provide physical separation.

Pedestrian friendly means thoughtfully designed sidewalks. Walkways should be connected and well lit. They should be wide enough to allow people to pass comfortably, especially when pushing strollers, walking dogs, or carrying that particularly heavy bag of groceries. A walkway lined with trees providing dappled shade in the summer makes them inviting places to be.

#### What success might look like:

- Separated sidewalks
- Connected circulation paths throughout the site
- Tree-lined walkways
- Appropriate lighting strategies
- Sidewalks with winter solar access
- Snow storage plans and snow shed safety



## 3.4 LIVING WELL

### Defining Living Well

At the root of all housing projects, but particularly acute when discussing affordable communities, is the sentiment that everyone deserves a good place to live. What does this mean and how do we get there?

Living Well means providing for community members basic needs, but also allowing them the opportunity to thrive and enjoy all the same benefits afforded to all members of the community.

At a basic level, Living Well means providing a safe and secure environment. It also means creating an environment that allows for positive physical and mental health. For the sake of this effort the Design Team has categorized items such as indoor air quality, noise and hazard materials under the 'sustainability' tag, but it is important to note the interconnectedness.

Specific to the way the community members of Aspen at large live, Living Well might mean creating a community that does not preclude or challenge one's ability to enjoy the natural resources found in abundance in and around the area.

#### What success might look like:

- Day-lit indoor spaces with access to views
- Adequate storage space for outdoor lifestyle equipment as well as maintenance and repair facilities
- Easy access to parking or public transportation when running errands
- Quality design & finishes to promote a sense of ownership- Easy access to outdoor spaces
- Comfortable spaces to allow for gathering of friends and family
- Quiet, efficient and reliable fixtures and equipment
- Increased accessibility both on site and within dwellings



SKI MAGAZINE



ASPEN TIMES



# 3.5 AUTHENTICALLY ASPEN

## Defining Authentically Aspen

*“I think keeping it mountain contemporary in style fits best with the ABC area, the aspen ideal, and the appeal to a broader range of inhabitants”.*

*“...Needs to have mountain appeal due to entrance to Aspen and how many people see this every day”.*

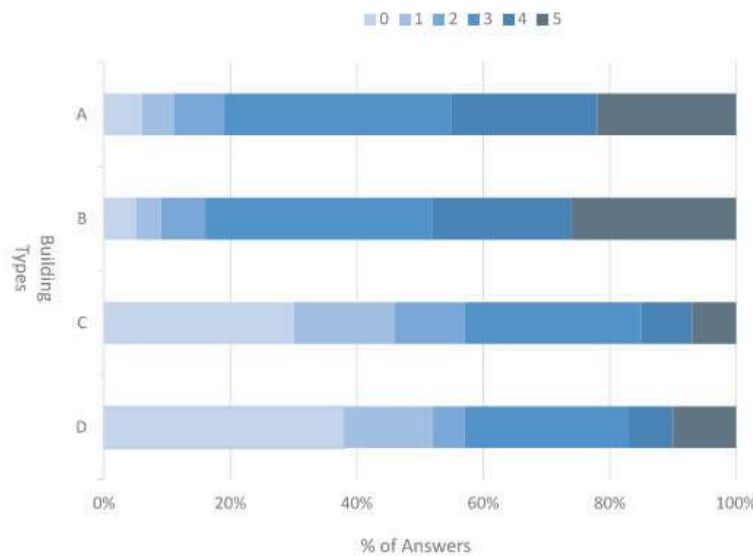
*“Efficiency, efficiency, efficiency. The design should be efficient! Aspen has a long history of building very inefficient and affordable housing units with excess emphasis on ‘custom’ design, ‘no 2 units alike’. Housing resources are limited and outstrip demand.”*

*“Keep the mountain aesthetic*



A practical rugged quality that reflects the alpine lifestyle of this historic mining town turned ski destination.

SURVEY RESULTS:





# COMMENTS & QUESTIONS



**DESIGN**





## 4.0 DESIGN

### How to Use This Section

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The Design section of this document will focus on the exploration of how to solve the challenges of the Lumberyard project. Design explorations, such as drawings, are a critical tool in which the team synthesizes information into a relatable format to spur discussion and further exploration, but also to drive consensus.

The type and scale of these explorations will be particular to the moment in time within the design process, but will always be specific to conversations and studies necessary to move the project forward. This section will serve a chronology of solutions or possibilities presented to various stakeholder groups.

### Timeline

NOV. 1, 2021    COUNCIL WORK SESSION: **PARKING ALTERNATIVES**

Parking strategies are married on site with a variety of building typologies. These studies incorporate many key factors to the success of the community such as initial impacts on energy performance, the quality and quantity of green space and the connectivity to the community.



# CURRENT PLANNING ASSUMPTIONS

- 10.5 Acre Site
- Neighborhood context: Airport, Hwy 82, Deer Hill, ABC, Mountain Rescue, and Annie Mitchell
- Program of 310 Affordable Housing Units
- High Density 30+ Units per acre
- Onsite resident parking for 432 cars
- Combination of Rental and For Sale Units
- Phased approach to construction over 10+ years
- First phase construction to start by 2024
- Sustainable and Resilient Design
- Space for Childcare Center on Site







