



**Financial Advisory Board
Wednesday, March 13, 2024
9:00 AM
130 Kearns Road
Small Conference Room
Agenda**

- 1. CALL TO ORDER**
- 2. APPROVAL OF MINUTES**
 - 2.a. Approval of January 10, 2024 Minutes**
[FAB 1-10-24 Minutes.docx](#)
- 3. ITEMS FOR DISCUSSION**
 - 3.a. Little Red Schoolhouse project update**
[Little Red Schoolhouse Project Update_FAB Packet_031324.pdf](#)
 - 3.b. Local Business Support discussion continuation**
[FAB council goal local business 3 13 24.pdf](#)
- 4. NEXT MEETING**
- 5. ADJOURNMENT**

TOWN OF SNOWMASS VILLAGE
FINANCIAL ADVISORY BOARD
January 10, 2024

Item No. 1: ROLL CALL

FAB MEMBERS PRESENT: Jim Shallcross, David Rachofsky, Phil Sirianni Jr, Brooks Tanner, Shawn Gleason, and Scott Hanson

FAB MEMBERS ABSENT: Andrew Light

STAFF MEMBERS PRESENT: Marianne Rakowski, Finance Director; Brandi Lindt, Assistant Finance Director; Clint Kinney, Town Manager

OTHERS PRESENT: None

Item No. 2: APPROVAL SEPTEMBER 20, 2023, MINUTES

Rachofsky motioned to approve the minutes, Sirianni seconded, and all members were in favor.

Item No. 3: LOCAL BUSINESS SUPPORT DISCUSSION

Kinney reviewed the Town Council goal statement with the board. The goal statement includes the following:

- Identify and provide more affordable, community, workforce housing.
- Preserve, protect, and retain locally owned and locally serving businesses.
- Increase community engagement to foster emotional connectivity.
- Ensure public spaces and facilities meet our community's unique character.

Kinney asked the board if they have any ideas how we can preserve, protect, and retain locally owned and locally serving businesses. The Council is looking for ideas of how to support the businesses and what is the role of government for this.

The board had a lively discussion about how to define a locally owned and serving business. Rachofsky wondered whether the business needed to be based in Snowmass Village. Hanson felt it just needed to bring vitality to Snowmass Village regardless of where the owner is located. Sirianni pointed out that we need more population to support the businesses. The board would like more direction on the definition of what is meant by locally owned and locally serving.

Kinney reviewed the survey that went out to Town businesses. Questions 7 described what challenges businesses face running a business in Snowmass Village. The main issue was the difficulty with staffing, including recruitment, retention and finding qualified staff. The board discussed many ideas to help the businesses. Gleason felt the businesses needed help with employee housing and ideas of how to keep them going during the offseason. Siriani said we need connectivity between activities, so people don't get in their car and go to Aspen.

The board suggested many ideas to help the businesses. Shallcross suggested possibly a rent subsidy from Tourism money for the smaller businesses. Rachofsky asked what type of businesses you would give this to. Shallcross felt that we needed more community activities or smaller events such as beer gardens. Gleason suggested possibly hosting events at local businesses or giving out a coupon for local businesses. Brooks mentioned doing job fairs to help recruit employees. Gleason suggested that Tourism engage with businesses to let them know they are here to help and market more to locals including letting them know what's open in the offseason. Sirianni suggested a possible tax subsidy for economic development.

Hanson mentioned possibly starting a program to give business subsidies. The board discussed creating a grant program for businesses to apply to receive subsidies. They discussed how you would decide who received the subsidies. Hanson suggested they could have the application include an essay of what makes them unique and how they add character to the Town. Shallcross mentioned there could be a revenue cutoff as part of the criteria. There will need to be a committee to review these applications. The board will continue this discussion and would like some input from the Tourism board.

Item No. 4: ADJOURNMENT

Shallcross motioned to adjourn. All members were in favor.

Town of Snowmass Village

Agenda Item Summary

DATE OF MEETING:

March 13, 2024

AGENDA ITEM:

FAB Little Red Schoolhouse Project Update

PRESENTED BY:

Clint Kinney, Town Manager
Greg LeBlanc, Assistant Town Manager

BACKGROUND:

The Little Red Schoolhouse, previously operated by the not-for-profit Little Red School House Organization, has been operated by Woody Creek Kids since the start of 2022. In 2021, the Town Council adopted a goal to “Explore an enhanced use of the Little Red Schoolhouse to provide an improved and enlarged childcare/early learning facility.” Following that direction, staff hired a consultant to conduct an early childhood education needs assessment and financial analysis for the Town with the primary focus on the Little Red School House property. The Town’s overarching goal is to ensure that childcare and early childhood education continue to be provided and expanded at the Little Red School House facility.

The needs assessment, site analysis and budget analysis were completed in 2022. In the meantime, the Town continued the working relationship with Woody Creek Kids by extending the lease through the end of 2025.

Following the completion of the needs assessment, the Town contracted with the design team of Land + Shelter and Alan Ford Architects earlier this year to start the design process for the expansion project at the Little Red Schoolhouse. The design team is part of a broader project team consisting of Town staff, the design team, and Christina Holloway with Woody Creek Kids.

Based on the needs assessment and input from the current childcare provider, program determination for the site is five classrooms, which can accommodate approximately 72-84 students. This level of programming would double the current enrollment, as identified in the early childhood education needs assessment as a feasible level of service for Snowmass Village. The five classrooms would be divided by child age, one infant classroom (8-10 student), two toddler classrooms (16-20 students), and two pre-k

classrooms (30-34 students). The layout of each classroom is intended to maximize flexibility of these enrollment age groups and will integrate into the property's outdoor spaces to extend the learning environment into nature.

The proposed five classroom solution would total approximately 8,000 square feet in programmable space and would retain the historic schoolhouse as a prominent feature of the site. Both the historic structure and the auxiliary building are to planned remain in operation during construction. The historic structure is slated for renovation as part of the project. The renovation of the historic structure will include a multi-purpose room intended for use by all ages. The auxiliary building is anticipated to be demolished after the new schoolhouse is completed and the space will be converted to an outdoor play/learning area.

Budget for hard construction is \$6.5 million (today's value), bringing the anticipated total project cost to \$8 million, which includes the soft construction costs of construction administration, etc. Given the estimated square-footage of the new schoolhouse, the opinion is that construction costs will be around \$800/square foot. The \$8 million has been included in the Capital Improvement Project (CIP) budget for 2025.

Parking and vehicle circulation at the site will also be improved, increase from the current number of 15-20 spaces to 35-40 spaces. Parking will continue to be shared with the adjacent park. Parking improvements also will include a realignment of traffic flow, moving to a one-way configuration which will alleviate any congestion at peak times (pick-up & drop-off) and reduce the risk of vehicle-pedestrian conflict. As a result, another entrance to Owl Creek Road will need to be added to the parking lot to accommodate the one-way traffic flow.

Other considerations for the site include efficient use of energy, which helps the Town achieve its sustainability goals, housing and occupant health. Both sustainability and occupant health will continue to be considered as design work continues. Housing has been considered, but not recommended to be integrated into the school building. Siting locations for housing project have been considered, however viable options will have negligible efficiencies for construction.

Attached is an overview of the schematic design for the Little Red Schoolhouse expansion project, an overview of the programming for the expanded childcare facility, and a copy of the need assessment completed in 2022.

Staff has solicited feedback from other advisory boards to the Town Council, including the Planning Commission and the POSTR Board. These comments have been compiled and forwarded to the Council to be incorporated as best as possible. In addition, Staff is exploring grant opportunities to assist with anticipated construction costs.

ATTACHMENTS:

- 1) Little Red Schoolhouse Schematic Design Overview
- 2) Little Red Schoolhouse Programmatic Overview
- 3) Early Childhood Education Needs Assessment



SCHEMATIC DESIGN OVERVIEW

Town of Village

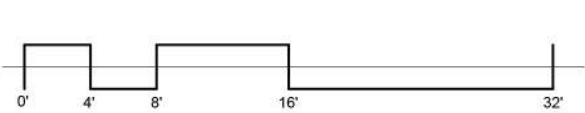
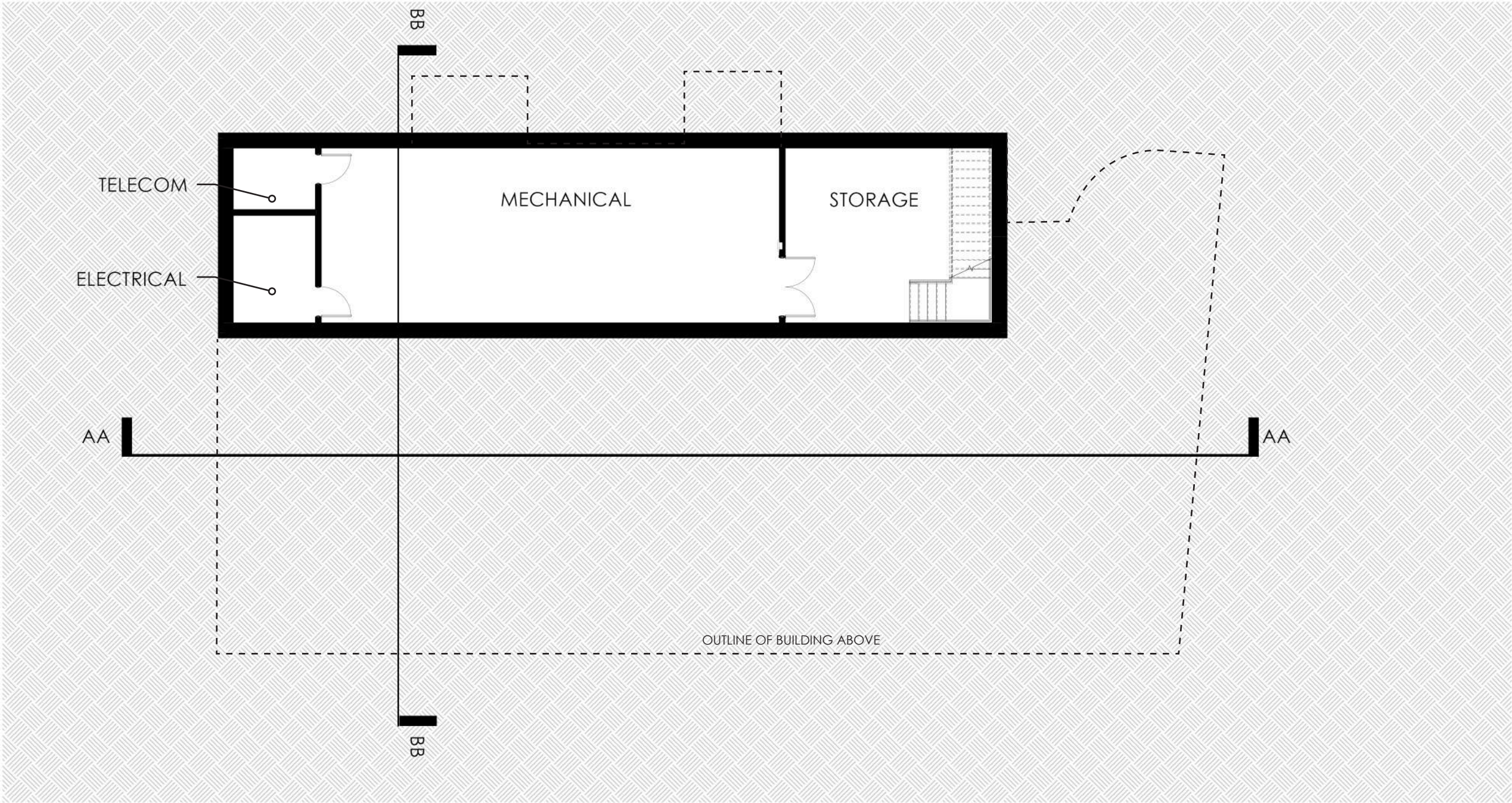
Little Red School House ECE

**4598 Owl Creek Rd,
Snowmass Village, CO 81615**

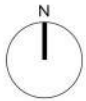
TOSV Little Red Schoolhouse ECE

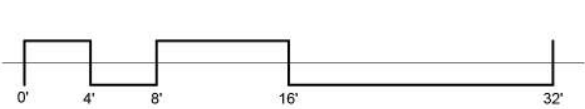
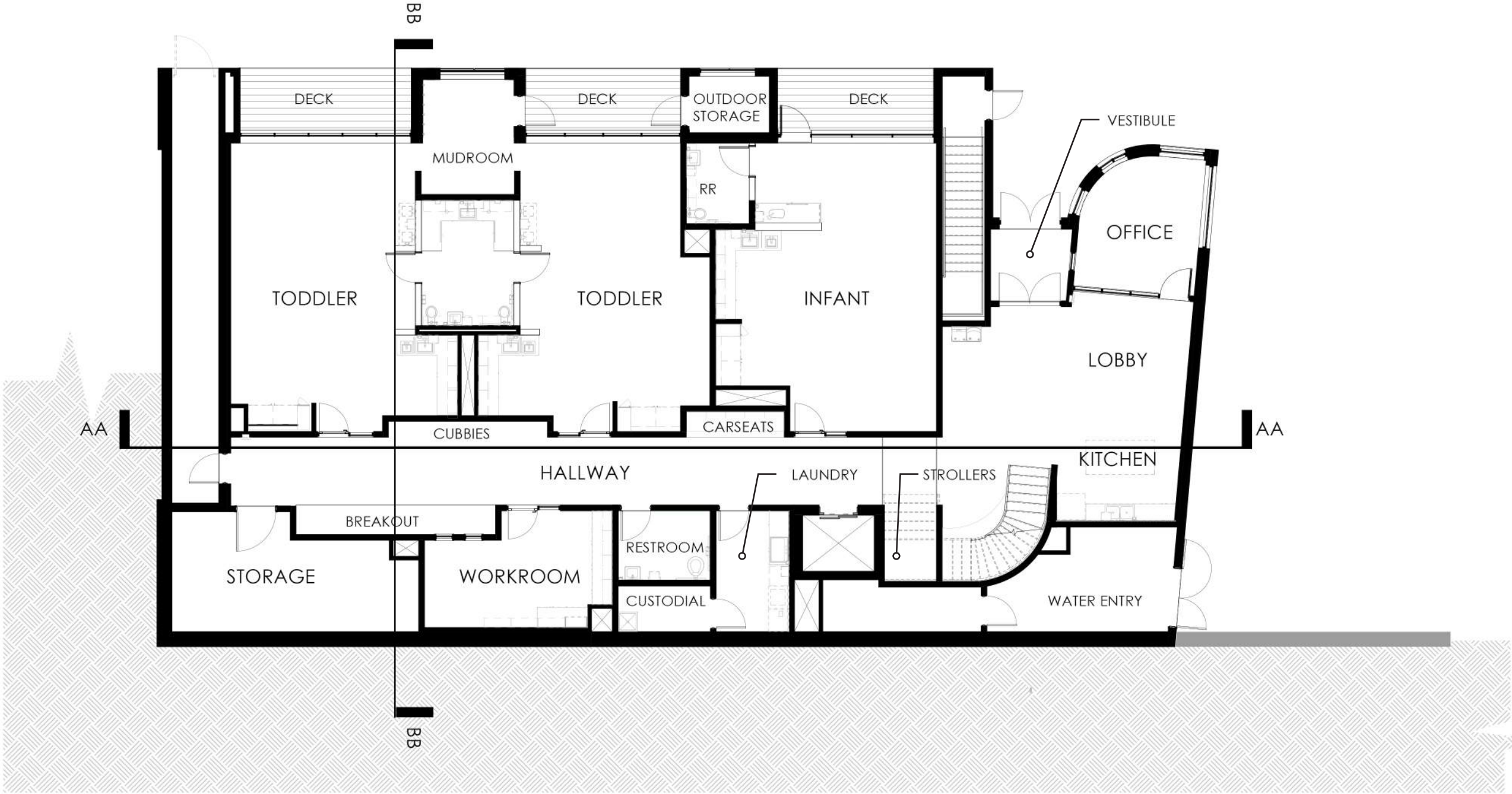
LANDSCAPING SITE PLAN





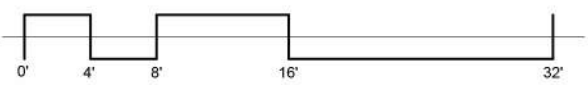
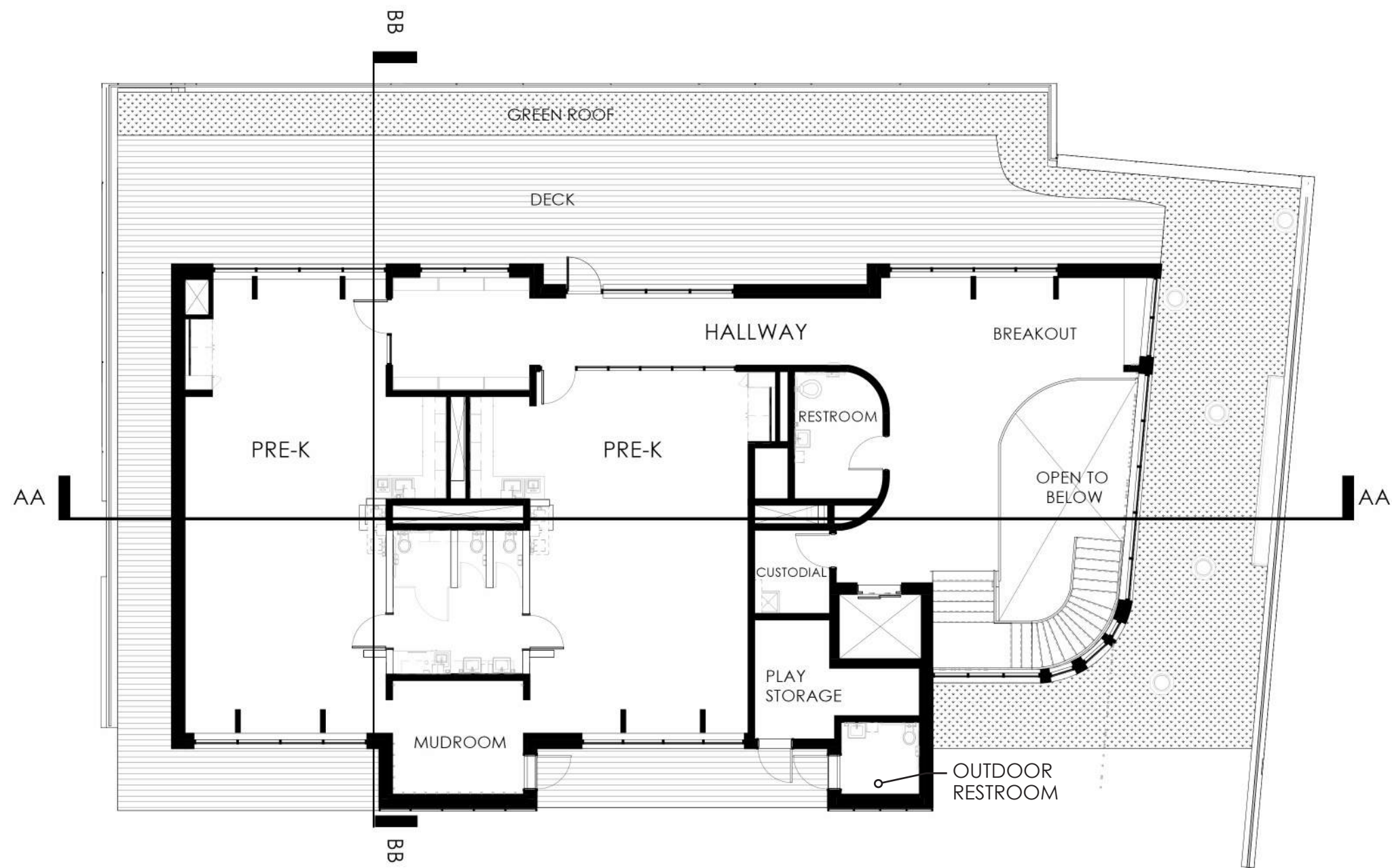
FLOOR PLAN:
BASEMENT





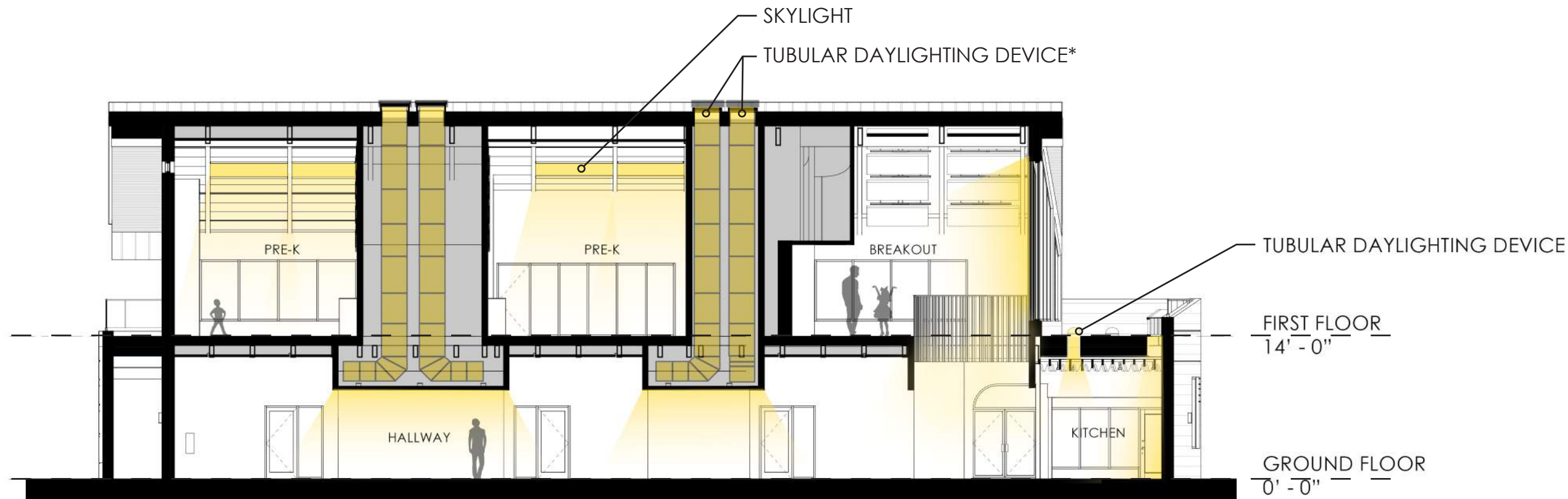
FLOOR PLAN:
GROUND FLOOR



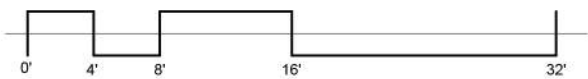


FLOOR PLAN:
FIRST FLOOR

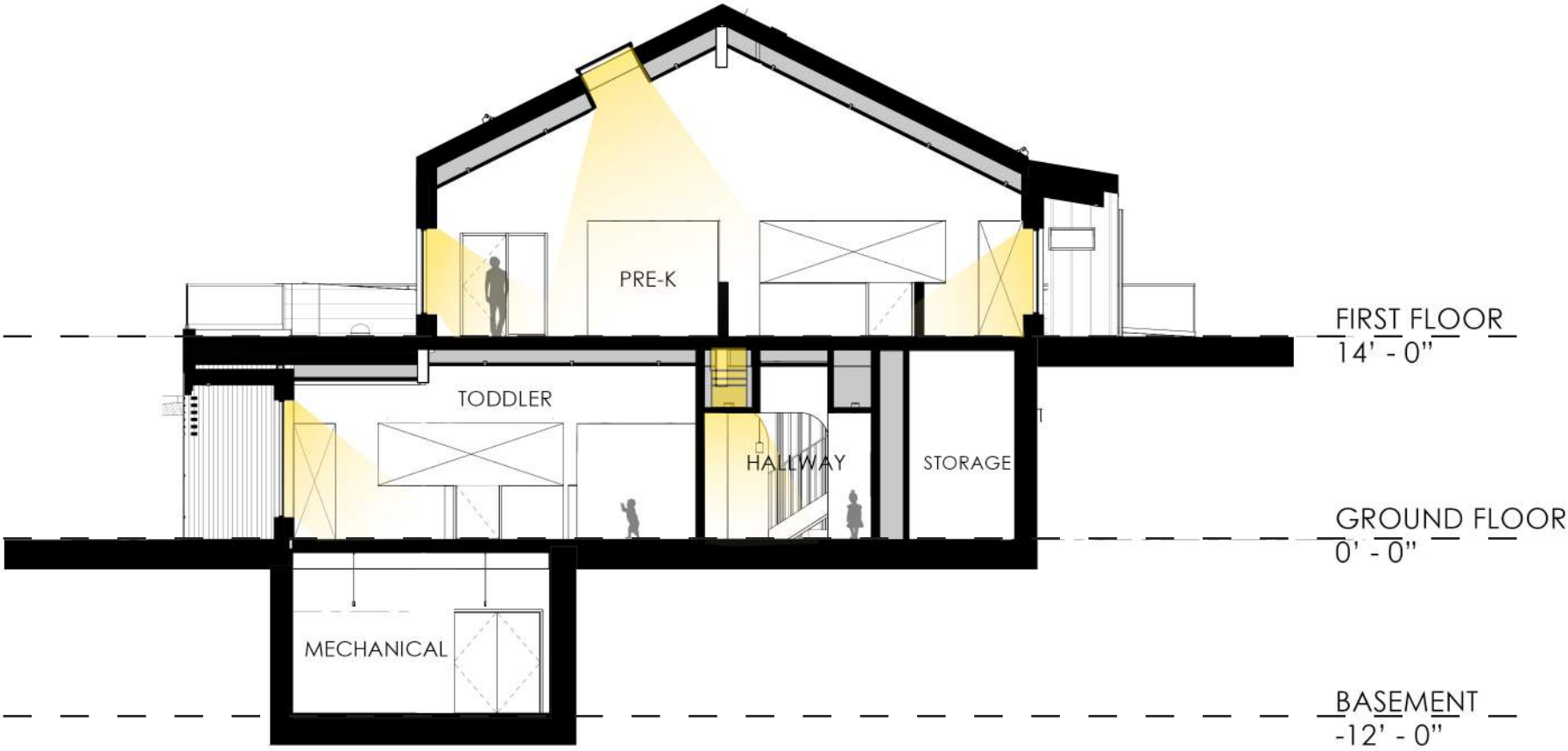




*TDD DISTRIBUTES LIGHT
TO CLASSROOM (BEYOND)

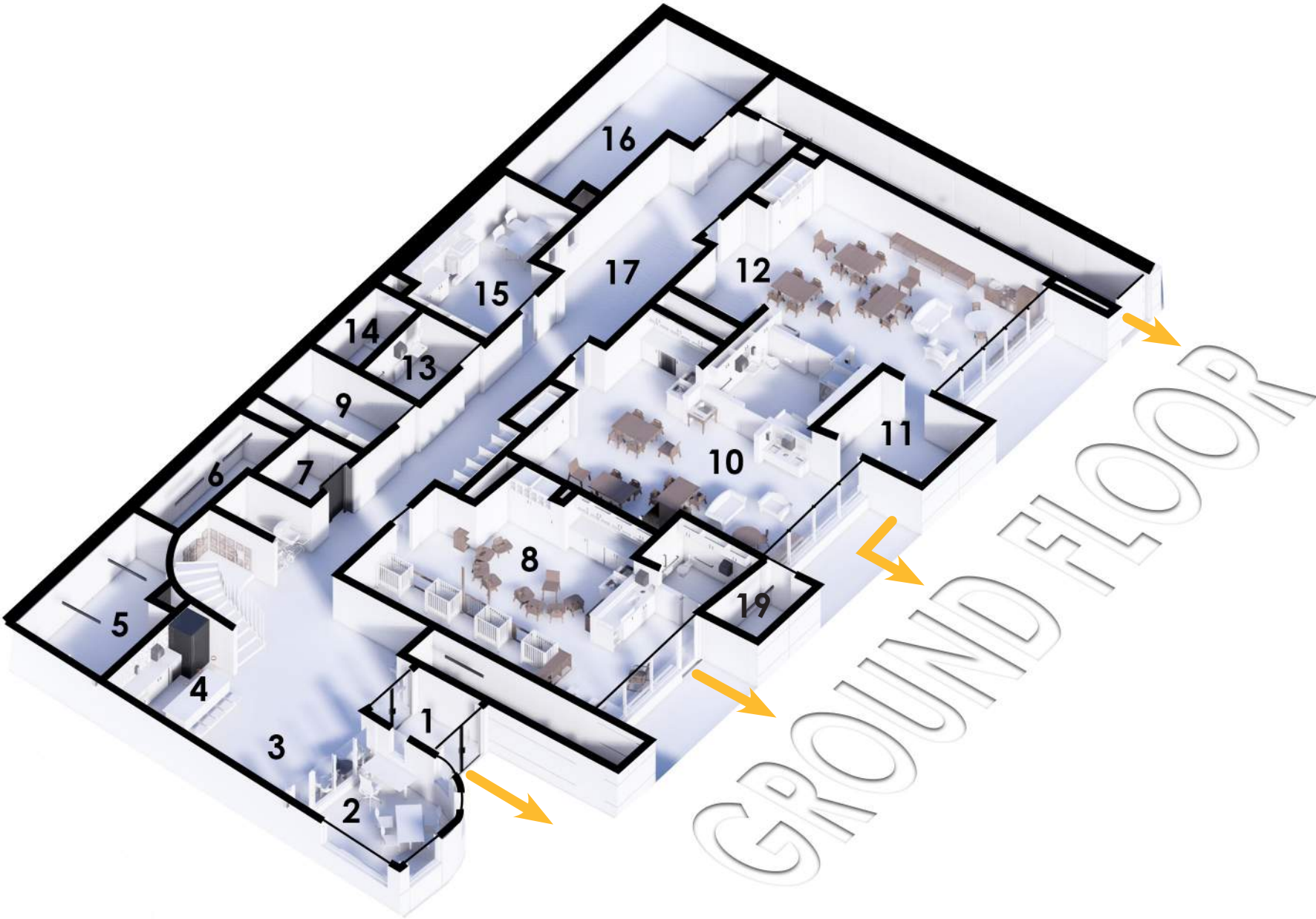


SECTION:
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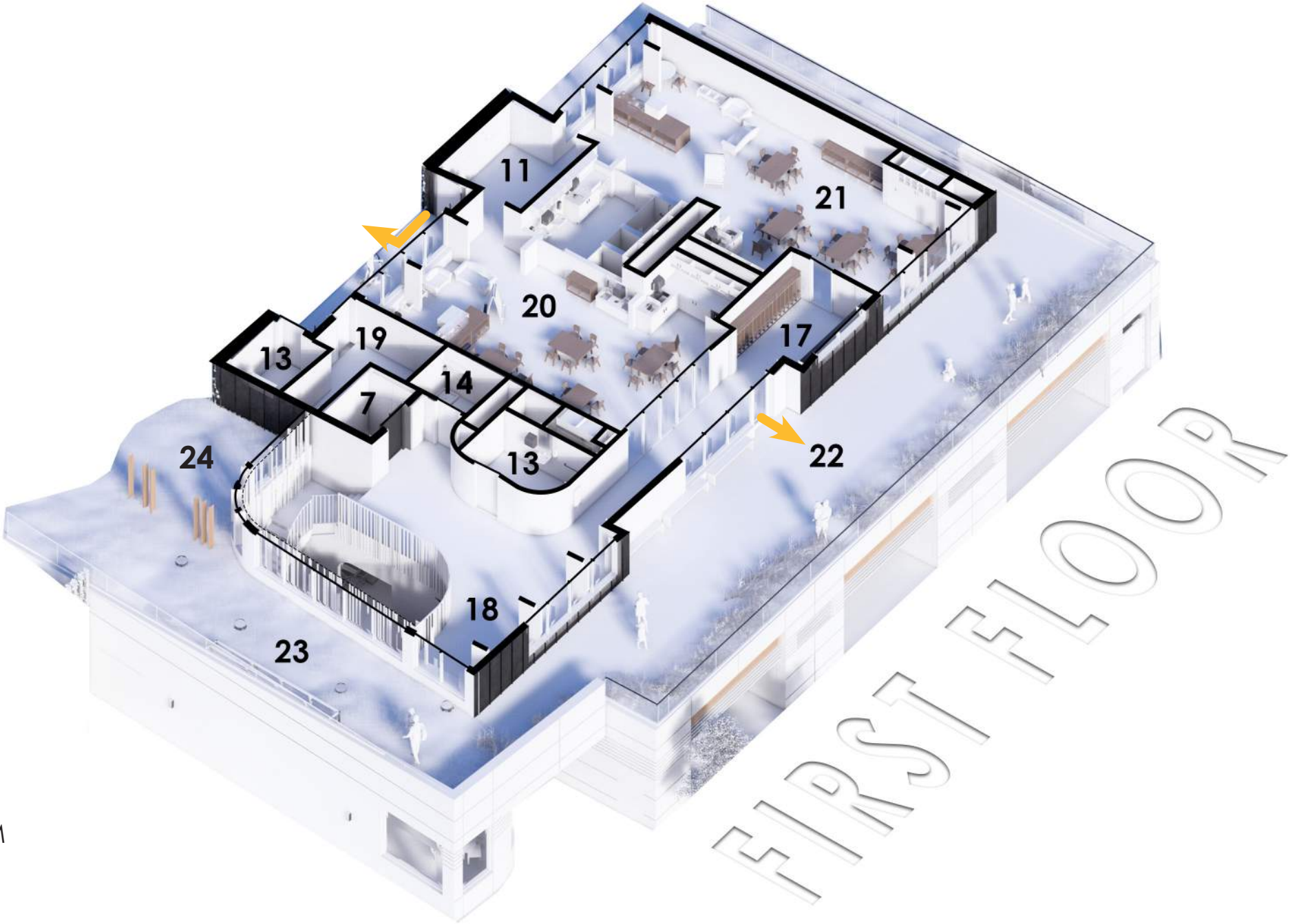


SECTION:
BB

- 1. VESTIBULE
- 2. DIR. OFFICE
- 3. LOBBY
- 4. KITCHEN
- 5. MECH
- 6. ELEV. MAINT.
- 7. ELEV.
- 8. INFANT CL.
- 9. LAUNDRY
- 10. TODDLER CL. A
- 11. MUDROOM
- 12. TODDLER CL. B
- 13. RESTROOM
- 14. CUSTODIAL
- 15. WORKROOM
- 16. STORAGE
- 17. HALLWAY
- 18. BREAKOUT
- 19. PLAY STORAGE
- 20. PRE-K CR. A
- 21. PRE-K CR. B
- 22. DECK
- 23. GREEN ROOF
- 24. OUTDOOR CLASSROOM



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PERSPECTIVE FROM OWL CREEK ROAD, LOOKING SOUTH WEST | SUMMER



PERSPECTIVE FROM OWL CREEK ROAD, LOOKING SOUTH WEST | WINTER



PERSPECTIVE FROM OWL CREEK ROAD, LOOKING SOUTH EAST | SUMMER



PERSPECTIVE FROM OWL CREEK ROAD, LOOKING SOUTH EAST | WINTER



PERSPECTIVE FROM CATHY ROBINSON PARK, LOOKING NORTH WEST



PERSPECTIVE FROM CATHY ROBINSON PARK, LOOKING WEST



LOBBY AND KITCHEN AREA, FROM ENTRY VESTIBULE



FIRST FLOOR BREAKOUT SPACE, FROM TOP OF STAIRS



PRE-K CLASSROOM, LOOKING SOUTH



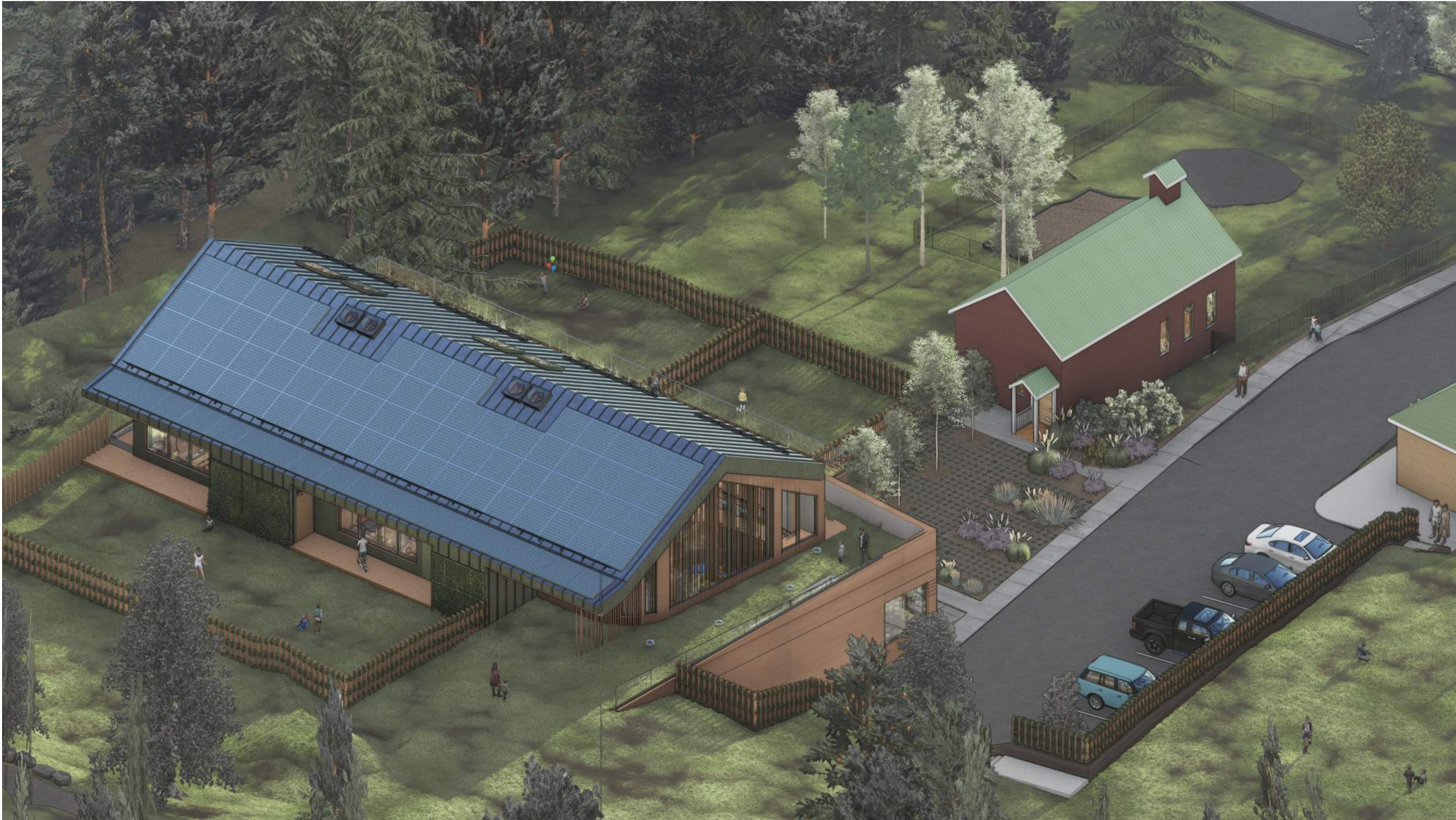
TODDLER CLASSROOM, LOOKING SOUTH



BIRD'S EYE VIEW FROM NORTH EAST



BIRD'S EYE VIEW FROM SOUTH WEST



BIRD'S EYE VIEW FROM SOUTH EAST



BIRD'S EYE VIEW FROM NORTH WEST



PROGRAMMING

DOCUMENT SUBMITTAL

Town of Snowmass Village

Little Red School House ECE

**4598 Owl Creek Rd,
Snowmass Village, CO 81615**

Project #2023-7
09. 25. 2023

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EXECUTIVE SUMMARY

The design team of Land + Shelter and Alan Ford Architects with RDG Planning & Design is pleased to present the following programming document for the LRSH renovation/addition project for your review and comment.