4.1



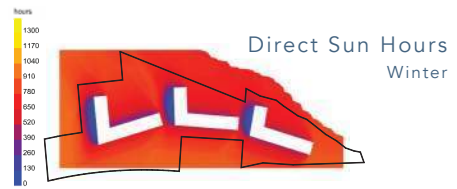
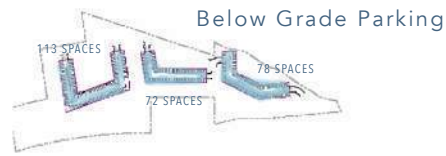
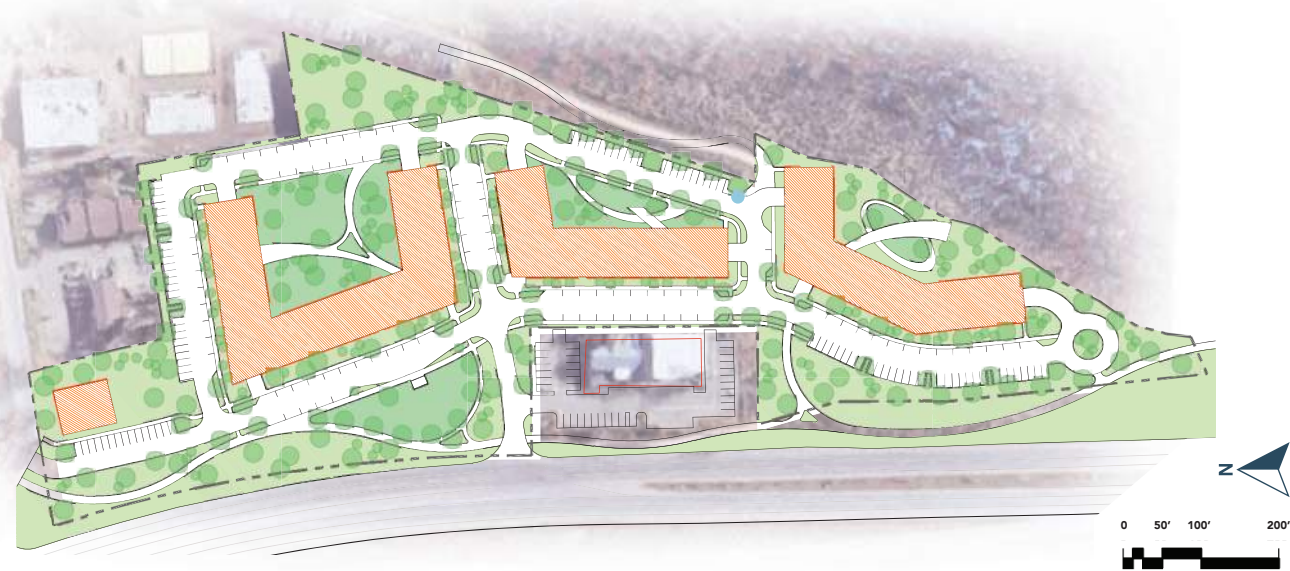
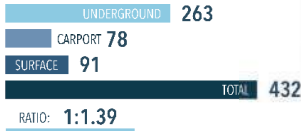
WHY HINGE? NEIGHBORHOOD STREETSCAPES!

Hinge understands how we live. Our friends come to visit. We run quick errands. And sometimes that happens in a car. Hinge provides parking on the street to accommodate our daily lives. It also provides parking underground for those less frequent trips. Hinge is a walkable neighborhood with architecture defining streetscapes on the public side and cloistered courtyards on the private side.

DWELLING COUNT:

TOTAL 310

PARKING COUNT:

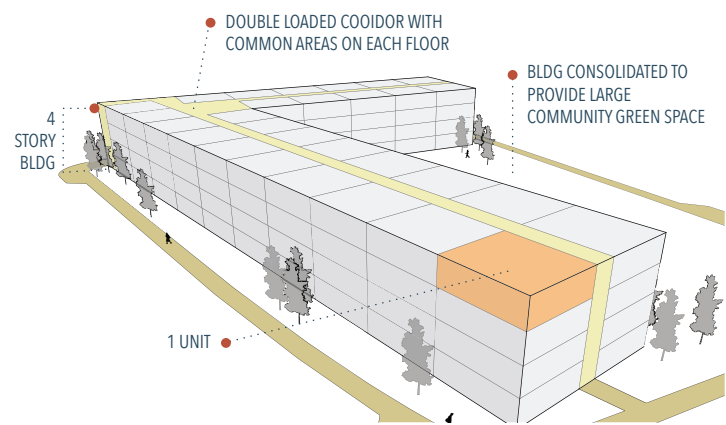


DWELLINGS:

With the Hinge scheme the name of the game is with the building typology is efficiency. A double loaded corridor to access the units limits exterior snow maintenance on sidewalks. With walls and floors adjoining the exterior envelope exposed to the elements is also greatly reduced versus other options. The result is a much smaller footprint on site, but a much bulkier building.

Unit layouts in this scenario would work best as single level. With corridors and elevators to access upper floors meeting and exceeding accessibility standards becomes less of a concern.

The smaller footprint overall on site allows for the potential of more variation in roof line which is critical in combating the perceived bulk of a building this size.





4.1



**1.1 ACRES**

USABLE GREENSPACE

**USABLE GREENSPACE**

Every scheme provides green space, however, this graphic quantifies how much of that space is "usable". Usable areas are those green spaces with a minimum dimension of ~40' or 100ft of access.

**37.9%**

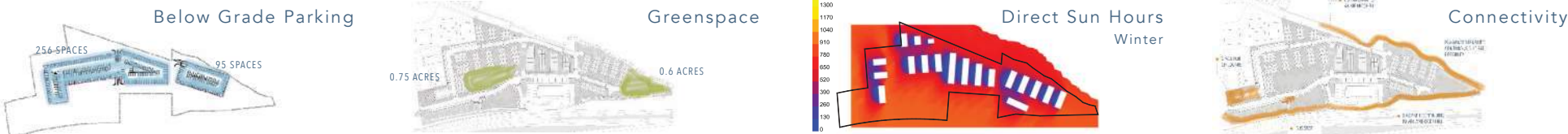
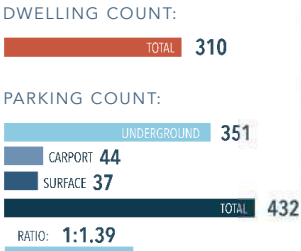
NET-ZERO ABILITY

**NET-ZERO ABILITY**

The higher the percentage, the greater the ability to offset energy usage with rooftop solar. Net-zero ability is the estimated energy consumption based on the building footprint, orientation and orientation compared to its ability to produce energy via solar.

**WHY LATCH? BIGGER GREEN SPACES!**

Latch strives to provide connected public-facing open spaces on the site. Imagine children playing in the central green space or walking your dog along the landscaped pedestrian allees. Latch buys bigger green spaces by putting more parking underground. A vehicular loop skirts the perimeter of the site providing functional access while still providing a pedestrian friendly environment.

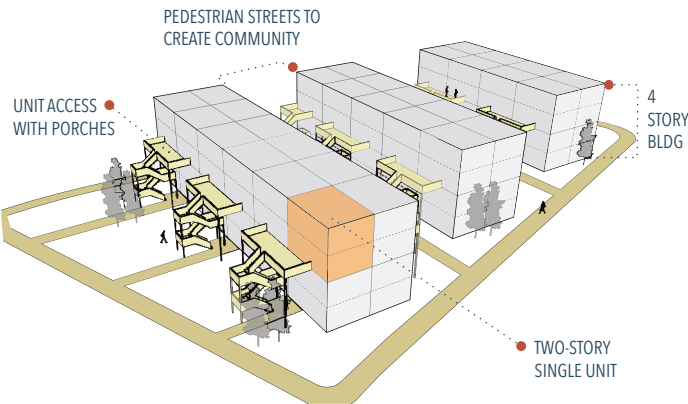


**DWELLINGS:**

Units in Latch scheme are imagined primarily as two-story structures stacked upon one another with single-story accessible units located on grade. The units would be accessed via exterior stairs in front of the buildings.

The units are located back-to-back and side-to-side to reduce the exposure of the building envelope to the elements. The exterior stairs in front of the buildings provide opportunities to break up the massing and scale of the building while as providing shade and dedicated exterior patio space to each unit.

The potential for double-height interior spaces with the two-story units provides an opportunity for a dynamic space while also limiting the height necessary for stairs to access the units.







4.1

**72%** RELATIVE TO AVERAGE PARKING COST

**PARKING COST FACTORS**

A higher percentage of underground parking is indicative of higher cost. A surface space is the most cost effective, a carport space is ~2.5x more and an underground space is ~7.5x more than a surface parking space.

**0.6 ACRES**

**USABLE GREENSPACE**

Every scheme provides green space, however, this graphic quantifies "how much of this space is 'usable'" Usable areas are those green spaces with a minimum dimension of ~40' or 1/8th of an acre.

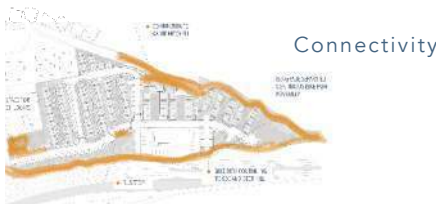
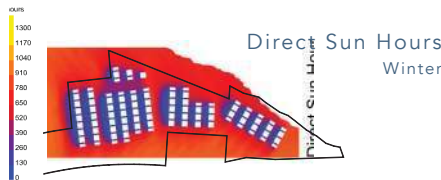
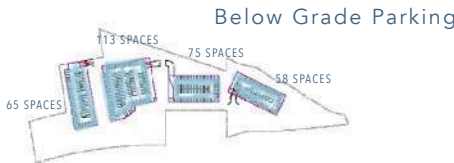
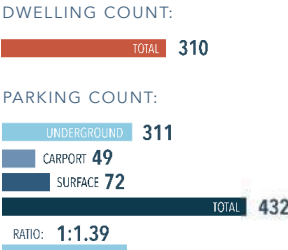
**42.6%**

**NET-ZERO ABILITY**

The higher the percentage the greater the ability to offset energy usage with rooftop solar. Net-zero ability is the estimated energy consumption based on the building shape, unit arrangement and orientation compared to its ability to produce energy via solar.

**WHY PIVOT? A DIFFERENT TAKE ON APARTMENT LIVING!**

Pivot began inside out and explores two story units that aren't back-to-back. This approach provides more access to daylight and views as well as opportunities for cross ventilation. Breaking the buildings apart in this manner creates a series of pedestrian streetscapes occupied by front stoops and balconies providing the opportunity for smaller communities to flourish within the Lumberyard.

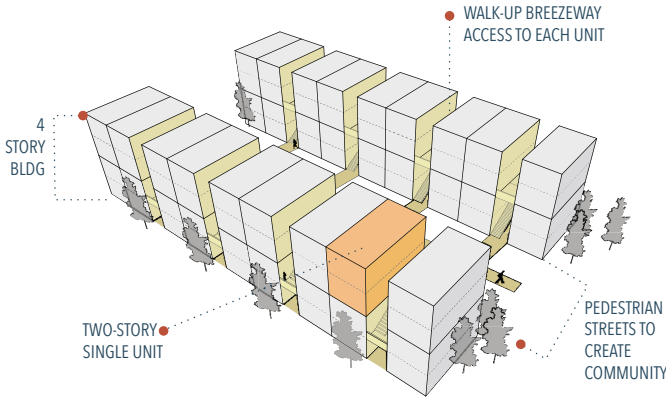


**DWELLINGS:**

Units in Pivot scheme are imagined primarily as two-story structures stacked upon one another with single-story accessible units located on grade. The units would be accessed via exterior stairs located within a covered breezeway.

With no units back to back the idea was to provide all units with access to southern sun light as well as the ability to have windows on at least two sides.

The potential for double-height interior spaces with the two-story units provides an opportunity for a dynamic space while also limiting the height necessary for stairs to access the units.