The accompanying documents represent the work completed to date and include:

- As built information on the existing structures
- Site Observations
- Program of spaces and requirements for a 4 classroom and 5 classroom configurations
- High level test fits of the program on the existing site
- Project schedule
- Questionnaire results
- Back up information from the meetings which shaped the current program document are included in the appendix
 1. Site visit on June 26th, 2023 (in person)
 2. Kick off meeting August 10, 2023 (virtual)
 3. Programming meeting #1 August 17, 2023 (virtual)
 4. Programming meeting #2 September 5, 2023(in person)
 5. Teacher interviews September 5, 2023 (in person)

THE PROCESS

Preliminary site visit – June 26, 2023

Andi Korber and Alan Ford met on site with Greg LeBlanc, David Shinneman and Mike Horvath of the Town of Snowmass Village to discuss the opportunities and constraints of the site as well as reviewing the process and next steps.

Parking considerations were discussed relative to accommodating community use of the park and garden. The possibility of including an additional curb cut and extending the parking in the east west direction along Owl Creek Road.

Land use review will begin at the end of schematic design with a high-level review of the design with the 50% design development documents serving as the basis for review.

Kick off Meeting – August 10, 2023

Overarching goals for the project were discussed. The target construction budget was established as \$6.5 million with a total project budget at \$8 million. The structure of the executive committee was determined and will consist of Greg LeBlanc, Mike Horvath and Christina Holloway.

Land use review will begin at the end of schematic design with a high-level review of the design with the 50% design development documents serving as the basis for review. The site survey is underway with the document being available mid-September

Programming Meeting #1 – August 17, 2023

The design teams overall programming process was reviewed and agreed to which will include generalized research on the history of the site and school and review of prior work completed; stakeholder engagement in the form of questionnaires (one for the community and one for the staff) followed by staff interviews with a precedent exercise to define the qualitative aspects of the design.

Project goals were revisited - the housing is a nice to have and not a must have; consideration for expansion of the school in the future should be considered; The LRSH building could serve for auxiliary functions such as gross motor activities, art and community meetings but the building will need some renovation. The school is a year-round program and is not affected by seasonal variations according to Christina.

A draft program spreadsheet was reviewed with clarification given by Christina on the age configuration by classroom. A four-classroom option is a possibility. Administrative support functions can be kept to a minimum. The current program is a Reggio Emilia inspired pedagogy. Classrooms can be paired around a shared support core. Check-in occurs as each classroom and there will not be an attendant dedicated to the entry due to staffing limitations.

Next steps were outlined, and it was agreed a questionnaire for the staff and community will be developed and available for distribution in the next week.

Programming meeting #2 – September 5, 2023

The first session of the programming meeting occurred at the Town Hall building with the executive committee and included Christina Holloway school director, Town Manager Clint Kinney, Greg LeBlanc assistant Town Manager, project manager Mike Horvath and members from Alan Ford Architects and RDG Planning and Design. The second meeting occurred at the LRSH site with teachers and staff. Interviews were conducted with teachers on the questionnaire results and a precedent exercise was completed for qualitative information.

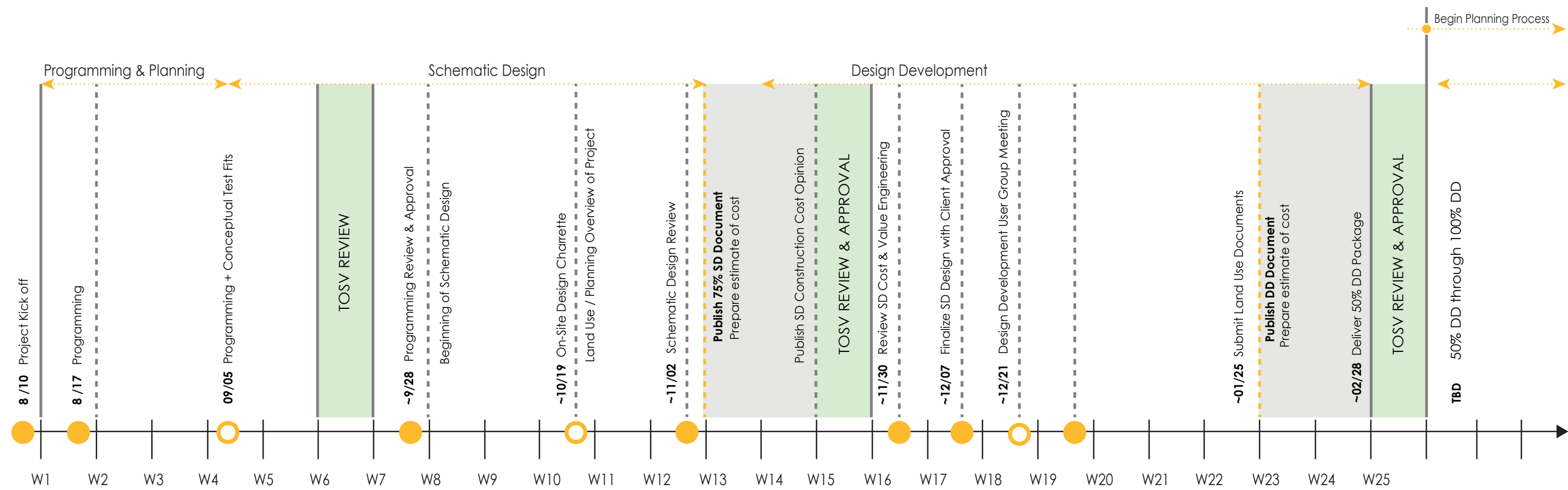
Significant outcomes of the executive committee meeting included:

- Determined that approximately 8,000 SF of new construction is the targeted square footage goal.
- Study a four-classroom version and a five-classroom option both within the 8,000 square foot cap.
- Eliminate the six classroom option
- Study the LRSH building for use as a supplemental program and allow some renovation dollars to upgrade the building
- Eliminate the housing as part of the program due to the limited budget
- Design to a total of 40 parking spaces including community use
- Set up a meeting with local fire to discuss their requirements
- The school needs to stay in operation on the site while the improvements occur

CONCLUSION

After programming meeting #2, the program spreadsheet was updated, and test fits were conducted to explore site utilization and parking configurations. The site survey has been received and was incorporated into the studies. The test fits are not intended as design but simply to illustrate how the implications of the program will work on the site.

Once agreed upon, the program document will form the basis for proceeding into the schematic design phase at which time the full consultant team will be engaged.



KEY TASKS

- 8/17 > **Programming**

 - Interviews and Research
 - Site Analysis
 - Intake of owner information and developing back-grounds
- 8/24 > **Programming + Conceptual Test Fits**

 - Programming Spreadsheet with square footages and multipliers.
 - Concept Site Plans and Options
- 10/5 > **On-Site Design Charrette**

 - Schematic Site Plan
 - Concept Building Plan Options
 - Concept landscape plan options
- 10/19 > **Schematic Design Review**

 - Schematic Building Plan Options (2-3)
 - Building elevations and sections
 - Schematic narratives of Civil, LA, Structural, MEP+T, etc.
- 11/16 > **Review Schematic Design Cost & Value Engineering**

 - Select final design option for DD
 - Kick-off Planning Review
- 11/30 > **Design Development User Group Meeting**

 - Develop detail of Classrooms, Site, playground, kitchen.
- 12/21 > **Design Development Check-in**

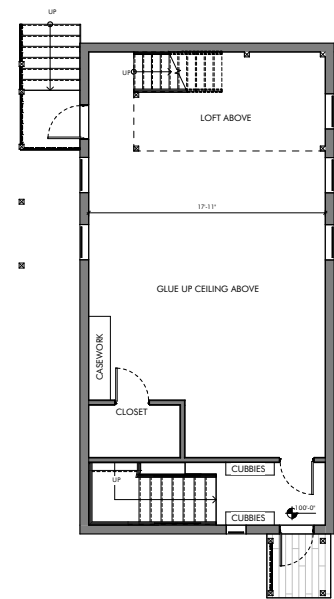
 - Site Plan
 - Code Plans and Analysis
 - Floor Plans
 - Building Elevations
 - Building and wall Sections
 - Interior Elevations
 - Finish selections

KEY

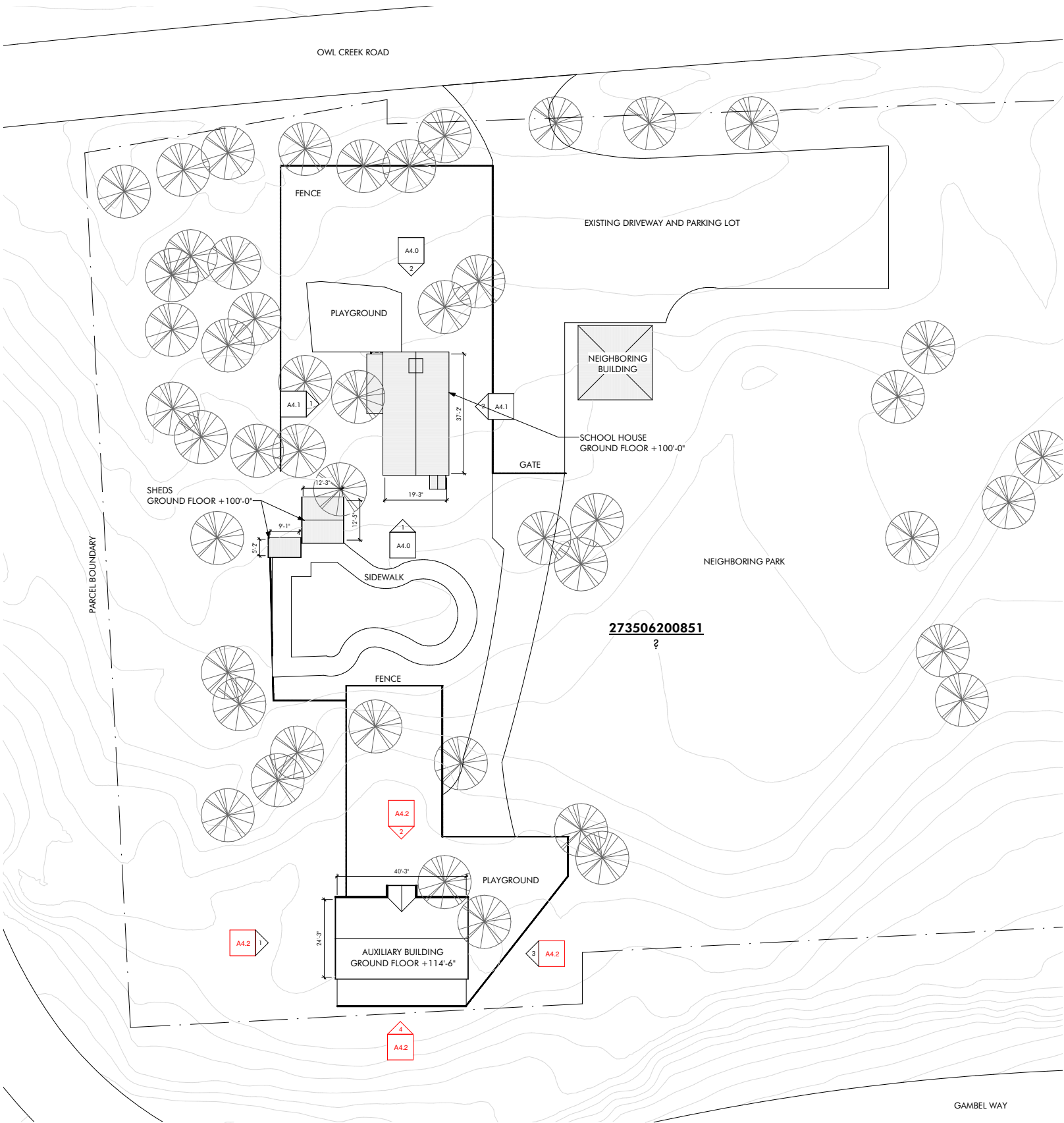
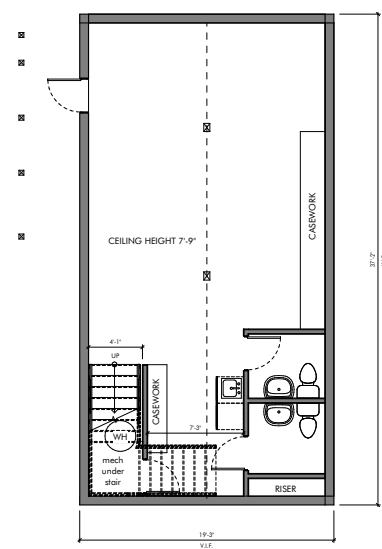
- Executive Committee Meeting (in-person)
- Executive Committee Meeting (Virtual)