4.1



**WHY FLANGE? LET'S BE GOOD STEWARDS!**

Flange explores providing all parking through a variety of street spaces, lots and carports maximizing the challenging site boundaries. With Flange the initial carbon footprint has a smaller offset by not constructing an underground garage. The resultant neighborhood is a walkable balance between our vehicles and other modes of connection.

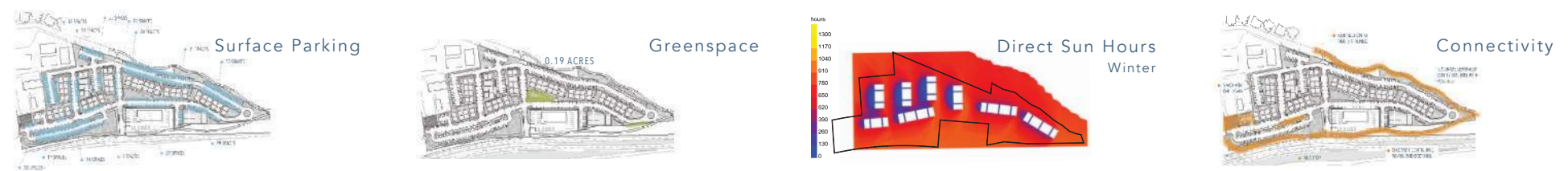
**DWELLING COUNT:**

TOTAL	310
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**PARKING COUNT:**

UNDERGROUND	0
CARPORT	201
SURFACE	231
TOTAL	432

**RATIO: 1:1.39**

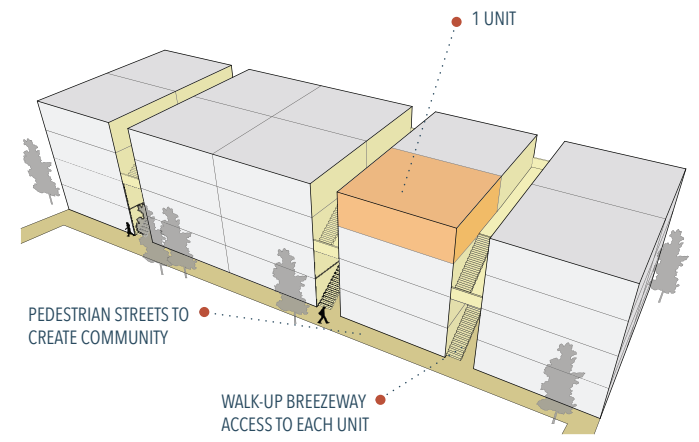


DWELLINGS:

Units in Flange scheme are imagined as single-story structures stacked upon one another with accessible units located on grade. The units would be accessed via exterior stairs located within a covered breezeway.

The units are located back-to-back and in most locations side-to-side to reduce the exposure of the building envelope to the elements.

Similar to the double-loaded corridor typology this creates an efficient footprint across the site. The smaller footprint overall on site in this case allows for more surface parking, but with an alternative parking strategy it would also create opportunity for more variation in roof line.







# COMMENTS & QUESTIONS



**WHERE ARE  
WE GOING**



# WHERE ARE WE GOING

## Our Ask of You Today

---

Reach agreement on Vision and definitions of guiding principles.

Provide feedback on additional explorations or metrics that will assist the council and community in evaluating success moving forward.

Confirm the range of parking alternatives presented today are reasonable for the council to allow the Design Team to present to the community for feedback.

## Moving Forward

---

### December Public Engagement

Prior to the public engagement meetings in December, the Design Team will incorporate the feedback from today's work session to further advance and refine parking alternatives, and their corresponding site and building responses. During this time the Design Team will also continue to develop and refine and supporting documentation necessary to properly convey the intent and benefits of these alternatives. The goal in this engagement effort will be to provide council public sentiment on the parking alternatives and provide the Design Team additional direction in refining alternatives.