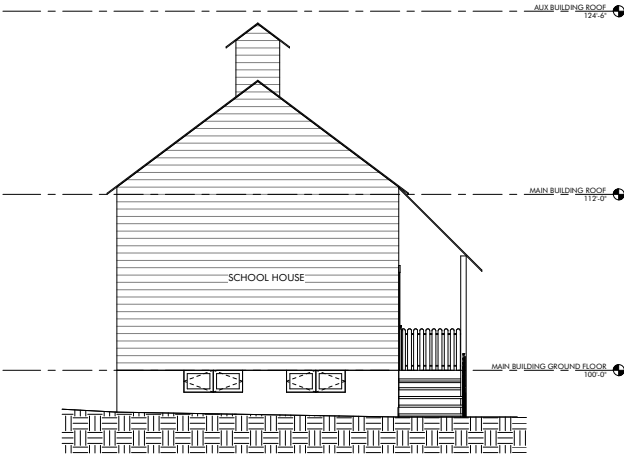


MAIN LEVEL FLOOR PLAN

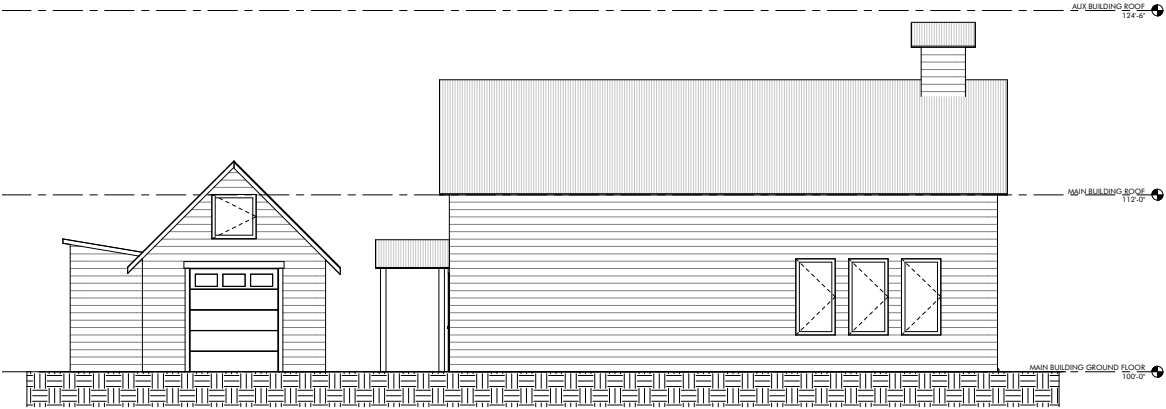


LITTLE RED BASEMENT FLOOR

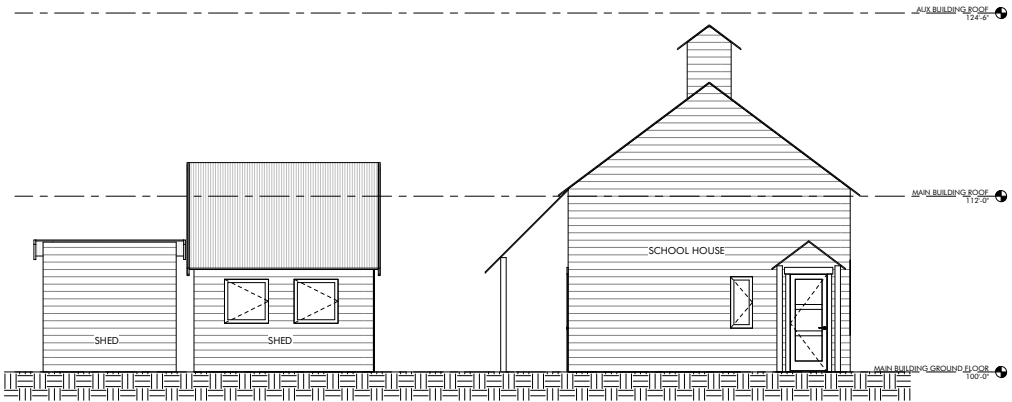




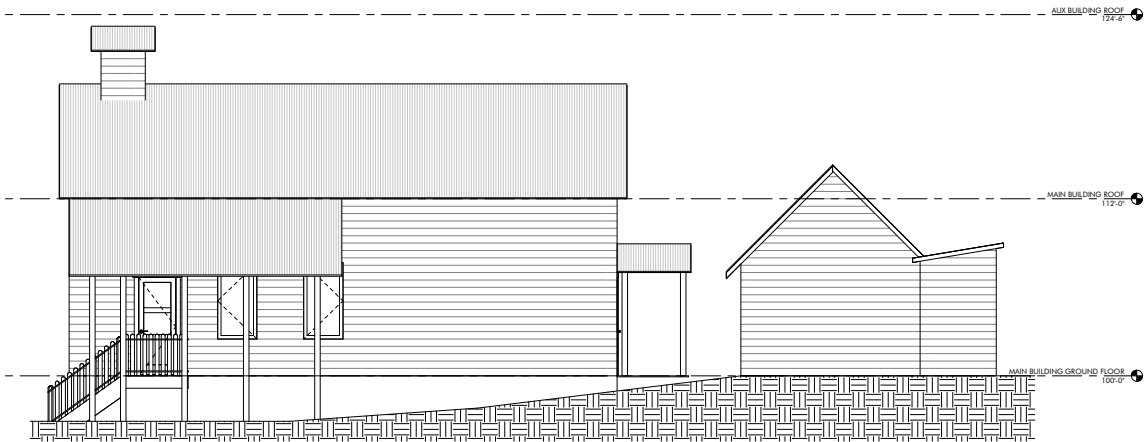
NORTH ELEVATION



EAST ELEVATION



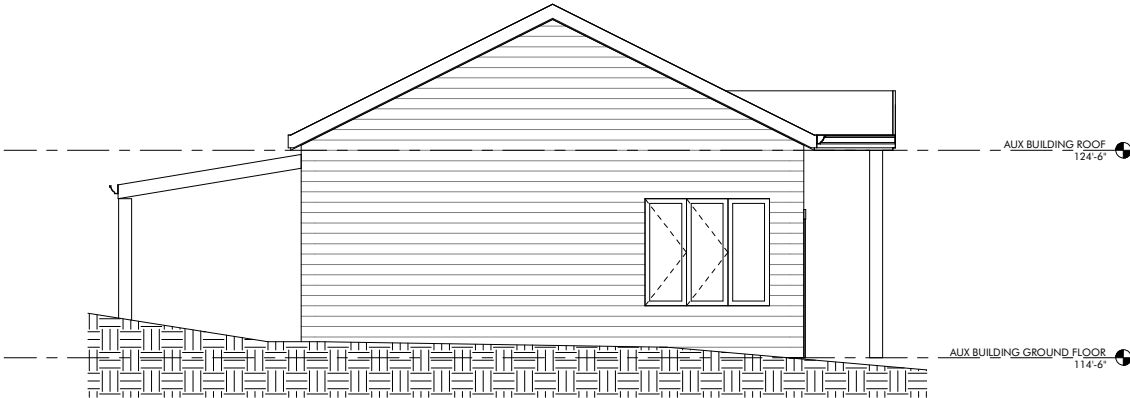
SOUTH ELEVATION



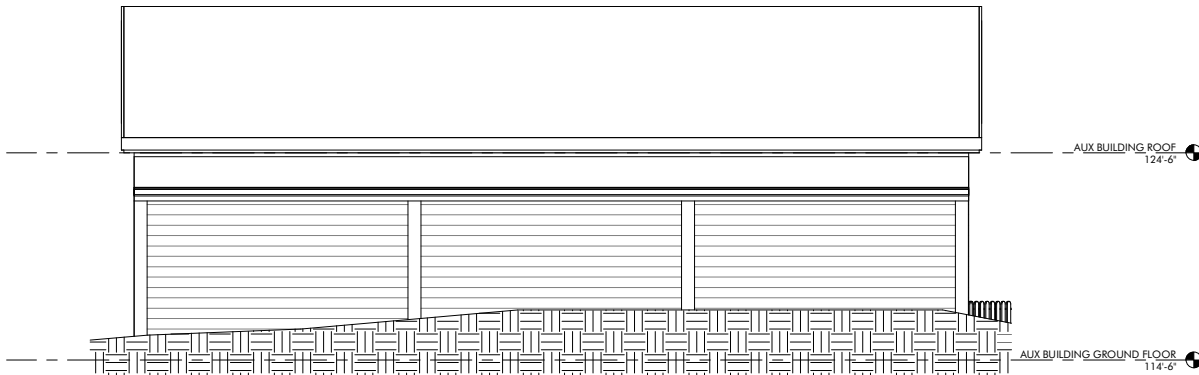
WEST ELEVATION



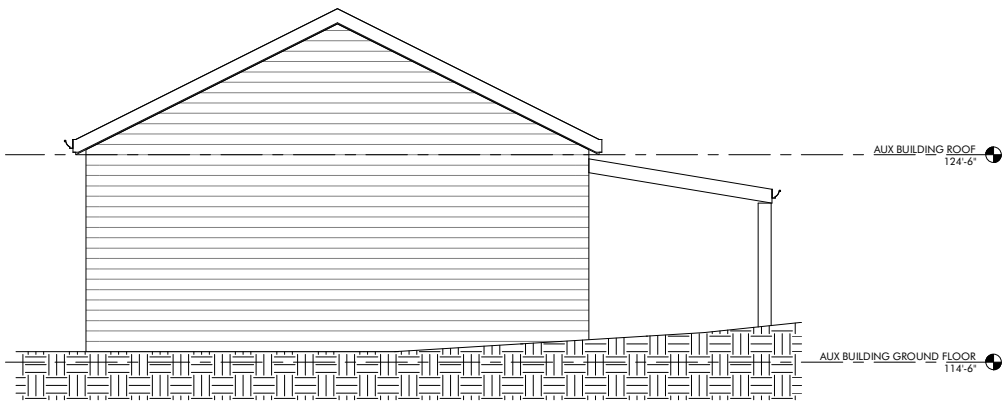
AUX | NORTH ELEVATION



AUX | EAST ELEVATION



AUX | SOUTH ELEVATION



AUX | WEST ELEVATION

OPTION 1 | FOUR CLASSROOMS

TOWN OF SNOWMASS VILLAGE ECE MINIMUM + DESIRED SQUARE FEET					
Room	Max Room Capacity	Desired Room Capacity	Max Child/Teacher Ratio	MINIMUM	QUALITY SF
Infant/Toddler (6 weeks - 18 mo)	10	8	1:5	605	790
Toddlers (18 mo - 36 mo)	10	8	1:5	595	790
Preschool A (3 - 4 yr)	20	18	1:10	745	940
Preschool B (4 - 5 yr)	20	18	1:12	745	940
Total Enrollment:	60	52			
Administrative Spaces				190	180
Support Spaces				1045	1275
Kitchen (Small) Spaces				165	165
Flexible Storage Spaces				395	395
Restroom Spaces				300	300
Assignable Square Feet (ASF)				4785	5775
Efficiency Mark Up				72%	72%
Gross Square Feet (GSF)				6,646	8,021

Renovation of LRSH footprint - Gross Motor / Community Room	600	625
Grand Total: Gross Square Feet (GSF)	7,246	8,646

OPTION 2 | FIVE CLASSROOMS

TOWN OF SNOWMASS VILLAGE ECE MINIMUM + DESIRED SQUARE FEET					
Room	Max Room Capacity	Desired Room Capacity	Max Child/Teacher Ratio	MINIMUM	QUALITY SF
Infants (6 weeks - 12 mo)	10	8	1:5	635	850
Toddler A (12 mo - 24 mo)	10	8	1:5	635	850
Toddler B (24 mo - 36 mo)	14	12	1:5	786	886
Preschool A (3 - 4 yr)	20	18	1:10	810	1065
Preschool B (4 - 5 yr)	20	18	1:12	810	1065
Total Enrollment:	74	64			
Administrative Spaces				180	230
Support Spaces				1075	1460
Kitchen (Small) Spaces				165	180
Flexible Storage Spaces				395	540
Restroom Spaces				300	300
Assignable Square Feet (ASF)				5791	7426
Efficiency Mark Up				72%	72%
Gross Square Feet (GSF)				8,043	10,314

Renovation of LRSH footprint - Gross Motor / Community Room	600	775
Grand Total: Gross Square Feet (GSF)	8,643	11,089

TOSV Little Red Schoolhouse ECE

OPTION 1 | FOUR CLASSROOMS

September 12, 2023

TOSV CLASSROOM SPACES													
	Max Room Capacity	Desired Room Capacity	Max Child/Teacher Ratio	MIN. NET SF	QUALITY NET SF	MINIMUM SF	QUALITY SF	NOTES					
				TOSV									
				Net Area per Child		Area SF							
Infant/Toddler (6 weeks - 18 mo)													
GROSS				10	8	1:5	61	76	79	99	605	790	
Activity Area							50		41.5	500	415		Quality - revised from 45 down to 41.5
Activity Sink										15	15		
Crib Area								20	-	-	200		MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area
Food Prep										15	25		Quality - revised from 40 down to 25
Diapering										25	35		Quality - revised from 40 down to 35
Restroom										0	40		
Cubbies										15	15		
Storage/Casework										25	30		Quality - revised from 35 down to 30
Teacher Work Station										10	15		Storage Unit + Cot Storage
Toddlers (18 mo - 36 mo)													
GROSS				10	8	1:5	60	74	79	99	595	790	
Activity Area							45		41.5	450	415		Quality - revised from 45 down to 41.5
Activity Sink										15	15		
Sleep / Crib Area								20	-	-	200		MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area
Food Prep										15	25		Quality - revised from 40 down to 25
Diapering										25	35		Quality - revised from 40 down to 35
Restroom										40	40		Area will be combined into a shared RR with adjoining classroom
Cubbies										15	15		Ideally placed at mudroom entry to classroom
Storage/Casework										25	30		Storage Unit + Cot Storage
Teacher Work Station										10	15		Quality - revised from 35 down to 30
Preschool A (3 - 4 yr)													
GROSS				20	18	1:10	37	41	47	52	745	940	
Activity Area							30		39.25	600	785		Quality - revised from 45 down to 39.25
Activity Sink										15	15		
Food Prep										15	20		
Restroom										50	45		Area will be combined into a shared RR with adjoining classroom
Cubbies										30	30		Ideally placed at mudroom entry to classroom
Storage/Casework										25	30		Storage Unit + Cot Storage
Teacher Work Station										10	15		Quality - revised from 35 down to 30
Preschool B (4 - 5 yr)													
GROSS				20	18	1:12	37	41	47	52	745	940	
Activity Area							30		39.25	600	785		Quality - revised from 45 down to 39.25
Activity Sink										15	15		
Food Prep										15	20		
Restroom										50	45		Areas combined into a shared RR w/ adjoining classroom
Cubbies										30	30		Ideally placed at mudroom entry to classroom
Storage/Casework										25	30		Storage Unit + Cot Storage
Teacher Workstation										10	15		Quality - revised from 35 down to 30
TOTAL CHILDREN		60	52										

PROGRAMMING DATA | Breakdown

OPTION 2 | FIVE CLASSROOMS

September 12, 2023

TOSV CLASSROOM SPACES											
	Max Room Capacity	Desired Room Capacity	Max Child/Teacher Ratio	MIN. NET SF	QUALITY NET SF	MINIMUM SF	QUALITY SF	NOTES			
				TOSV							
				Net Area per Child		Area SF					
Infants (6 weeks - 12 mo)											
GROSS	10	8	1:5	64	79	85	106	635	850		
Activity Area				52		45	520	450	MIN - revised from 50 up to 52		
Activity Sink							15	15			
Crib Area						20	-	200	MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area		
Food Prep							25	40			
Diapering							25	40	Quality- Include RR to allow flex to Toddler Rm		
Restroom							0	40			
Cubbies							15	15	Storage Unit + Cot Storage		
Storage/Casework							25	35			
Teacher Work Station							10	15			
Toddler A (12 mo - 24 mo)											
GROSS	10	8	1:5	64	79	85	106	635	850		
Activity Area				48		45	480	450	MIN - revised from 45 up to 48		
Activity Sink							15	15			
Sleep / Crib Area						20	-	200	MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area		
Food Prep							25	40			
Diapering							25	40	Area will be combined into a shared RR with adjoining classroom		
Restroom							40	40			
Cubbies							15	15	Ideally placed at mudroom entry to classroom		
Storage/Casework							25	35			
Teacher Work Station							10	15	Storage Unit + Cot Storage		
Toddler B (24 mo - 36 mo)											
GROSS	14	12	1:7	56	66	63	74	786	886		
Activity Area				45		45	630	630	MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area		
Activity Sink							15	15			
Sleep Area						5	0	70	MIN - revised from 15 up to 20		
Food Prep							20	20			
Diapering							25	40	Area will be combined into a shared RR with adjoining classroom		
Restroom							40	40			
Cubbies							21	21	Ideally placed at mudroom entry to classroom		
Storage/Casework							25	35			
Teacher Work Station							10	15			
Preschool A (3 - 4 yr)											
GROSS	20	18	1:10	41	45	53	59	810	1065		
Activity Area				33		45	660	900	MIN - revised from 30 up to 33		
Activity Sink							15	15			
Food Prep							20	20	MIN - revised from 15 up to 20		
Restroom							50	50			
Cubbies							30	30	Area will be combined into a shared RR with adjoining classroom		
Storage/Casework							25	35			
Teacher Work Station							10	15	Ideally placed at mudroom entry to classroom		
Preschool B (4 - 5 yr)											
GROSS	20	18	1:12	41	45	53	59	810	1065		
Activity Area				33		45	660	900	MIN - revised from 30 up to 33		
Activity Sink							15	15			
Food Prep							20	20	MIN - revised from 15 up to 20		
Restroom							50	50			
Cubbies							30	30	Area will be combined into a shared RR with adjoining classroom		
Storage/Casework							25	35			
Teacher Workstation							10	15	Ideally placed at mudroom entry to classroom		
		Max Capacity	Desired Capacity								
TOTAL CHILDREN		74	64								

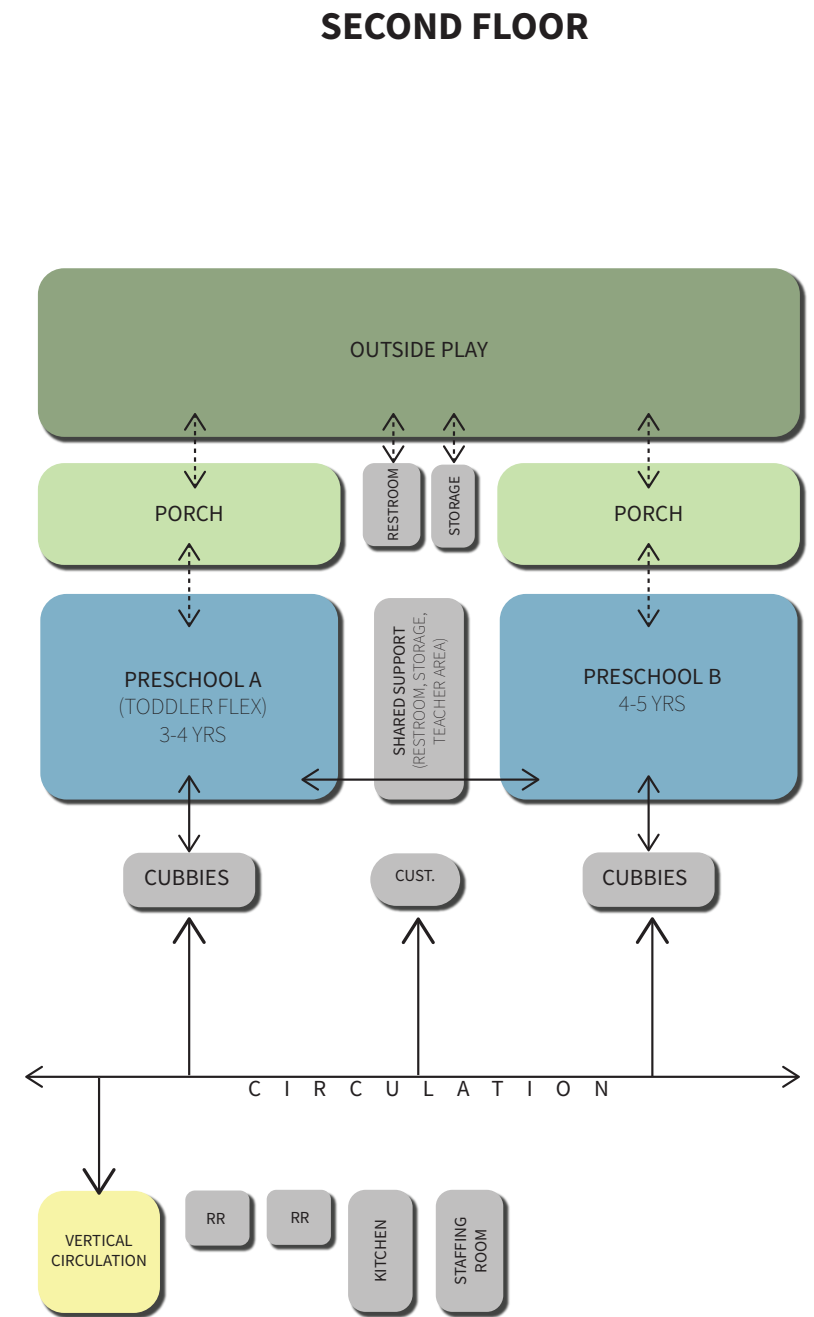
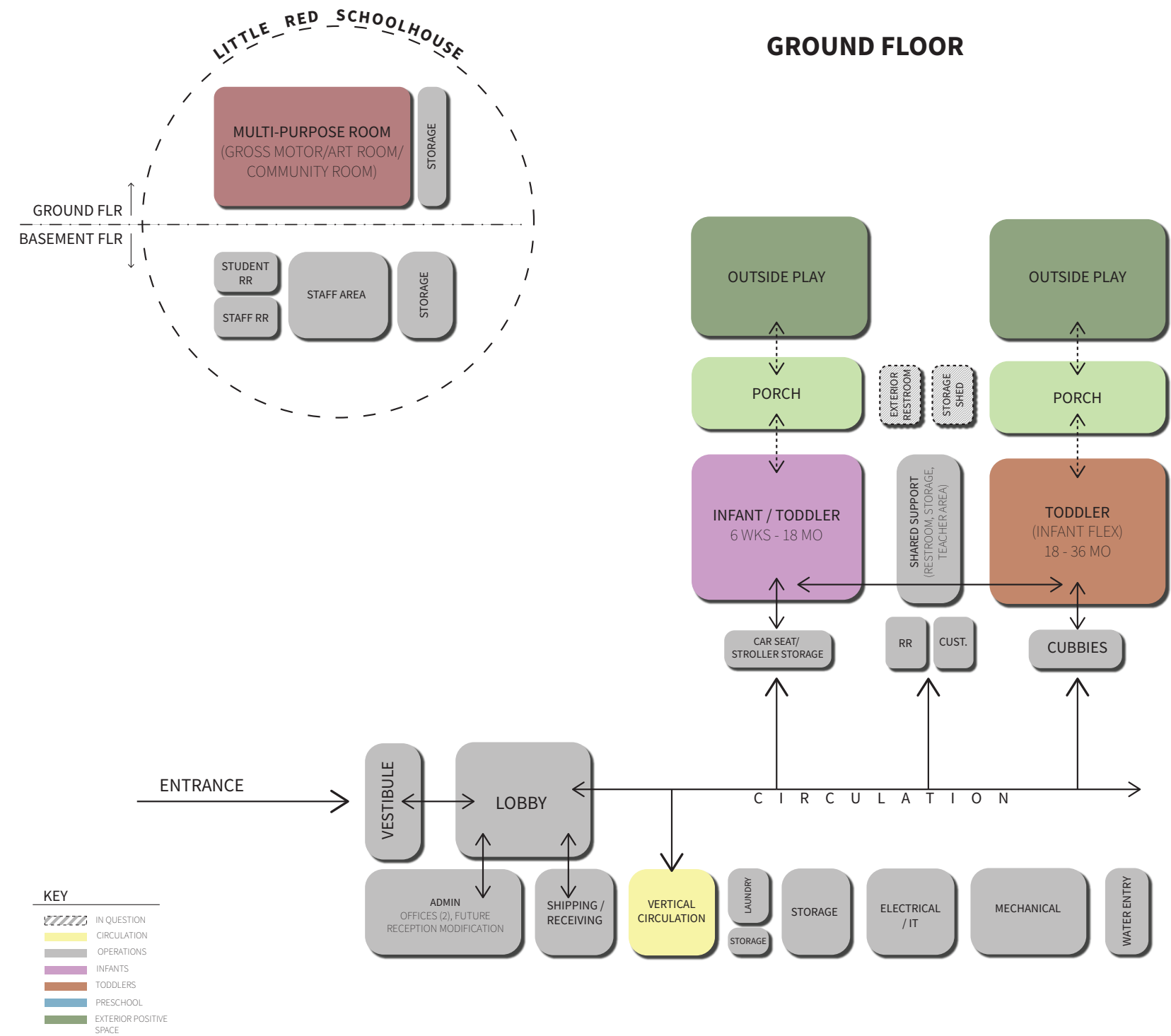
BOTH OPTIONS | OPERATIONS

		MIN SF	QUALITY SF	Notes
Administrative Spaces				
GROSS		190	180	
	Director's Office + 10 SF storage	150	180	use office as small meeting area
	Receptionist / Admin Assistant	40	0	Eliminate Receptionist - CH indicated not req'd
Support Spaces				
GROSS		1045	1275	
	Vestibule	80	100	Controlled entry Quality - revised from 125 down to 100 SF
	Lobby /Reception	150	190	Touch down station to have view of entry
	Sign-in / Touch Down Station	0	0	daily sign-in/out occurs at classroom
	Learning Resource Center / Teacher Work Room / Lounge	300	350	built-in storage cabinets, Quality - revised from 400 down to 350
	Staff Lounge	0	0	
	Laundry w/ 10 sf storage	80	90	Quality - revised from 100 down to 90
	Mothers Nursing Room	0	0	Utilize another space for nursing
	Telecom	50	70	Quality - revised from 75 down to 70
	Mechanical	200	250	Quality - revised from 300 down to 250
	Water Entry	60	90	Quality - revised from 100 down to 90
	Electrical	100	100	Quality - revised from 125 down to 100
	Janitorial Closet	25	35	
Kitchen Spaces				
GROSS		165	165	
	Kitchen SMALL	135	135	No onsite food prep
	Refrigerator / Microwave / Cabinets	30	30	To be near office Quality - revised from 150 down to 135
Storage Spaces				
GROSS		395	395	
	Child Seat/Stroller Storage	25	25	Quality - revised from 30 down to 25
	Buggy Stroller Storage	30	30	Quality - revised from 40 down to 30
	General Program Storage (distributed)	150	150	Quality - revised from 200 down to 150
	Playground Storage	100	100	near playground bathrooms Quality - revised from 150 down to 100
	Custodial Receiving/Storage	90	90	Quality - revised from 120 down to 90
Restroom Spaces (non classroom)				
GROSS		300	300	
	Adult Restrooms (single stall)	200	200	4 fixtures; 1 staff, 1 public & 2 at Community Room
	Child Playground Restrooms (single stall)	100	100	2 fixture stalls for preschool playgrounds located next to outside storage
Little Red School House Renovation				
GROSS		600	625	
	Gross Motor/Community Room	550	550	To be located as refurbished space in the Little Red Schoolhouse. Sized to
	Offices (2 @ 100 SF)	0	0	be add licensed space (before/after school care),
	Restrooms (Single Stall)	0	0	REVISED SIZE DOWN TO 550 TO FIT AT UPPER LEVEL OF LRSH
	GM Storage - Manipulatives and Table & Chairs	50	75	