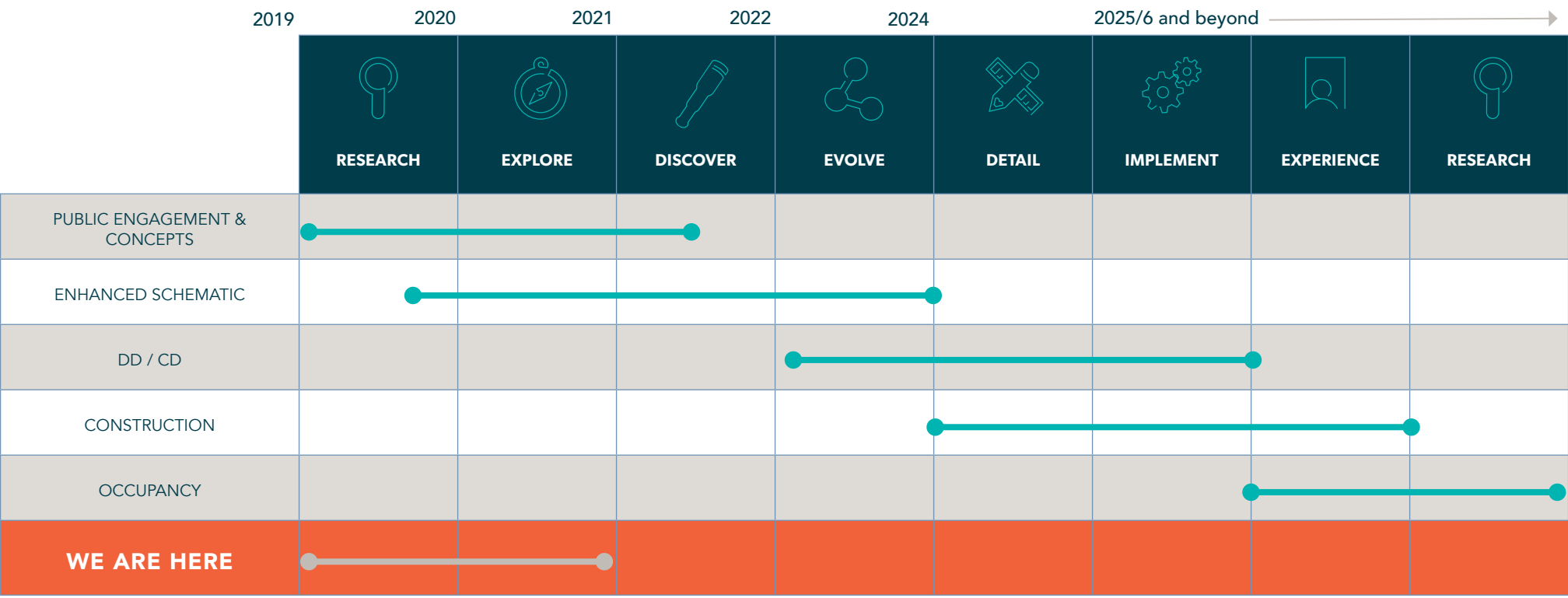
### January Council Work Session

By this session the Design Team will further refine parking alternatives based on public engagement efforts and provide more detailed information on the impacts of site development, building design, environmental concerns, etc. with the ultimate goal of the January work session being to narrow down the parking alternatives and begin to rally around, and further develop, one or two schemes only. The level of development and continued stakeholder engagement should allow the Design Team to begin to make goal setting recommendations for the further development of the Lumberyard community. For example, in areas such as Sustainability, the Design Team may recommend performance targets or customized sustainability programs for official adoption by the Council.



# WHERE ARE WE GOING

## Long-term Timeline



An aerial sketch of a city street, rendered in a dark blue, monochromatic style. The sketch shows a wide street with several cars parked along the sides. Buildings of various heights and styles line the street, and trees are scattered throughout the scene. The overall effect is a detailed but artistic representation of an urban environment.

# thank you.

303 East 17th Avenue, Suite 105  
Denver, CO 80203  
720.359.1416

[cushingterrell.com](http://cushingterrell.com)

Cushing  
Terrell®



# APPENDIX



# LUMBERYARD MARKET ASSESSMENT



Economic & Planning Systems, Inc.  
*The Economics of Land Use*

730 17<sup>th</sup> Street, Suite 630 ■ Denver, CO 80202  
303.623.3557 ■ [www.epsys](http://www.epsys.com) **65**

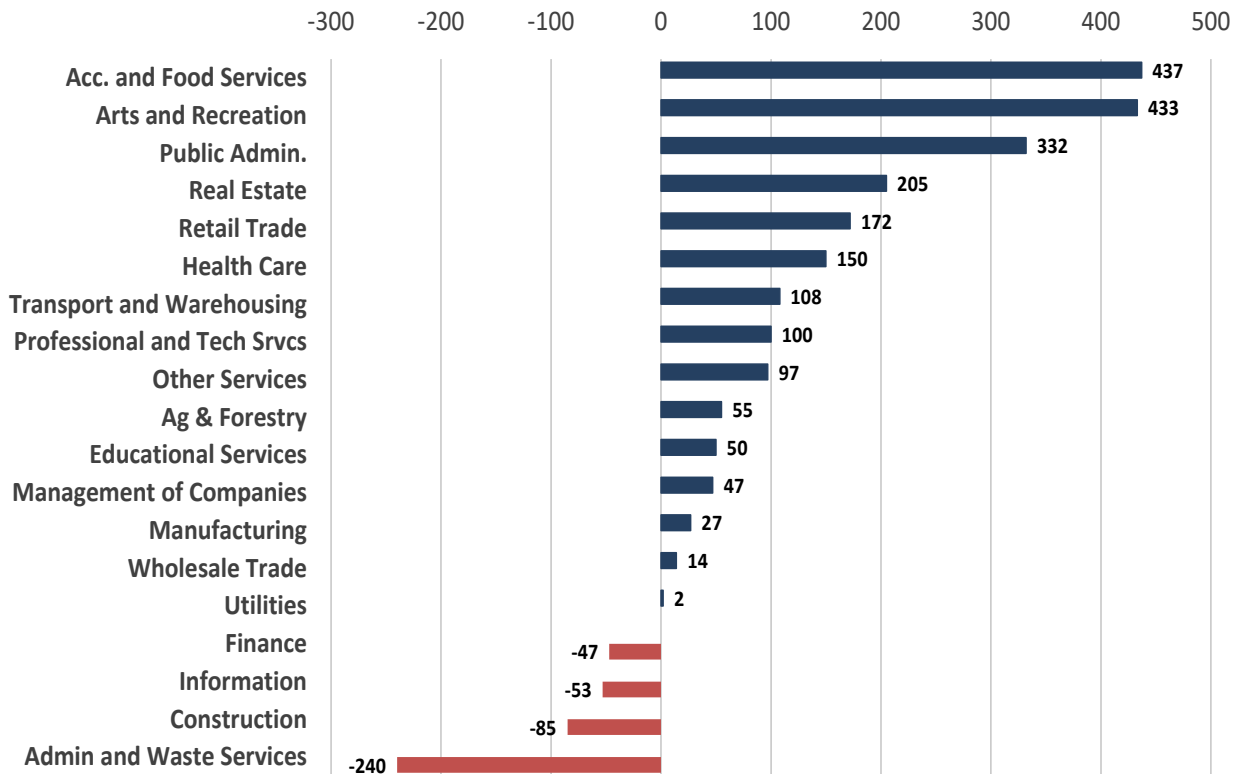
# TAKEAWAYS

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- Continued mismatch of housing supply and jobs
  - Housing growth is driven by high-income households, yet job growth is concentrated in lower wages
  - Indicates that new jobholders are not living in the Market Area (Aspen to Glenwood)
  - Likely loss of lower income residents, additional in-commuting
- Growing industries
  - Restaurants, hospitality, retail, construction, education
  - Household incomes below 80% of AMI
- Data suggests a focus on rental housing is appropriate for Lumber Yard site
  - Greatest need based on initial market and socioeconomic assessment
  - Site context compatible with higher densities
  - Market opportunity for 3-bedroom units: roommates share housing costs

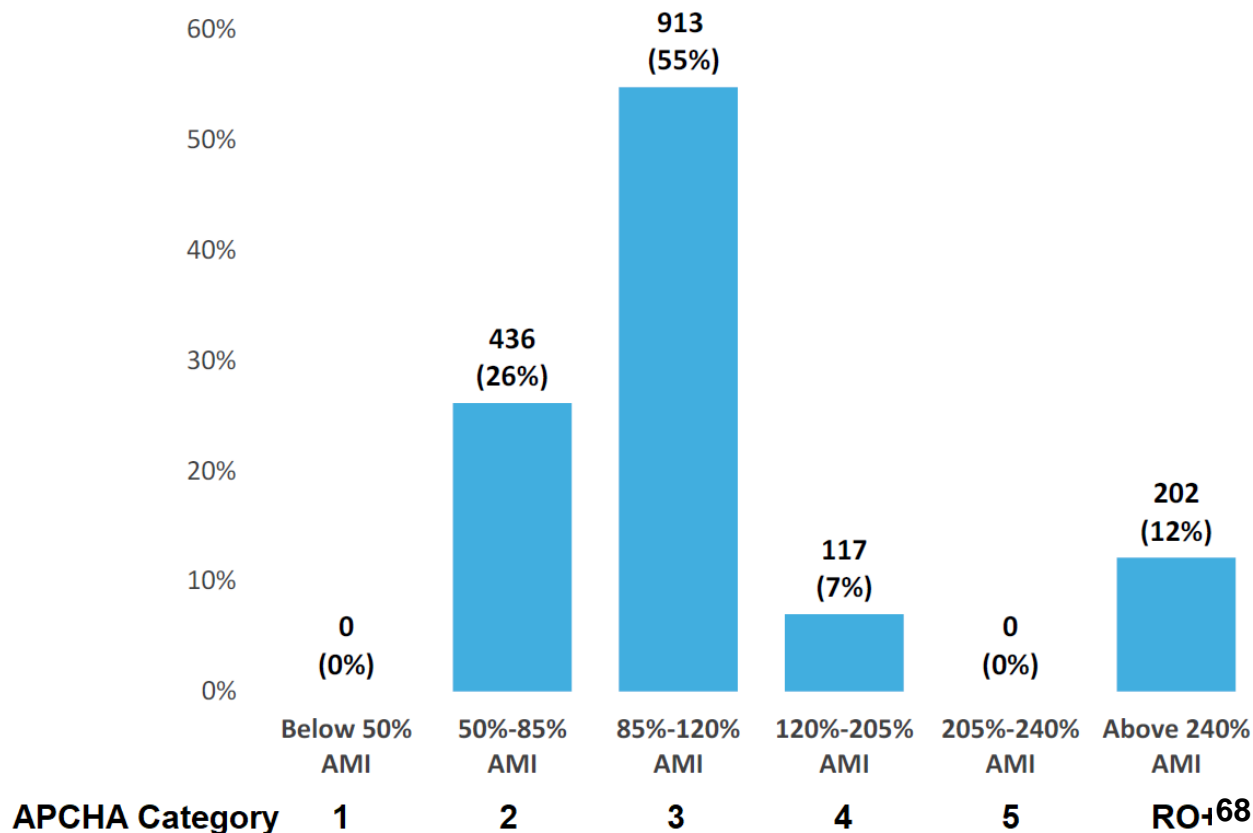
# EMPLOYMENT CHANGE PITKIN COUNTY, 2010–2019

- Driven by Accommodations (hotels + other) plus Food Services, Arts and Recreation, Public Admin, and Retail (75% of total growth)
- Tourism-driven sectors accounted for about **60% of total job growth** between 2010 and 2019
- These sectors drive demand for workforce housing



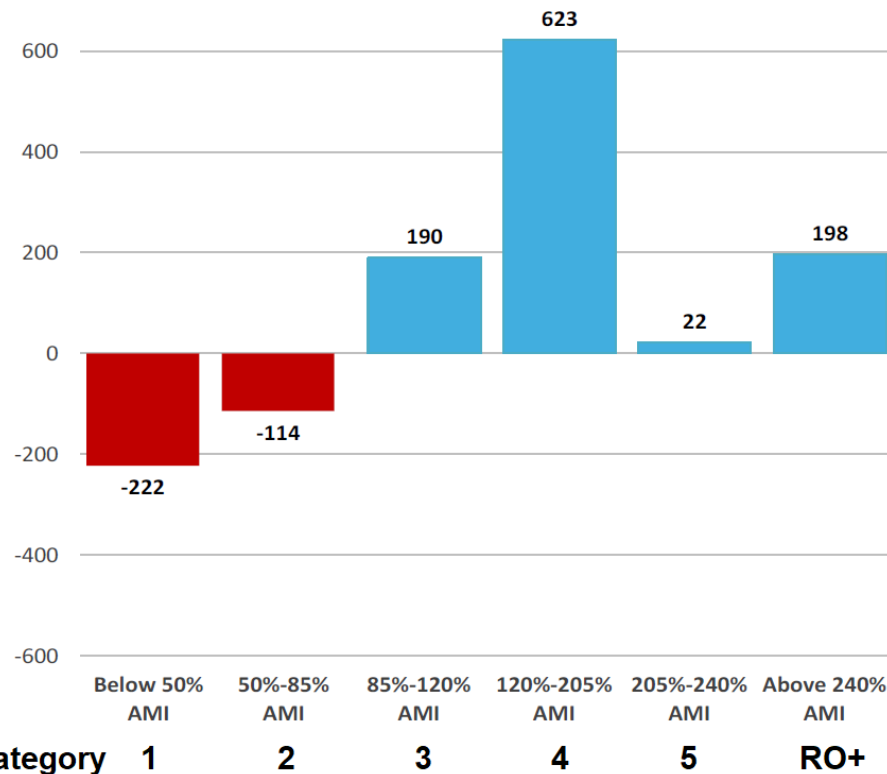
# PITKIN COUNTY JOB GROWTH BY AMI

- 2010-2019
- Converted wages to household income using APCHA AMI guidelines
- 1.6 earners per hh
- Over 80% of job growth under 120% AMI
- 26% of job growth under 85% AMI
- Some Category 4
- But not Category 1