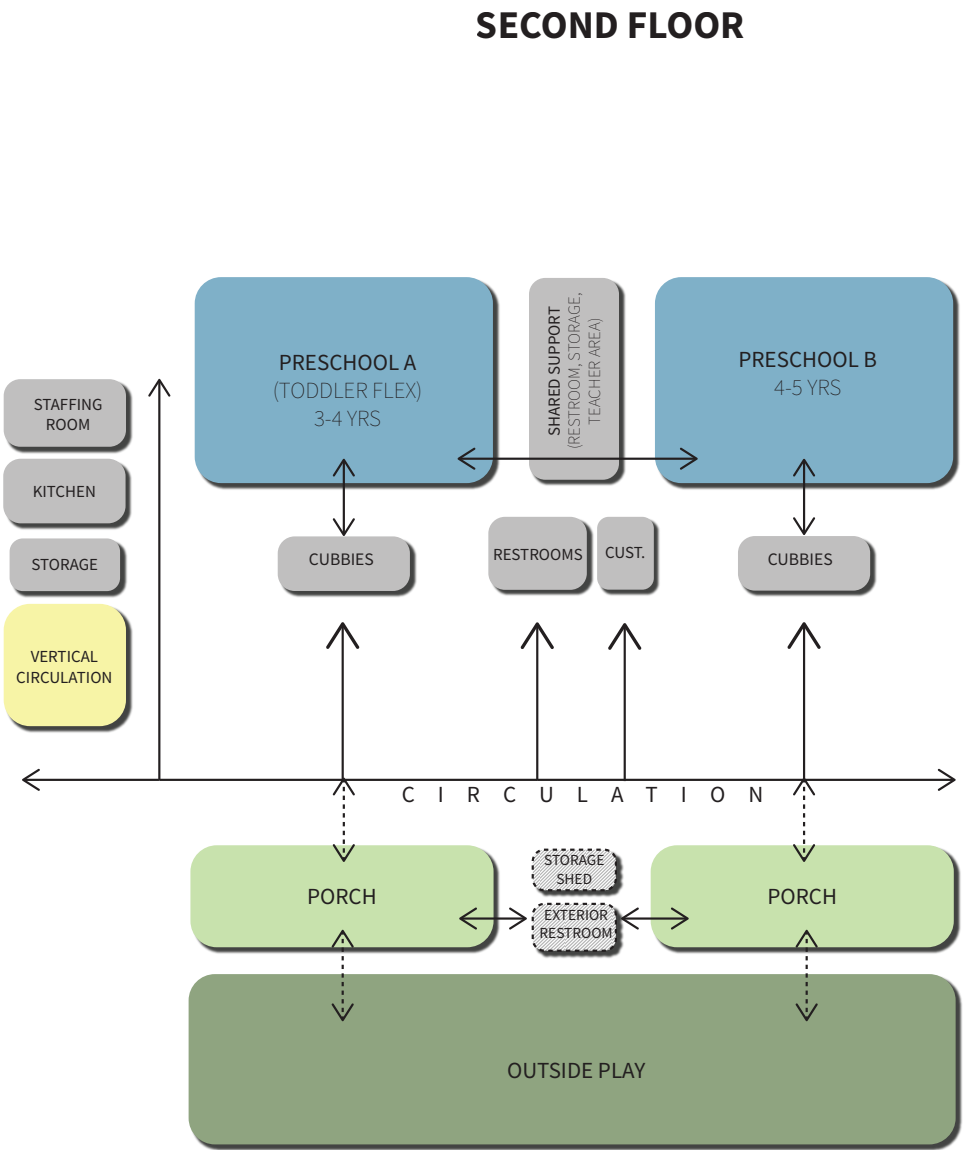
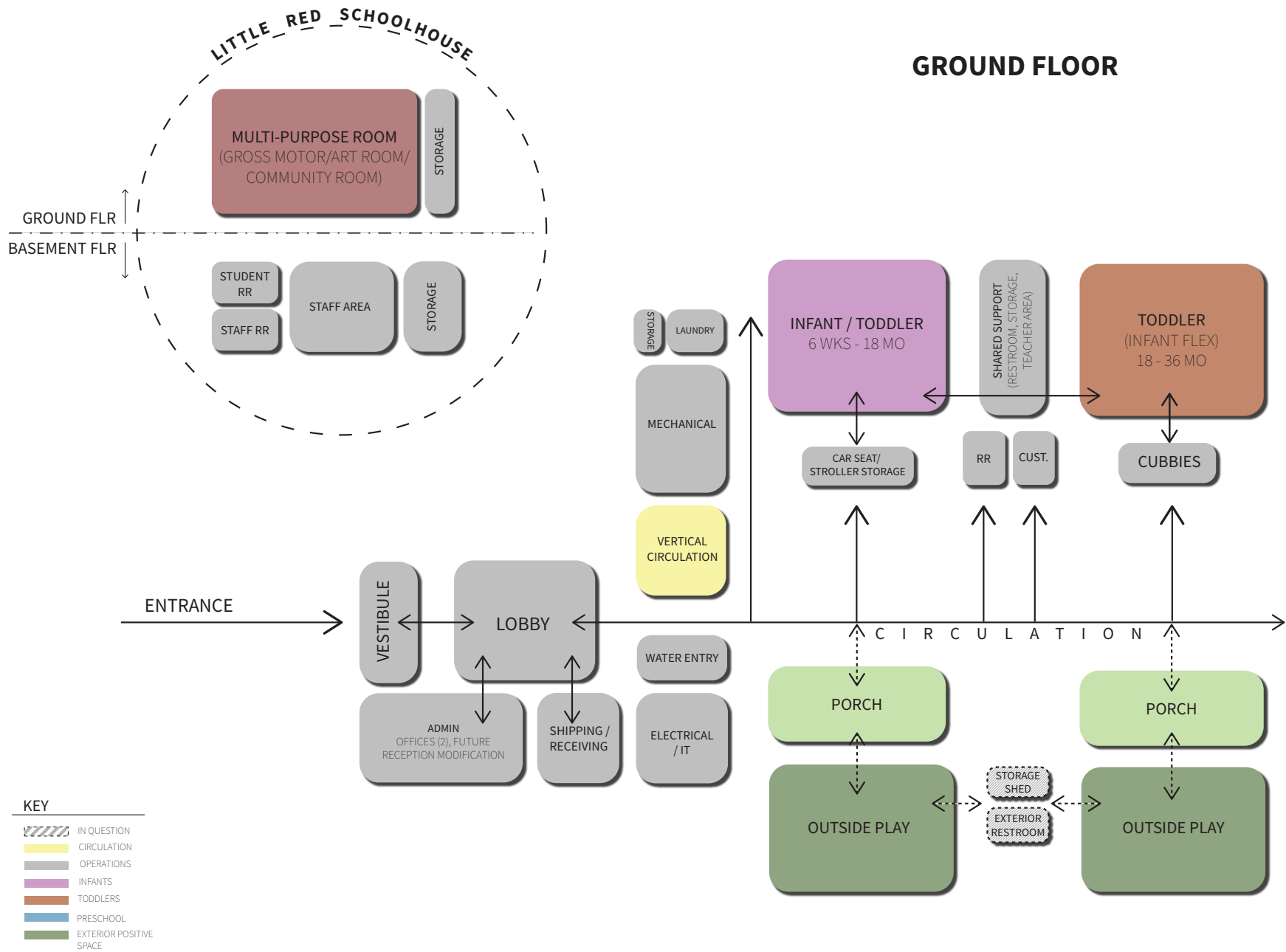
BOTH OPTIONS | SITE

Playgrounds		Age Group Capacity	SF Outdoor storage unit	SF Garden Area	NET Area per Child (Minimum/Desired)		MINIMUM	QUALITY	Notes
GROSS						70	2800	4540	Playgrounds to be far from parking or road
	Infants	8	12	75	50	100	400	800	400 SF, Can be shared with other groups but not at the same time
	Toddlers	12	36	150	75	145	900	1740	
	Preschool	20	36	200	75	100	1500	2000	
	Open Field Play						TBD	TBD	
Parking						Net Area Space		Area SF	
GROSS									
	Staff Parking:								
	Classroom Teachers	8				300		2400	
	Floating teachers	2				300		600	
	Admin Staff	2				300		600	
	Kitchen/Janitorial	1				450		450	
	Handicap	2				300		600	
	Drop off Parking	15				300		4500	
	Mini Bus Parking/Deliveries	separate drive/approach to building				500		500	
	EV Charging Stations	2				450		900	
TOTAL		32						10,550	