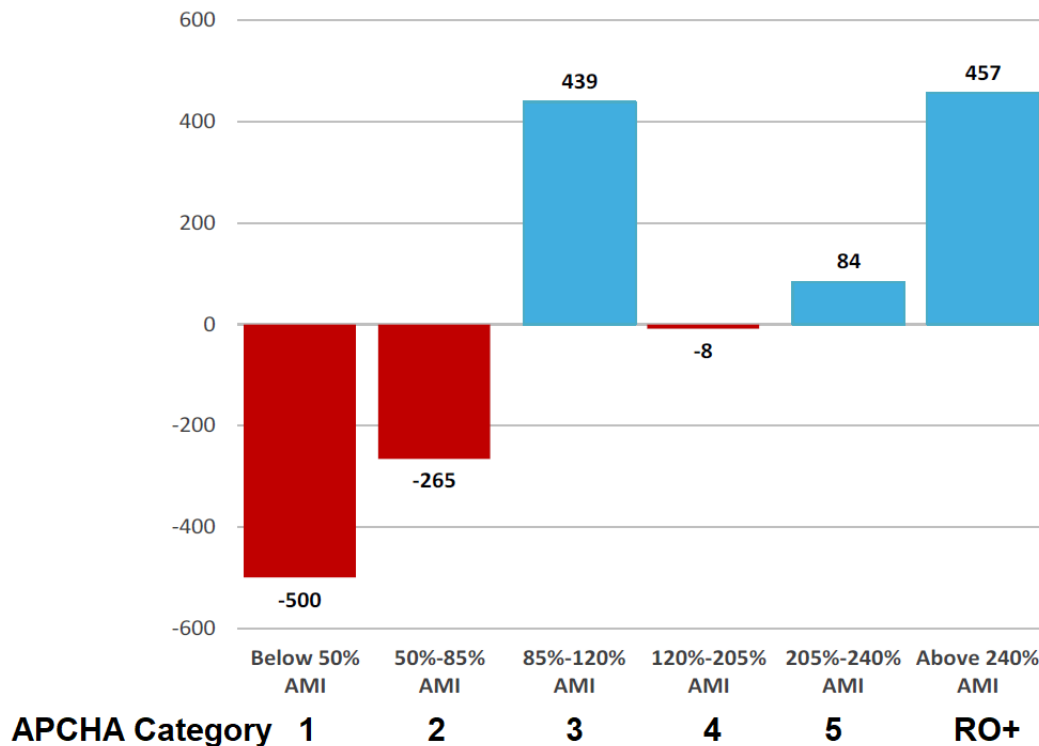
# RENTAL HOUSEHOLD GROWTH GLENWOOD TO ASPEN

- 2010–2019
- Household growth overwhelmingly above 85% AMI
- Loss of renter HHs below 85%
- Employment growth is among lower-incomes, yet household growth is among higher incomes
  - Disparity
  - Workers being pushed to other areas
  - Housing units are not being occupied by new job holders



# OWNER HOUSEHOLD GROWTH GLENWOOD TO ASPEN

- 2010–2019
- Ownership household growth overwhelmingly above 85% AMI
- Declines under 85% AMI
- DECLINES IN RENTAL AND OWNER HOUSEHOLDS BELOW 85% AMI IS THE BIG STORY HERE!





# JOB PROFILES

- Employees in most major sectors earn wages below 100% of AMI
- Service industry, contracting, education jobs are commonly below 80% of AMI

Description	Wage, 2020	HH Income [1]	AMI Level	Category
<b>Aspen</b>				
Hotels and Motels	\$62,421	\$99,874	106%	100%-120% AMI
Skiing Facilities	\$68,838	\$110,141	117%	100%-120% AMI
Full-Service Restaurants	\$45,517	\$72,826	78%	60%-80% AMI
<b>Basalt</b>				
Full-Service Restaurants	\$31,129	\$49,807	53%	60%-80% AMI
Supermarkets and Grocery	\$38,179	\$61,086	65%	60%-80% AMI
Roofing Contractors	\$56,176	\$89,882	96%	80%-100% AMI
<b>Carbondale</b>				
Full-Service Restaurants	\$26,671	\$42,674	45%	30%-50% AMI
Plumbing, Electrical Contractors	\$58,009	\$92,815	99%	80%-100% AMI
Elementary and Secondary Schools	\$41,225	\$65,960	70%	60%-80% AMI
<b>Glenwood Springs</b>				
Hospitals	\$84,253	\$134,805	143%	Over 120%
Elementary and Secondary Schools	\$36,881	\$59,010	63%	60%-80% AMI
Hotels and Motels	\$30,975	\$49,560	53%	30%-60% AMI
<b>Snowmass Village</b>				
Skiing Facilities	49,151	78,641	84%	80%-100% AMI
Hotels and Motels	42,948	68,717	73%	60%-80% AMI
Full-Service Restaurants	72,727	116,363	124%	Over 120% AMI