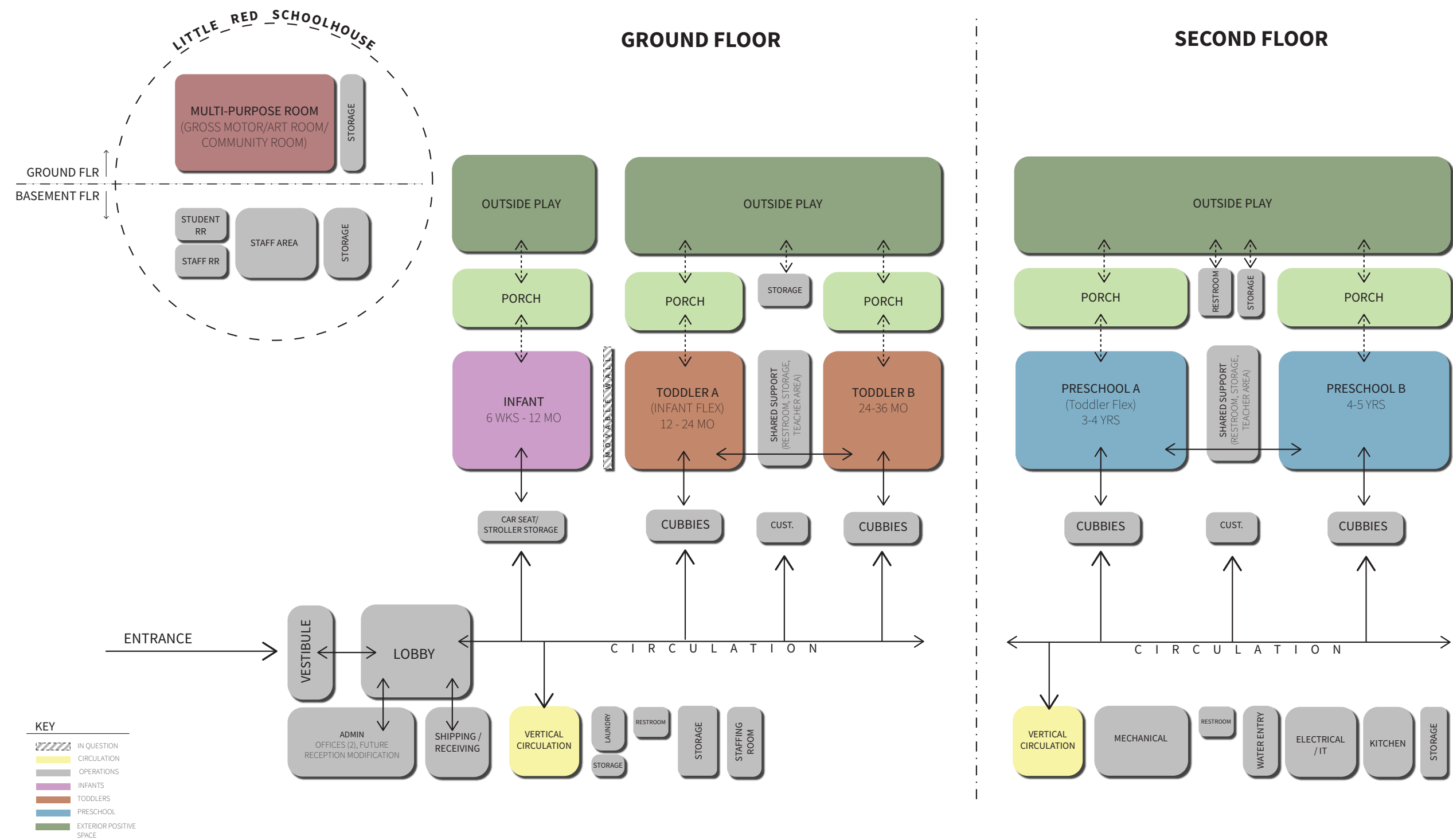
4 CLASSROOMS | OPTION 1

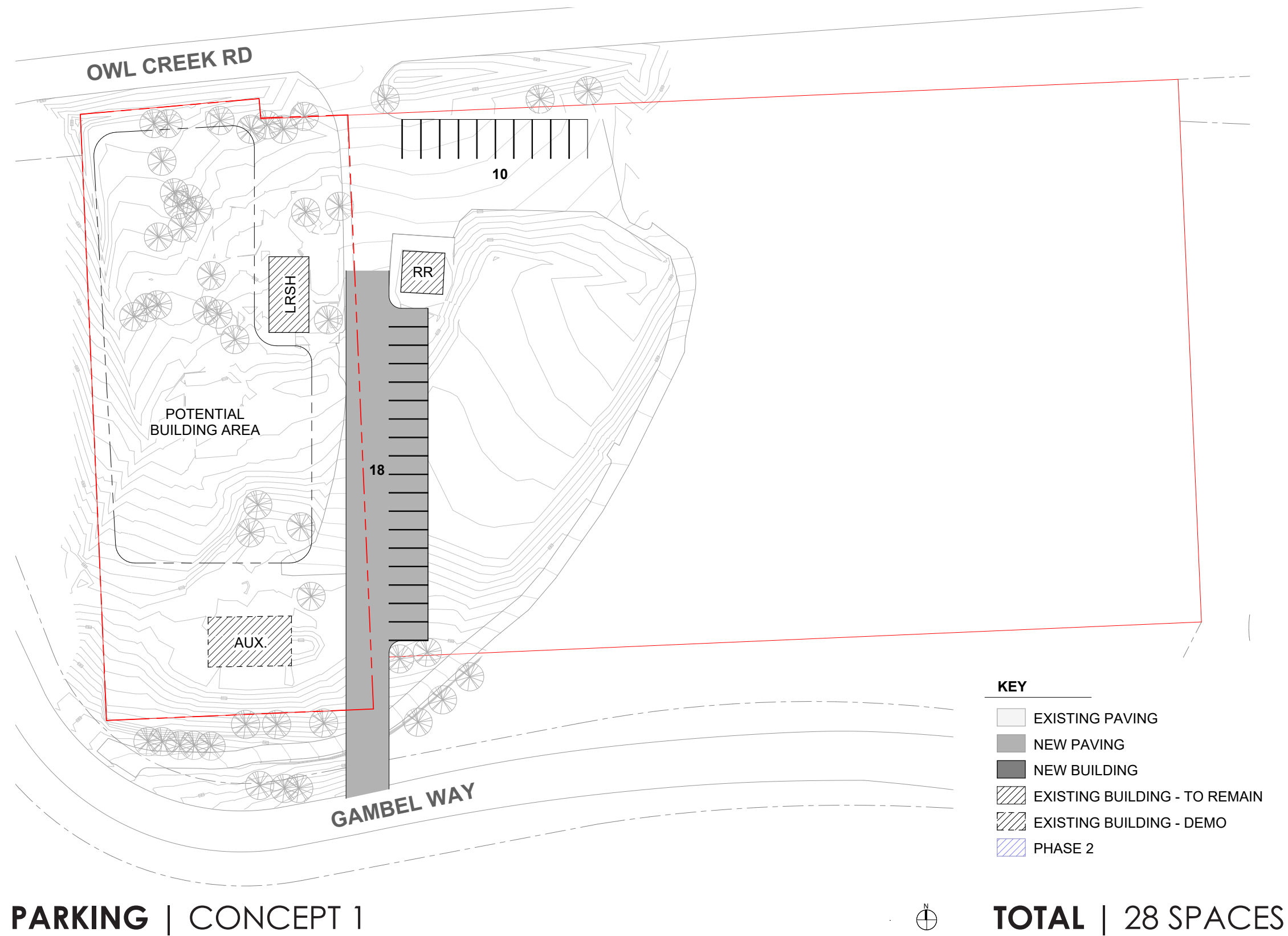


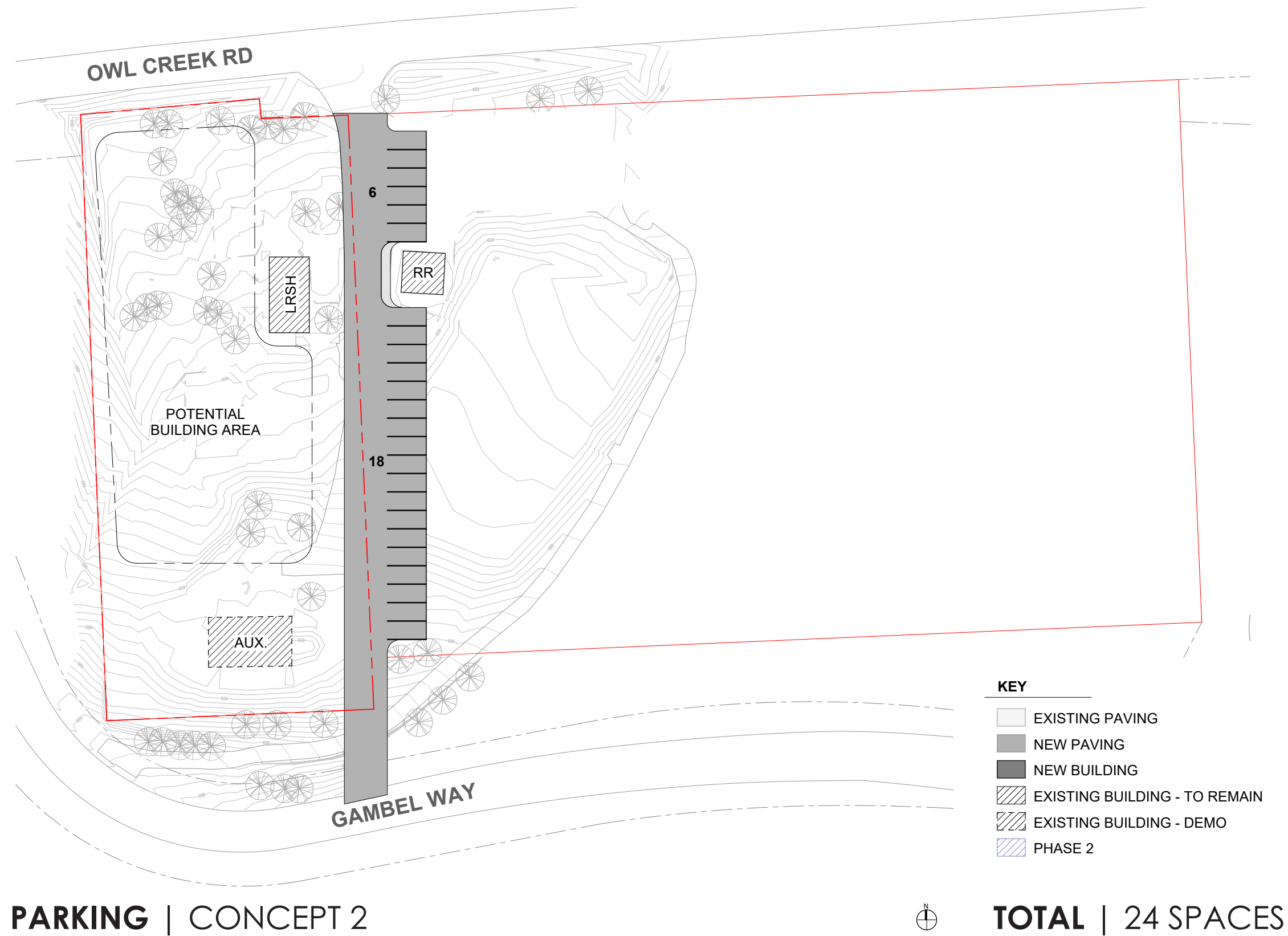
4 CLASSROOMS | OPTION 2

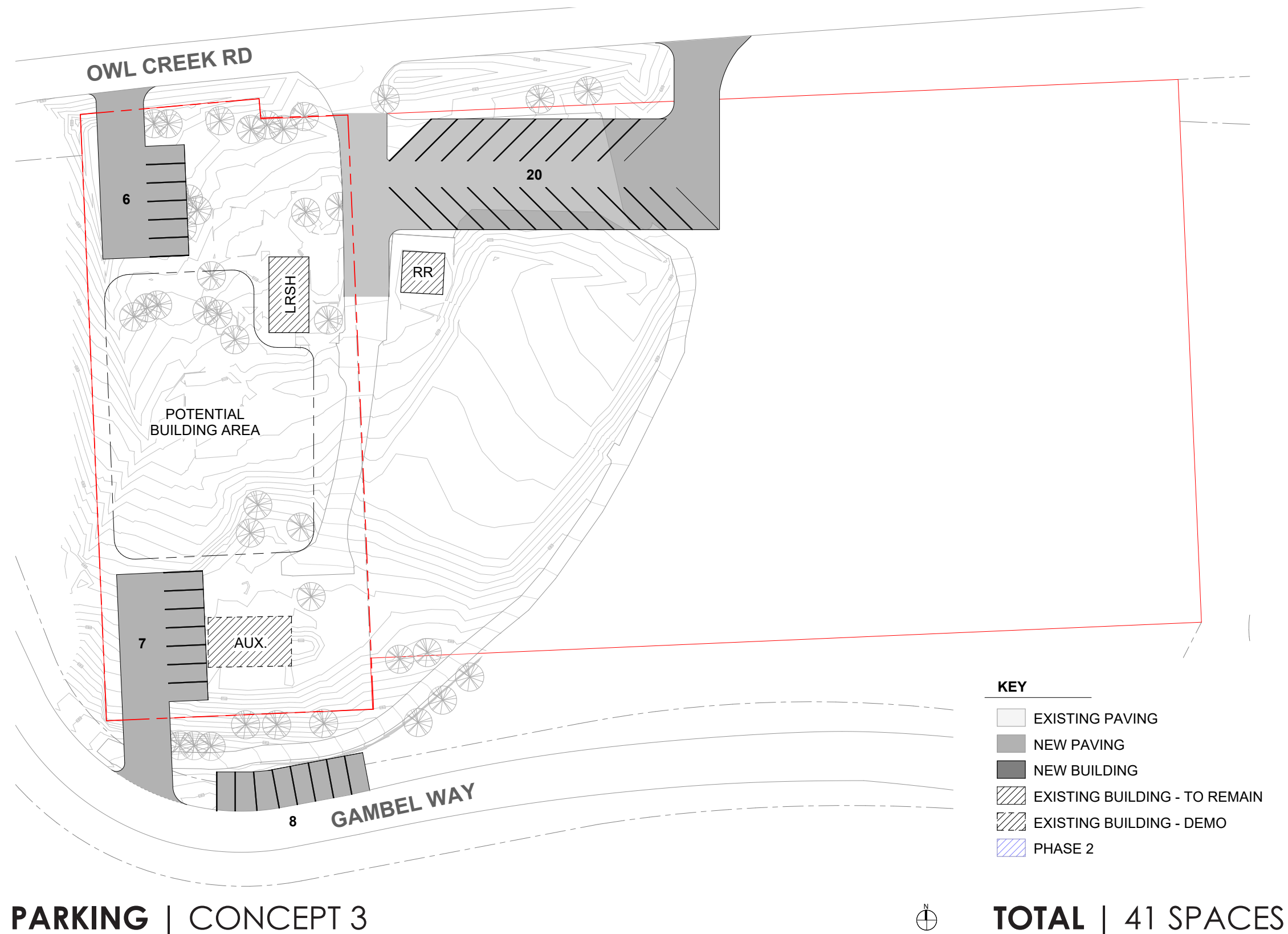


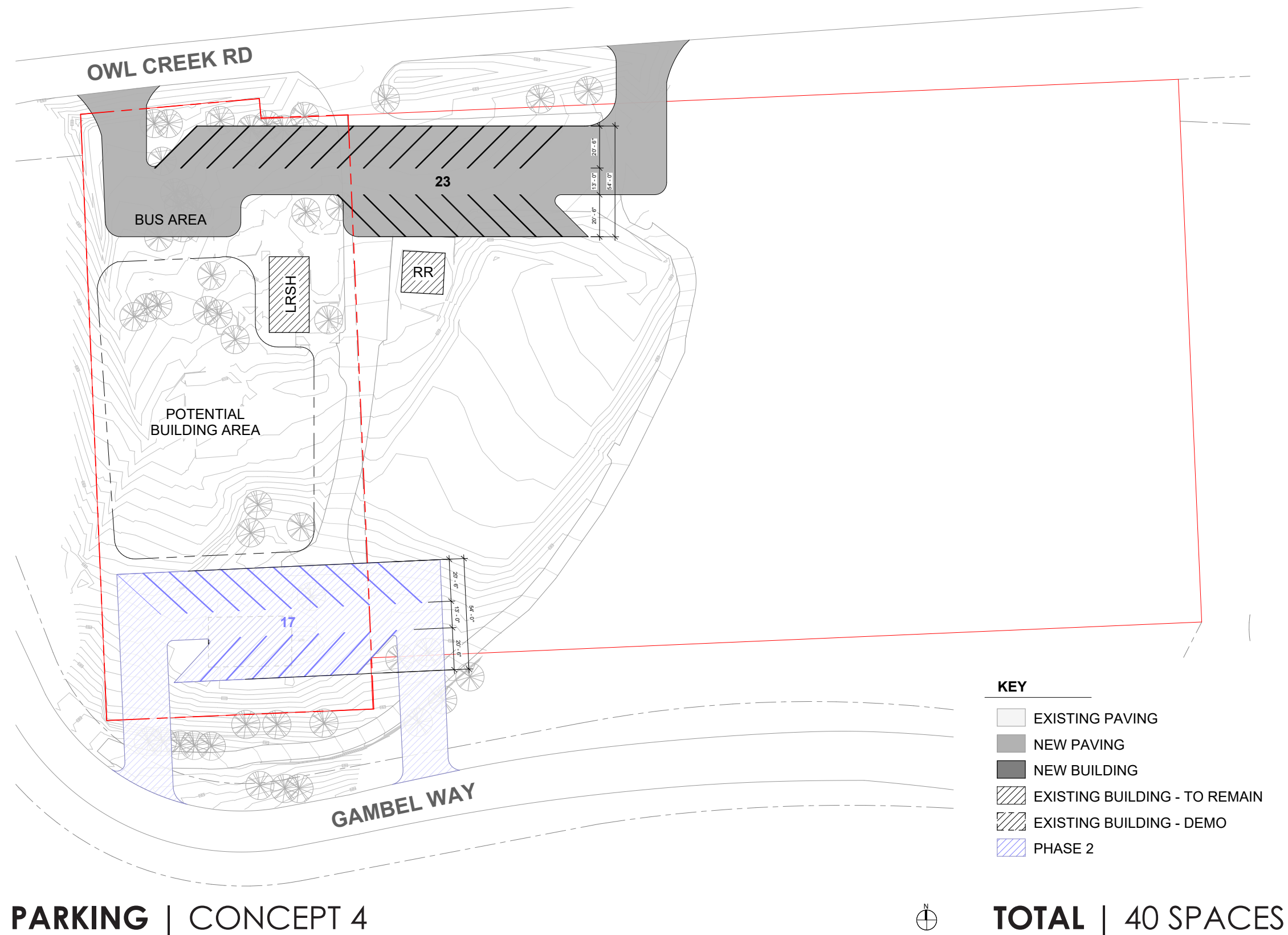
5 CLASSROOMS

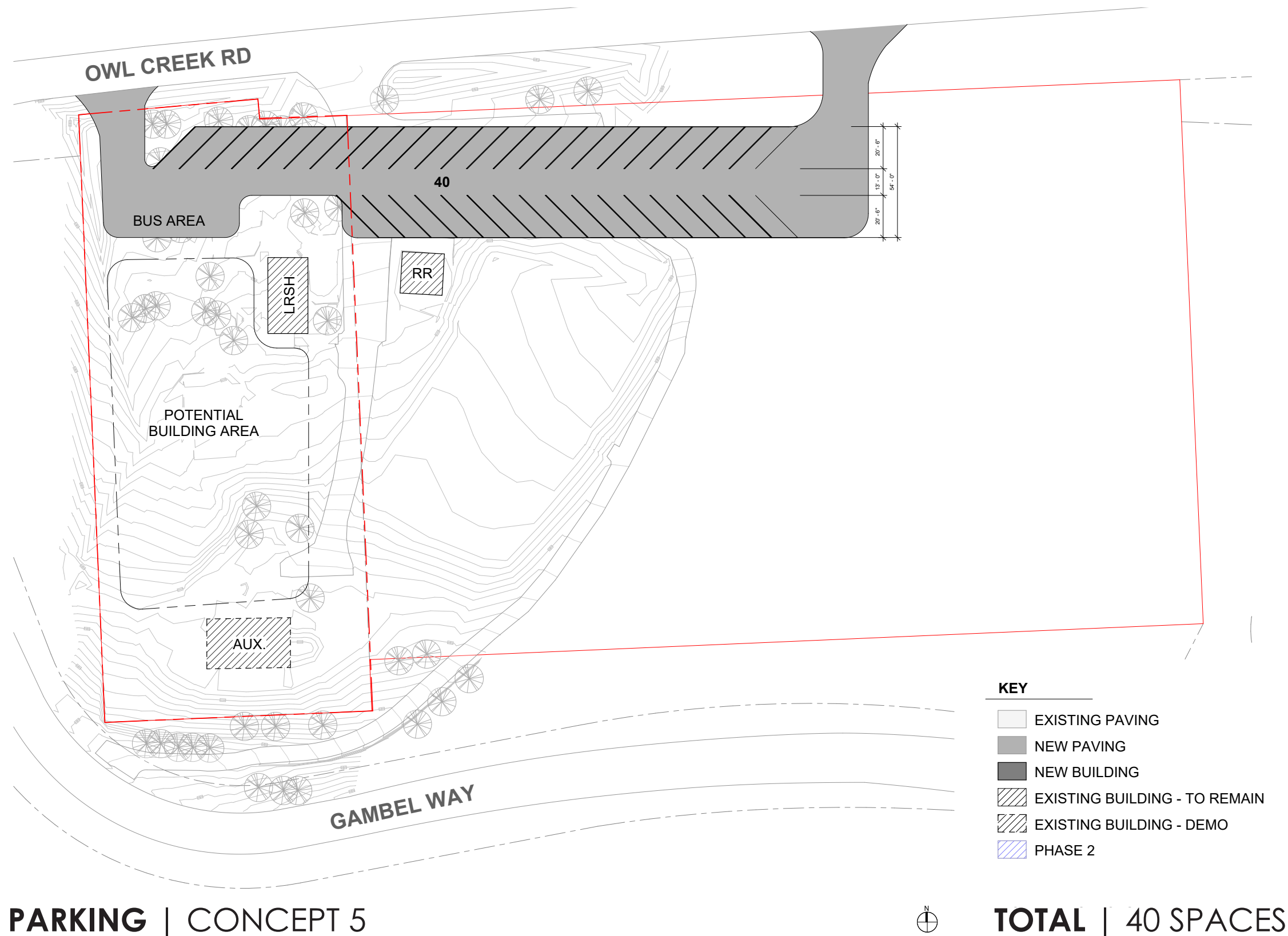


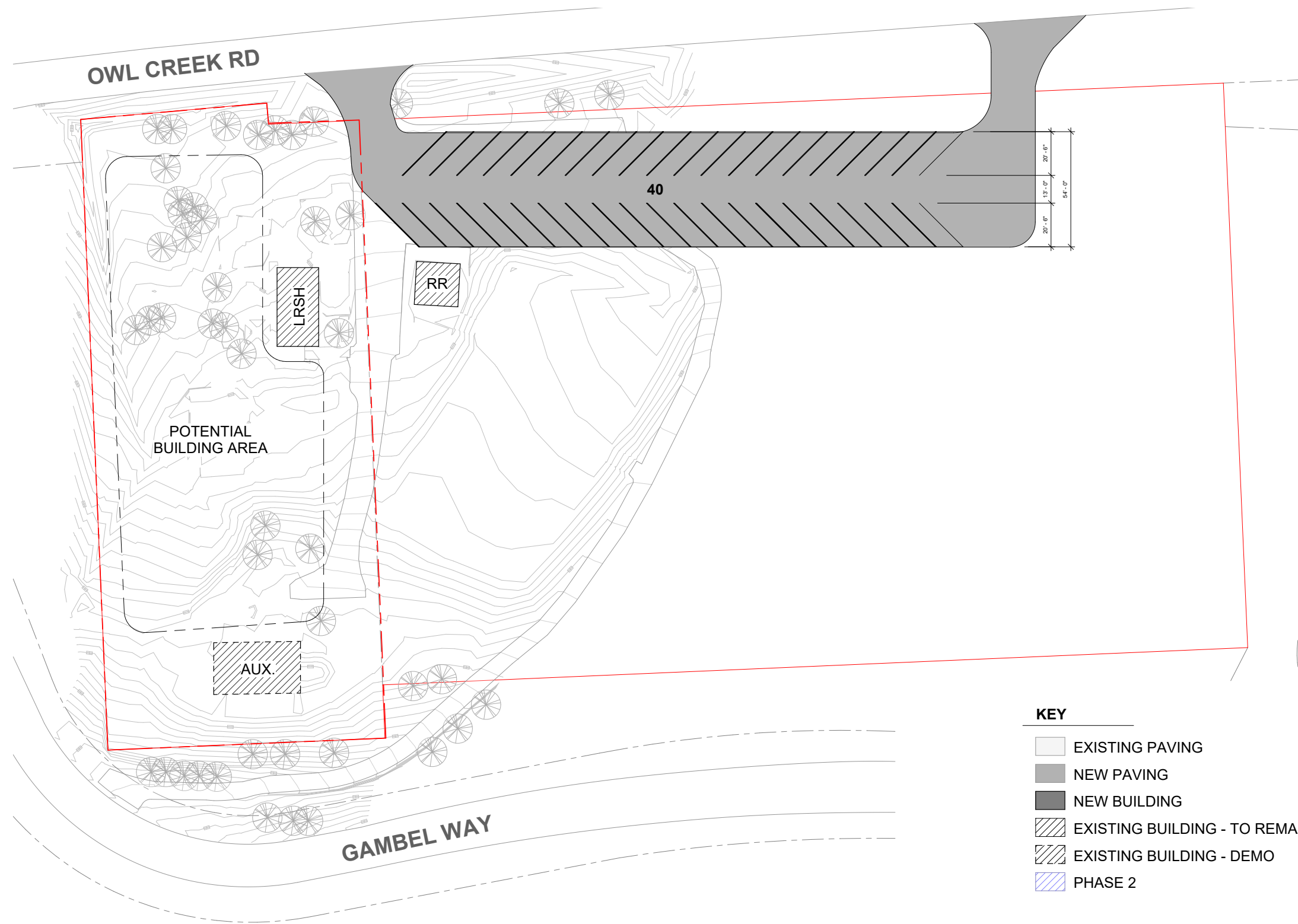










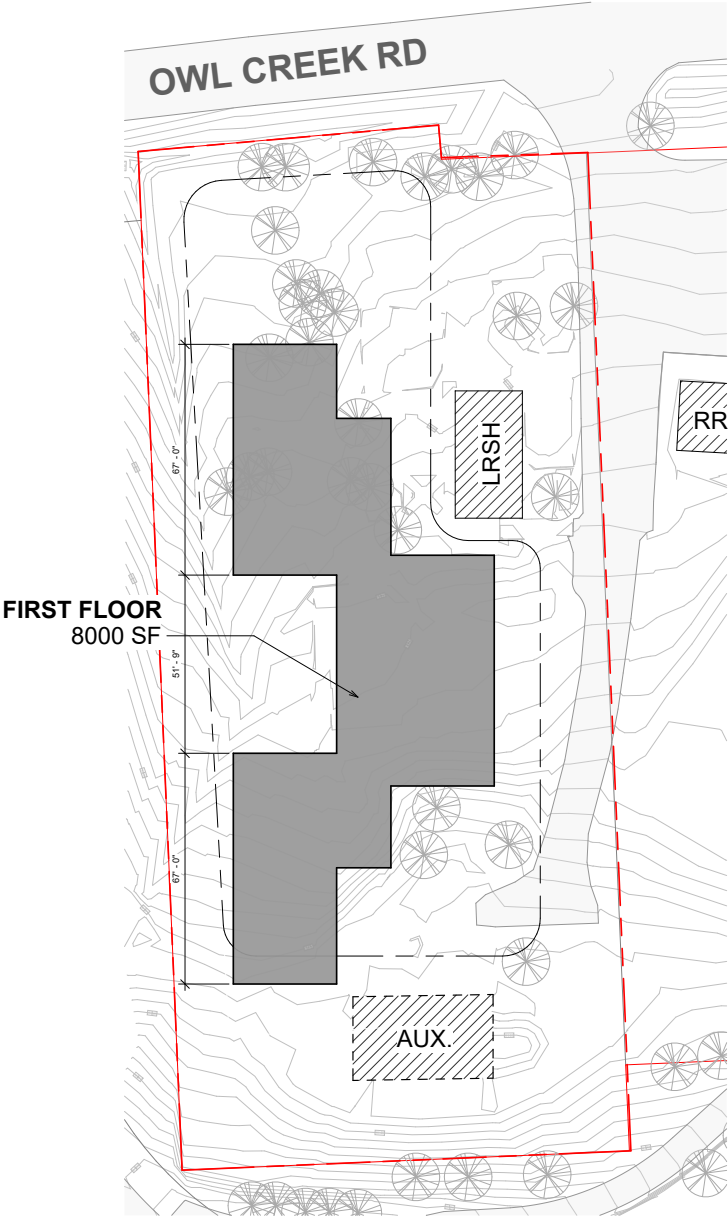


- KEY**
- EXISTING PAVING
 - NEW PAVING
 - NEW BUILDING
 - EXISTING BUILDING - TO REMAIN
 - EXISTING BUILDING - DEMO
 - PHASE 2

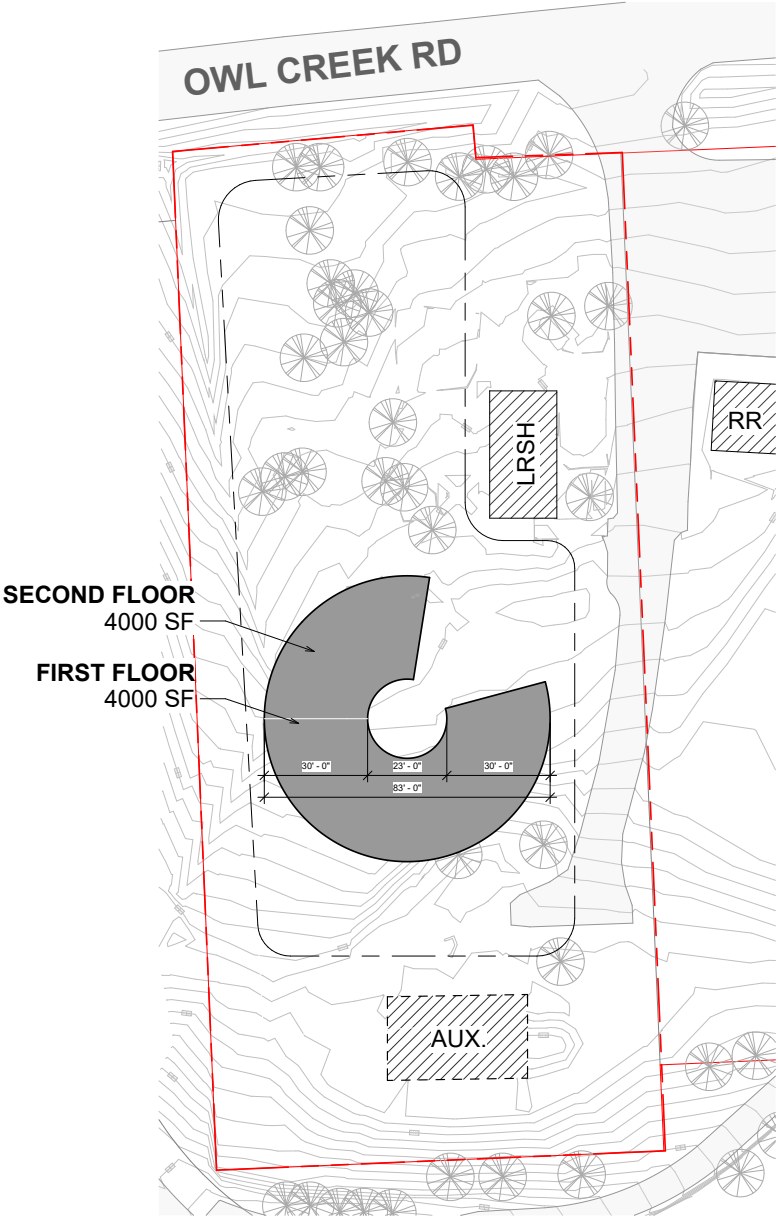
PARKING | CONCEPT 6



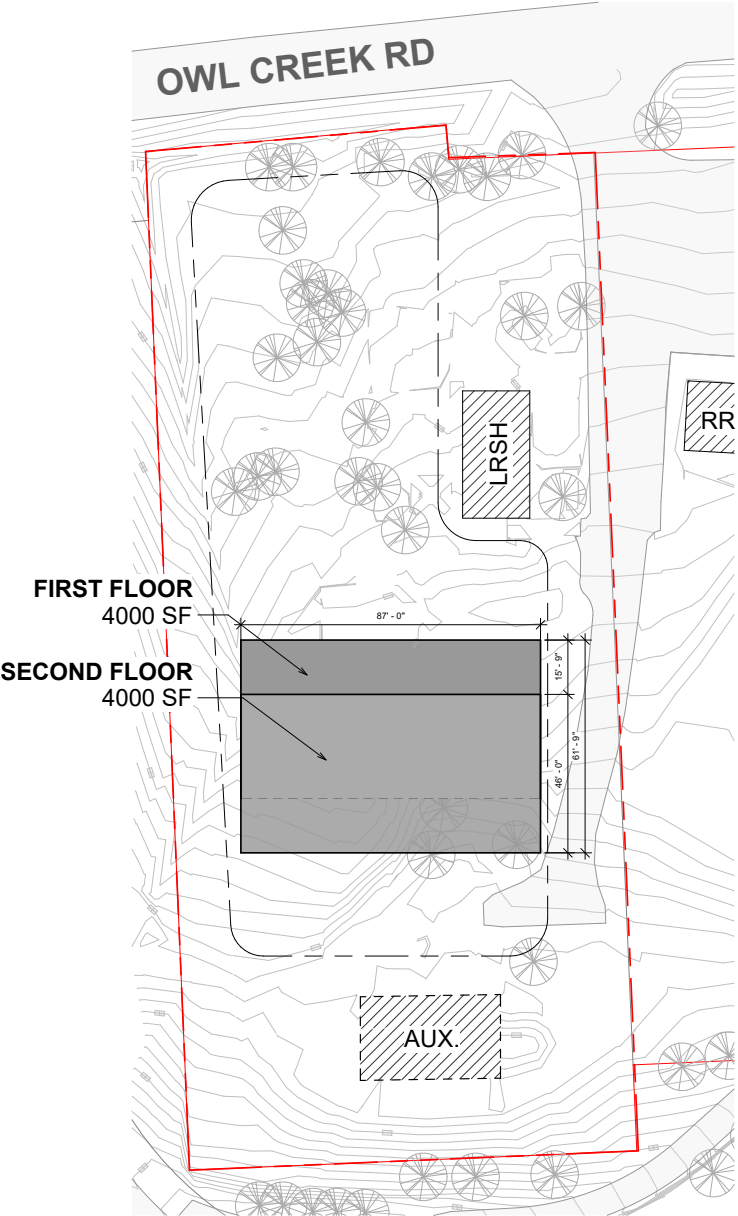
TOTAL | 40 SPACES



STRUCTURE | CONCEPT 1



STRUCTURE | CONCEPT 2



STRUCTURE | CONCEPT 3

MEETING MINUTES: LRSH PROJECT KICK-OFF

Date: August 10, 2023
Time: 10:00 am to 11:00 am MT
Location: ZOOM
Outcomes: TBD

(Black text – Agenda Items Red text – Meeting Minute Notes)

- 1. Introductions (5 minutes)
 - a. AFA/RDG – design architect, managing SD/DD
 - i. Alan Ford principal in charge of design
 - ii. Ed Buglewicz – interior design
 - iii. Tyler Michieli – project manager for AFA; POC for design SD/DD
 - iv. Fili Alvarez – production and ECE experience
 - v. Emma Coffman – production support
 - b. Land+Shelter – record architect, managing contract administration/billing, design and local support for site visits/meetings as needed, land use application and managing future phase CD/CA
 - i. Andi Korber – L+S managing Principal
 - ii. Taylor Higgins – project manager
 - c. Town of Snowmass Village
 - i. Mike Horvath – POC for Town
 - ii. Greg LeBlanc – Assistant Town Manager
 - d. Executive Committee will be: Mike Horvath, Greg LeBlanc, Christine
 - i. Council will feel some ownership and will want ability for input.
- 2. Goals and Desired outcomes (10 minutes)
 - a. Determine ways to balance information release between council and public

- b. Prioritize Program needs
 - i. Energy efficiency is 2nd.
 - ii. Develop easy “wins” through sustainable design
 - c. Target of budget, sustainable goals, community goals.
 - d. Priorities:
 - i. Functionality
 - ii. Flexibility between spaces – may have few infants at center.
 - iii. Building efficiency
 - e. Budget:
 - i. 8 mil for total construction budget - Includes CA, soft cost, etc.
 - f. Public engagement as required.
 - g. Possible first meeting at end of SD – Mike to confirm.
 - i. Typ. Council meetings on Monday and Wednesday's Open house
 - h. Possible 3 options to study. At 50% narrow down to 2 options (one with housing?).
- 3. Discuss Project Schedule (5 minutes)
 - a. For this meeting
 - i. Agree on the process steps: design steps, stakeholder approvals, pricing
 - ii. What will the deliverables for each phase be
 - b. For this project
 - i. Function is a priority – increased program or quality of space?
 - ii. Prioritize sustainability but secondary to program
 - iii. Flexibility in programmed spaces for aging children using program
 - iv. Parking function and access from Owl Creek – going to be a project driver
 - c. (3) test fits – parking iterations, housing component, existing building.

- i. Programming goals (to be verified in programming meeting)
 - 1. 65 program spaces – infant, toddler, pre-k – flexibility in program
 - 2. Investigate potential for continued use of the LRSH.
 - d. Mike to get number for the parking and housing
 - e. 1 in-person meeting with ex com on each phase. Prog – DD
 - i. Touch base before each to determine if in-person is needed.
 - f. Initiation of Land Use Process – To start at %50 percent DD
 - i. During SD phase to receive feedback before starting application
 - g. Greg to share recent land use example with TH
 - h. At 50% schematic there should be 2/3 concepts, determine how many concepts at EO concept design.
 - i. Provide intermediate submittal at 50% SD, Final Submittal at EO DD
 - i. Greg to provide Example Submittal
- 4. Programming and Project Approach (30 minutes)
 - b. Discuss Stakeholder Groups: Goals and Participation Rules
 - i. Mike, Greg, and Tyler to have 30 Min intermittent meetings every Thursday morning, time permitting.
 - 1. Council directed staff to begin this project – sessions on Mondays
 - ii. Public communication is going to be one-way.
 - 1. Possible future ‘open house’ at SD
 - 2. Possible engagement campaign.
 - b. Define Executive Committee Members
 - i. Mike Horvath, Greg LeBlanc, Christina to be Executive team.
 - c. Project Budget - Target total budget and budget Per/SF
 - i. 8M total project budget – includes soft costs

- 1. Design goals are for a \$6.5M direct construction cost (2024 dollars)
 - 2. Est. inflation is 10%/year
 - 3. FCI to provide cost/sf for comparison to town historic data (Mike to provide)
 - d. Public Outreach Plan and Stakeholders Engagement
 - i. Teacher/Staff questionnaires and interviews
 - 1. Per Christina to decide
 - ii. Housing
 - 1. Provide test fits at SD
 - a. Investigate locations – adjacent or combined building.
 - 2. If can be included without extra – great. If it makes more expensive then no
 - a. Possible future phase
 - iii. Brodsky Report –
 - 1. Design team to send takeaway and provide SWAT
 - 2. Think on what's sacred within the feasibility study?
 - 3. What should the design team carry forward into the project?
 - 4. The goal is to get the best facility we can – bring forward what best enhances that goal
- 5. Status of Survey and Geotechnical Information
 - a. Moving forward, August 21st site completion goal (that's when school resumes)
 - i. Reports by mid-September
 - ii. Utility locates are underway
- 6. Land use process (5 minutes)
 - a. Timing – end of SD or end of 50% DD?
 - i. Greg resent the LUA example from Dave

- ii. High level LUA review by P&Z at the end of SD
 - iii. Submit LUA using 50% DD set
- b. Pre-Submittal meeting to start around completion of SD
- 7. Next Steps (5 minutes)
 - a. Programming meeting next week.
 - i. Two hour window for programming meeting. Doodle poll to be sent out.
 - b. Contract administration and billing by L+S
 - i. Typical monthly billing process
 - ii. What format and to who should invoicing be sent?
 - c. Best practices for program operation during construction?
 - i. Could the program move offsite temporarily?

Issued: 08/14/2023 Meeting minutes are for your review and comment, if after five business days with no comment, the minutes will serve as a mutually agreed to record of the discussion.

MEETING AGENDA: LRSH PROGRAMMING MEETING #1

Date: August 17, 2023
Time: 9:00 am to 11:00 am MT
Location: ZOOM
Outcomes: TBD

(Black text – Agenda Items Red text – Meeting Minute Notes)

10:00 AM

- 1. Introductions (5 minutes)
 - a. Alan, Ed, Taylor, Tyler, Christina, Mike, Greg.
- 2. Goals and Desired Outcomes (5 minutes)
 - a. Overall Goals (Short Term and Long Term) for this Meeting and this Project
 - b. Program Area Summary
 - c. Program Count and Ages
 - d. Distribution of Classrooms
 - e. Support Functions
- 3. Review Standard Programming Process (10 Minutes)
 - i. Outreach could be to the parents – Mike helps a data base – some challenges to extending outreach to users (parents) out of the ToSV
 - ii. Outreach could be the parent list from Christina (120ish people)
 - iii. Possible 2 studies, one for parents (5ish questions) and one for teachers (20ish questions)
 - b. Research
 - i. x
 - c. Stakeholder Engagement
 - i. x

- d. Questionnaires
 - i. Outreach could be to the parents – Mike helps a data base – some challenges to extending outreach to users (parents) out of the ToSV
 - ii. Outreach could be the parent list (& waitlist families) from Christina (120ish people)
 - iii. Possible 2 studies, one for parents (5ish questions) and one for teachers (20ish questions)
 - iv. Questionnaires to be sent out next week, and give teachers a week or so to fill out.
- e. Interviews
 - i. Christina is open to interviews
 - ii. Schedule on a teach work day – do it with teacher groups, or the entire staff.
 - 1. Tyler to work with Christina to set up a time after the questionnaires have been sent back and reviewed (approx. 2+ weeks from now)
 - 2. Might be during nap time or after hours.
- f. Precedent Exercise
 - i. Done with a smaller group – Christina and Staff
- 4. Review Program Participants (5 Minutes)
 - i. Executive committee is going to be Christina, Mike, and Greg
- 5. Review Overall Project Schedule (5 Minutes)
 - i. No questions from Executive Committee
 - ii. 3 touch points to council, 1st in Sept, 2nd once we have a drawing (early), 3rd in SD option selection.
- 6. Brodsky Report (10 Minutes)
 - i. 10 toddlers and 20 3-5yrs.
 - ii. Currently run a school and summer program.
 - 1. Want to have a consistent (non-seasonal) (year-round) enrollment.

- iii. To serve people who live and/or work in ToSV.
- iv. Flex for rooms to be used by different age groups.
- v. Attract/retain teaching staff.
- vi. Scenario Review
 - 1. Christina prefers the 5 classroom option (2mo-1, 1-2 years [1 and walking], 2-3 years, 3-4 [potty trained], and pre-k room)
 - a. Consider 6 classrooms for paired classrooms see below _____
 - b. With future growth?
 - i. Need is for two and under – provide the flex classroom in this age range, one flexes up and one flexes down.
 - 2. Built the rooms for the max allowed capacity, but plan on a reduced actual student count.
 - a. That the capacities provide a min SF, hoping to have larger spaces.

7. Programming and Project Approach (60 minutes)

b. Lessons Learned

- i. Run classrooms with 3 teachers – 3rd is the built in substitute and classrooms run smoother. Sometime the 3rd person 'get's lazy' or a 'third wheel' all are lead teacher qualified. Plan to have 2 fulltime teachers per room with a floater.

c. Discuss Project Goals

- i. Housing as a nice to have, should be looked at for locating in a future phase
- ii. Expansion of the Education space in the future.
- iii. Renovation (plumbing) is needed in Historic building, the auxiliary structure needs to go.
- iv. Sustainability
 - 1. Radiant flooring is ideal (woody creek has it and the licensing temp req is not an issue there)
 - 2. LRSH lacks daylight

3. Christina to send images of Woody Creek to Design Team

v. Budget

vi. Future Expansion

- 1. Future expansion is unlikely due to other sites being utilized

vii. Clarity about Seasonal Variation

- 1. None – it's a year round school.
- 2. Currently has a school year and summer program

viii. Housing

- 1. Nice to have if there is space and budget

ix. Parking

- 1. Parking for the bus (daily pick-up/drop-off use at Wood Creek and field trips a LRSH) 29 passenger.
- 2. Greg to reach out to park facilities.
- 3. Drop off is spaced out and not a big issue, but drop off is the problem.
 - a. If there are events, they have to park at two creeks and get shuttled in.
- 4. Owl creek road is busy and is a concern.
- 5. Study the 2nd curb cut.
- 6. It could become a bussing scenario. (intercept and rodeo lots) – 1 year olds and up, 8 car seats.

d. Program Area Summary

i. Share Overview Program Spreadsheet

- 1. 4 classrooms is a viable option (6mo to 18mo, 18-36mo, 3-4yr, 4-6yr)
 - a. Bigger higher quality space is more important then the amount of rooms.

ii. Program Count and Ages

- 1. See Above in _____

- 2. See availability of doing a 'Pod' for infant and toddlers.
- 3. Priority for SF is in the classrooms larger.
- iii. Distribution of Classrooms
 - 1. Reggio inspired pedagogy
 - 2. Paired classrooms are ideal
- iv. Support Functions
 - 1. Efficiency in the support spaces is desired.
 - 2. Interior break out spaces are wonderful due to the extreme winter weather. Could be small group spaces.
 - 3. Christina envisions a parent observation area – where they can watch the kids without being seen by them.
 - 4. Parent space is highly valuable for creating community.
 - 5. Outside facing toilet facility is not a high priority. Could be incorporated into exterior storage area.
 - 6. Cubbies outside the classrooms (mudrooms?)
 - a. Consider drying time of the winter gear so they can go outside twice.
 - 7. No need for separate lactation room – could be a space in the infant rooms
 - 8. 1 room that has conference table for staff and is combined with the directors office (but a need for private meetings as well).
 - 9. Check-in is at classrooms (by teachers) – via brightwheel.
 - 10. Keypads at the doors (currently not functioning)
 - 11. Staffing is an issue for front desk control/access
- v. FOOD SERVICE – kitchen to be multi-purpose, so the kids can do baking/cooking.
 - 1. Families bring their own lunch and snacks and drinks. School doesn't provide anything for food/drink. Typ. stored in the cubbies.

- 2. Teachers use the fridge (single large fridge)
- 3. Mini-fridge in the classrooms
- e. Site Improvements – Parking/Drop Off/Playgrounds/Outdoor Learning
 - i. Climbing Tree
 - ii. Eat outside all summer long
 - iii. Use Park for sledding/hiking/snowshoeing/etc.
 - iv. Would love to have a free flow of inside and outside with the kids.
 - v. Lots of wildlife on the site (consider the fencing to keep it outside the play area)
- 8. Next Steps (10 minutes)
 - i. Questionnaires by mid-next week
 - 1. Community base
 - 2. Staff
 - 3. Client to distribute – give them about a week to fill out.
 - ii. Next meeting is the conceptual test fits, to be conducted after the questionnaires are received.
 - 1. At meeting we can conduct teacher interviews
 - 2. Tyler to send out doodle poll.
 - a. Send out Schedule Update when meeting dates are confirmed.

Issued: 08/21/2023 Meeting minutes are for your review and comment, if after five business days with no comment, the minutes will serve as a mutually agreed to record of the discussion.

MEETING AGENDA: LRSH PROGRAMMING MEETING #2

Date: September 5th, 2023
Time: 10:00 am to 12:00 pm MT
Location: In Person
Outcomes: TBD

Attendees: Christina Holloway (LRSH), Clint Kinney (ToSV), Mike Horvath (ToSV), Greg LeBlanc (ToSV), Alan Ford (AFA), Tyler Michieli (AFA), Ed Buglewicz (RDG, Virtual), Molly Hass (RDG, Virtual)

(Black text – Agenda Items Red text – Meeting Minute Notes)