[1] Assumes 1.6 Earners per Household  
Source: Economic & Planning Systems

August 23, 2021

Mr. Randy Rhoads  
Director of Affordable Housing  
**Cushing Terrell**  
randyrhoads@cusingterrell.com  
(406) 500-3504

**RE: Lumberyard Affordable Housing Parking Study  
Aspen, CO**

**Introduction and Required Parking**

This letter report summarizes the results of a parking study conducted by DESMAN for the Lumberyard Affordable Housing development in Aspen, CO. The current Conceptual Master Plan developed by Cushing Terrell for the affordable housing development indicates 48 studio, 140 one-bedroom, 106 two-bedroom and 16 three-bedroom units. Of the 310 total units, 214 will be rental units and 96 will be ownership units. As presented below in Table 1, the City of Aspen Land Use Code requires 432 parking spaces for the 310-unit housing development based on the requirement for one space per unit for the studio and one-bedroom units and two spaces per unit for the two- and three-bedroom units. This equates to a parking requirement of 1.39 spaces per unit for the 310-unit housing development.

**Table 1. Number of Spaces Required by Land Use Code**

Type of Unit	Number of Units	Parking Requirement	Required Parking	Spaces per Unit
Studio	48	1.00 space per unit	48	
1-bedroom	140	1.00 space per unit	140	
2-bedrooms	106	2.00 spaces per unit	212	
3-bedrooms	16	2.00 spaces per unit	32	
<b>Total</b>	<b>310</b>		<b>432</b>	<b>1.39</b>

The city's parking requirement compares favorably to the requirement by the Urban Land Institute (ULI) in the latest edition of *Shared Parking* as indicated below in Table 2.

**Table 2. Number of Spaces Required by ULI Standards**

Type of Unit	Number of Units	Parking Requirement	Required Parking	Spaces per Unit
Studio	48	1.00 space per unit	48	
1-bedroom	140	1.05 space per unit	147	
2-bedrooms	106	1.80 spaces per unit	191	
3-bedrooms	16	2.65 spaces per unit	42	
<b>Total</b>	<b>310</b>		<b>428</b>	<b>1.38</b>

Required are 428 parking spaces based on the ULI standards, which equates to 1.38 spaces per unit for the 310-unit housing development.

### Affordable Housing Parking Requirements

Many cities have recognized that affordable housing generates less parking demand than middle- and high-income rental units. This has also been recognized by the Transportation Research Board, American Planning Association, and the US Department of Housing and Urban Development (HUD), all of which recommend lower parking ratios for affordable housing.

Until recently there was little published information on parking requirements for affordable housing. The 5th Edition of the Institute of Transportation Engineer's (ITE's) *Parking Generation* was published in January 2020 and includes parking ratios for affordable housing. Affordable housing includes all multi-family housing that is rented at below market rates to households that include at least one employed member. The average parking demand rate is 0.99 space per unit in a general urban/suburban setting, which results in the need for 307 parking spaces at the Lumberyard development in Aspen.

### Modal Split

Commute to work statistics for the City of Aspen from the 2019 US Census support a reduction in parking for the proposed housing development. As indicated in Table 3 below, a high percentage of Aspen workers commute to work by alternative modes of transportation (51.8%) compared to the national average (18.4%). The use of public transportation, walking and bicycling as means of transportation to work are significantly higher in Aspen than in the United States as a whole.

**Table 3. Means of Transportation to Work Comparison**

Means of Transportation	United States		City of Aspen	
	Percent	Alternative Means (B-F)	Percent	Alternative Means (B-F)
A. Drove Alone	75.9%		37.6%	
B. Carpooled	8.9%		4.5%	
C. Public Transportation	5.0%		22.8%	
D. Walked	2.6%		13.3%	
E. Bicycled	0.5%		8.4%	
F. Other Means	1.4%		2.8%	
G. Worked from Home	5.7%		10.6%	
Total:	100.0%	18.4%	100.00%	51.8%

Source: 2019 US Census

### Vehicle Availability

However, the high use of alternative means of transportation is not due to the unavailability of vehicles in Aspen, as indicate in Table 4 on the following page. A Higher percentage of Aspen residents (76.5%) have access to one or two vehicles than the national average (60.1%).

**Table 4. Number of Household Vehicles Available Comparison**

	United States			City of Aspen		
	(A) Percent	(B) Number	(C) (A*B)	(A) Percent	(B) Number	(C) (A*B)
Number Available						
No vehicles available	4.3%	0	0.00	8.6%	0	0.00
1 vehicle available	20.1%	1	0.20	29.8%	1	0.30
2 vehicles available	40.0%	2	0.80	46.7%	2	0.93
3+ vehicles available	35.6%	3	1.07	14.9%	3	0.45
Total:	100.0%		2.07	100.0%		1.68

*Source: 2019 US Census*

The average number of vehicles available in Aspen of 1.68 is lower than the national average of 2.07 primarily because there are far less residents with access to three or more vehicles in Aspen (14.9%) compared to the national average (35.6%). Aspen residents utilize alternative modes of transportation to and from work not because they do not have access to vehicles but rather because of the general unavailability of parking, the high cost of parking, free and convenient bus service in the Aspen area, and an excellent environment to walk and bicycle to work.

## Conclusion

The contents in this letter report do not support a reduction in parking for the Lumberyard Affordable Housing development in Aspen unless a majority of residents are considered to be very low- or low-income households as defined by HUD (30% to 60% of the Area Medium Income (AMI)). It does support, if allowed by local code, the use of tandem parking spaces for vehicle storage, which will maximize the parking supply and reduce the cost of parking particularly in a parking garage.

DESMAN appreciates the opportunity to assist you on this project, and please do not hesitate to contact us if you have questions regarding the contents in this letter report.

Respectfully Submitted,  
**DESMAN, Inc.**



Stephen J. Rebora, RA  
President



Scot D. Martin  
Senior Parking Planner