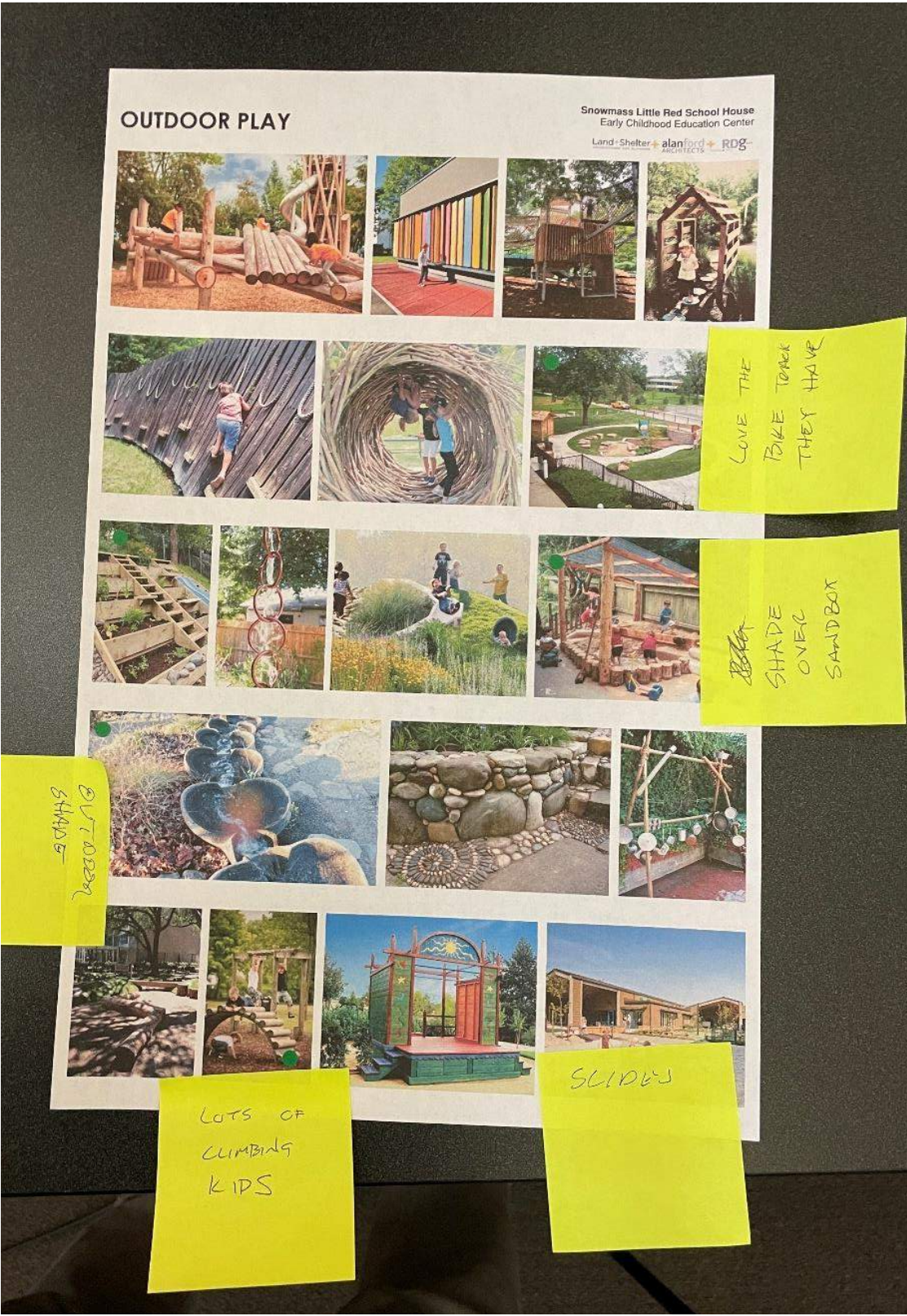
10:00 AM

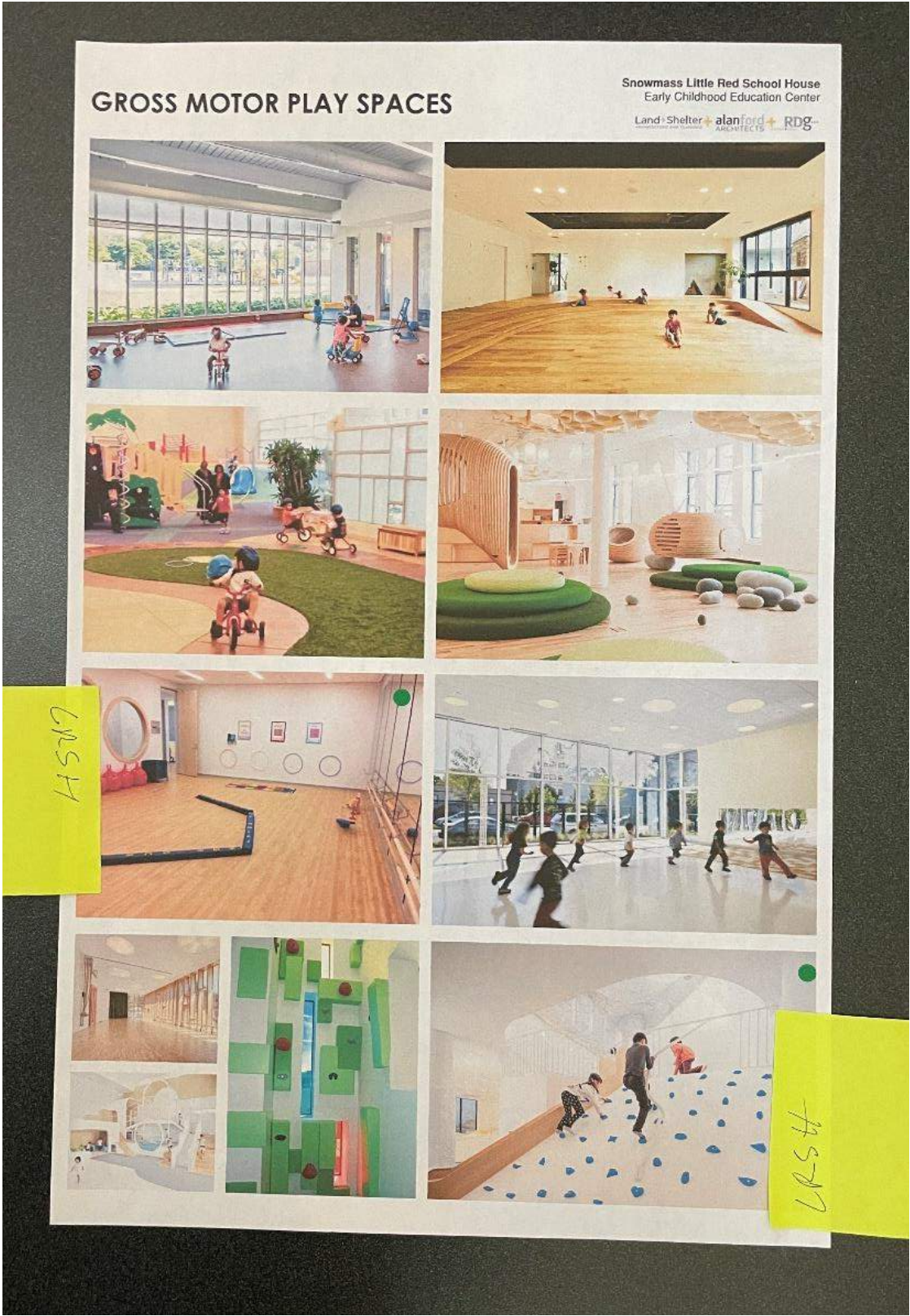
- 1. Review Program Spread Sheet (10mins)
 - b. NOTE: no program support spaces (gross motor rooms, breakout spaces) are included in any of the option's square footage
 - c. Cubbies are to be in the hallway or a mudroom.
 - d. 40 parking spaces is the goal with room for short bus. The 40 spaces includes park and community garden parking.
- 2. Review Questionnaire Results (5mins)
- 3. Precedent Exercise (15mins) – See attached images below.
- 4. SWOT Analysis and Other Considerations (20mins) – See attached images below.
 - b. Park Parking Requirements
 - c. Snow Storage Requirements
 - d. Site Limitations/Extents
- 5. Programming Layout Exercise (1hr) – See attached images below.
 - b. 4 classroom option (15min) – Option to be explored at approx. 8,000sf.
 - c. 5 classroom option (15min) – Option to be explored at approx. 8,000sf.

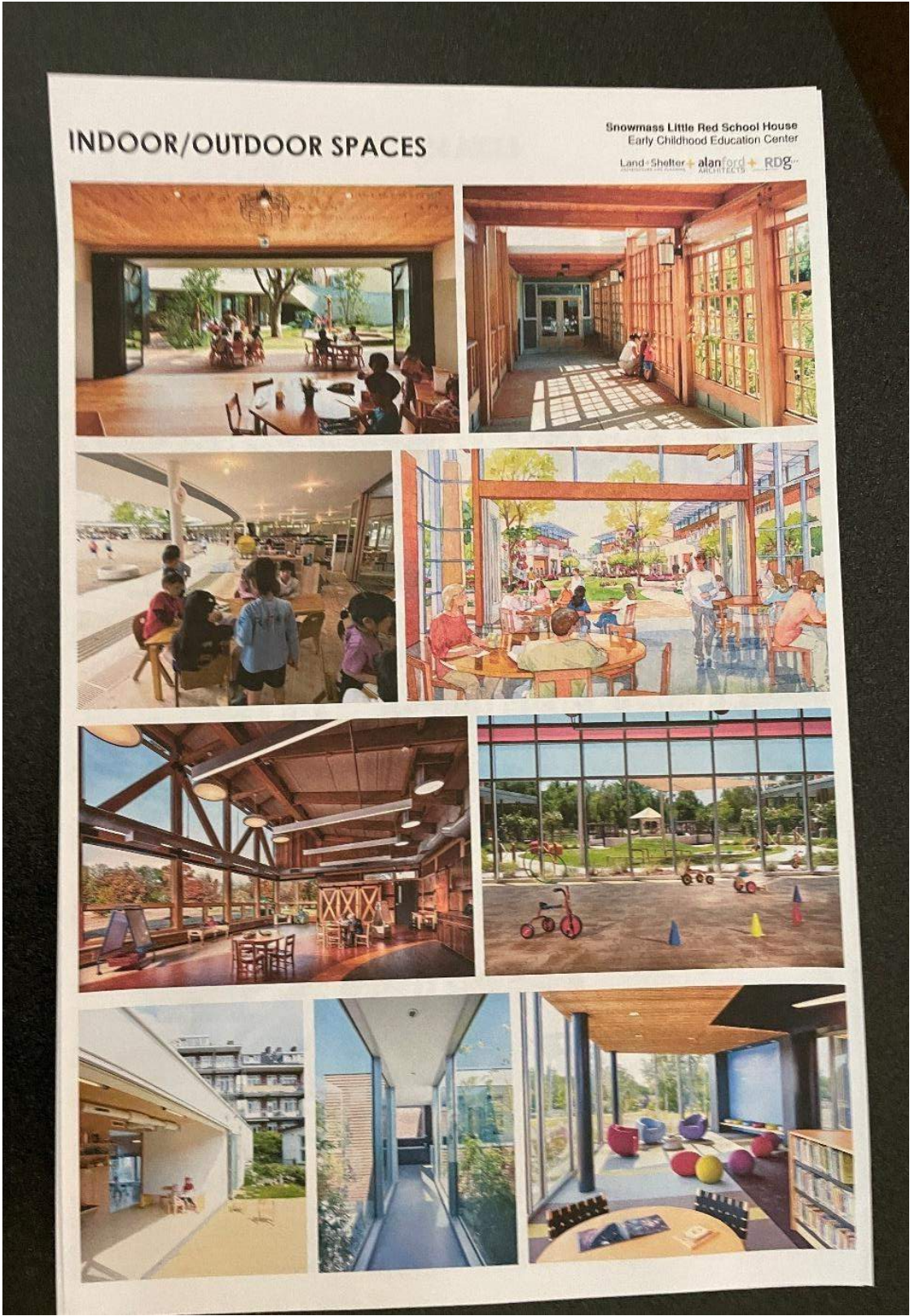
- d. 6 classroom option (15min) – No further options to be pursued.
 - e. Housing option (15min) – Housing was deemed not feasible due to budget and limited site area. Housing is not to be investigated further.
6. Wrap Up (10mins)
- b. Define 2-3 options to investigate further.
 - i. Goal is provide approx. 8000 sqft center to accommodate 60-64 children.
 - 1. Investigate option for a 4-classroom building with 'quality' spaces for classrooms.
 - 2. Investigate option for a 5-classroom building at childcare regulation spaces for classrooms.
 - ii. Parking to investigate a one-way, angled parking, strategy with an entry and exit point. Approx 40 parking spaces. One way in and one way out.
 - iii. No housing options to be investigated.
 - iv. Options for new buildings to accommodate the existing program during construction.
 - 1. Focus investment on the existing LRSH site.
 - 2. There is an ability to utilize the adjacent park for construction and permanent building. However, park restoration will be required to come for the project budget.
 - v. SCHEDULE:
 - 1. Programing spreadsheet and concept diagrams to client the week of the 18th. Review and comments to architect back for a virtual meeting approximately 9/28.
 - a. Client may provide an update to City Council with this information.
 - 2. SD Charrette to take place approx. 10/19.
 - a. Goal will be on 10/19 will to settle on 1 scheme to present to City Council.

Issued: 09/06/2023 Meeting minutes are for your review and comment, if after five business days with no comment, the minutes will serve as a mutually agreed to record of the discussion.









Post-it

EASEL PAD

TABLÉAU À FEUILLES

BLOC DE HOJAS

super sticky

super collantes

súper adhesivas

CONT. 30 ☒ 25 IN/PO/PULG. X 30 IN/PO/PULG.
(63,5 cm x 76,2 cm) 5.2 FT²/PI² (0,483 m²)

3M

STRENGTH

• TOPOGRAPHY

WEAKNESS

• SINGLE POINT OF ACCESS

• NEED TO CONTINUE PROGRAM FOR THE CONSTRUCTION

• HOA OWNS WETLANDS

OPPORTUNITY

• USE THE CORNERS

• BUILD ON THE PARK + RETURN (E) SITE TO PARK

• MINIMIZING IMPACTS TO (E) SCHOOL

• MODULAR BLDG.

THREAT

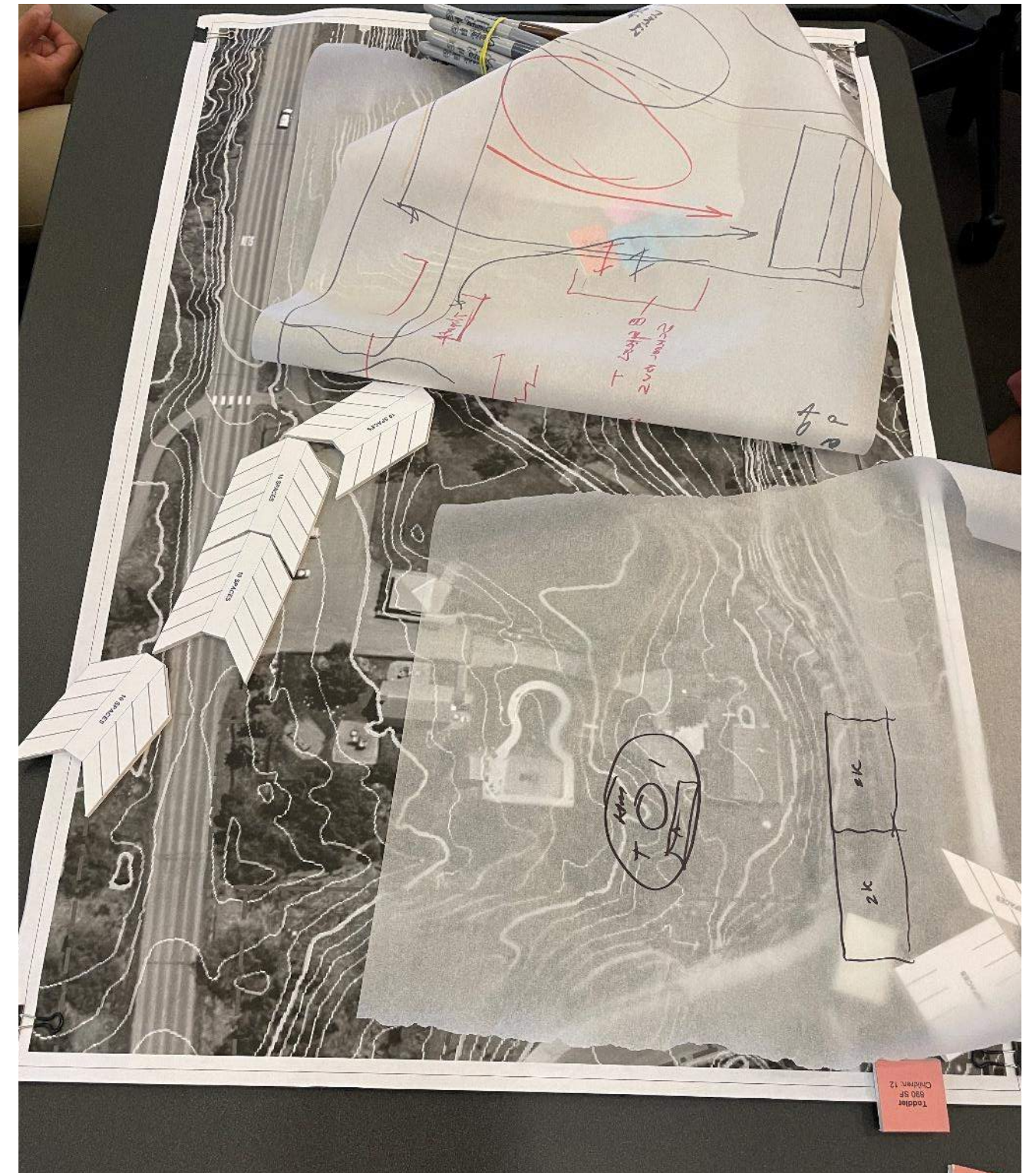
• PARK - PARKING

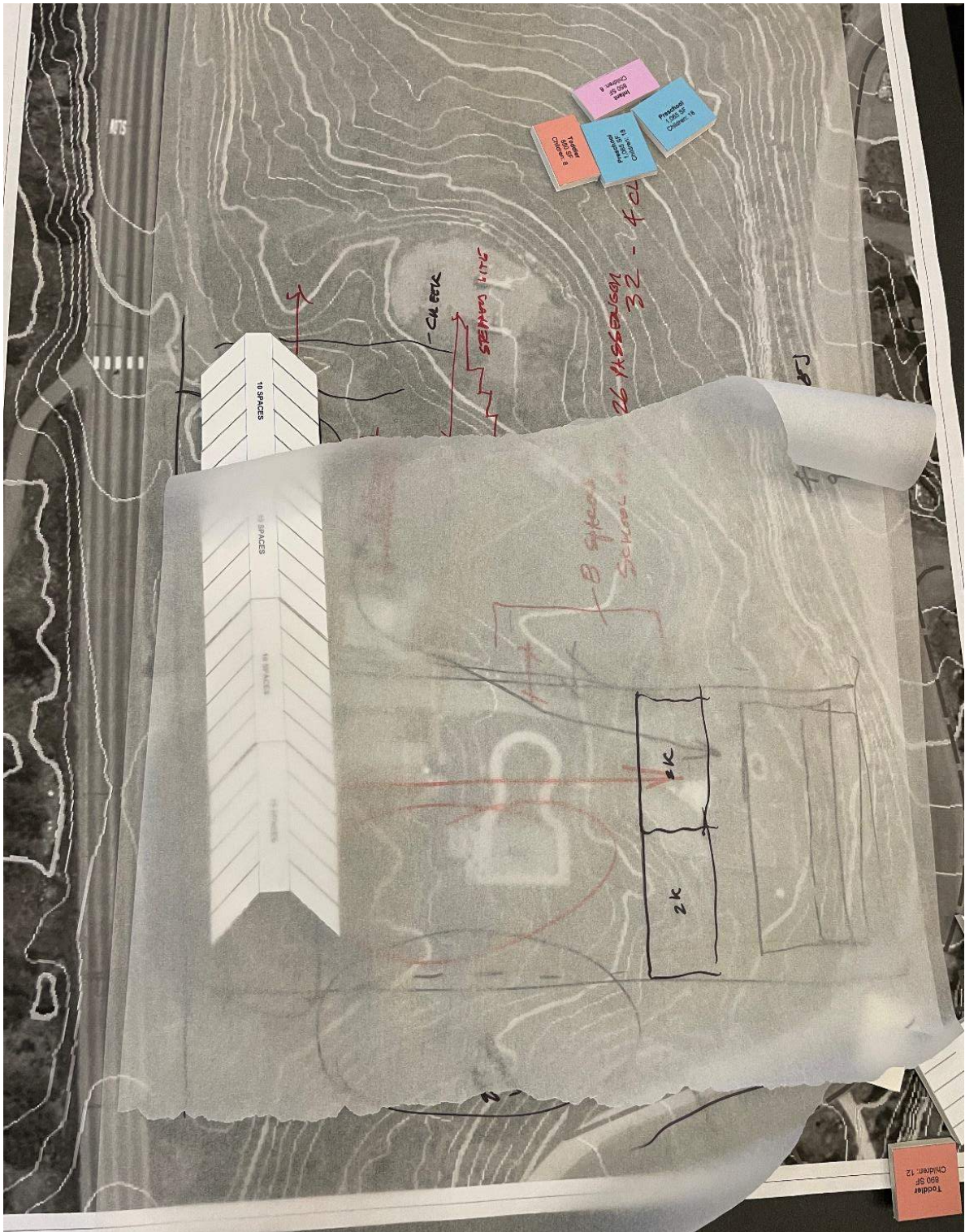
- CROSS COUNTRY SKIERS

- NOT USED MUCH DURING THE WEEK

• NO LOSS OF PARK SPACE

• A TOILET ROOM NEEDS TO ~~BE~~ STAY





TEACHER INTERVIEWS

Date: September 5th, 2023
Time: 12:00 pm to 2:00 pm MT
Location: In Person
Outcomes: TBD

Interview 1 | Pre-School (ages 3&4 and 4+)

Attendees: Christina Holloway, Martha, Jesenia, Yolonda.

What is Working?

- J – That there are options for playgrounds (front and back) and they are both big
 - M – that there are exits to both playgrounds
- M – The front proch/entry makes a great first impression
 - J – It could be bigger, it gets clogged with people
- M – Ability to see the kids coming from a distance. Its' great to interact with parents and greet the kids
- M – Connection to the bike path
- J – Separate buildings are not bad
- J – that they have art closets (but need them in both spaces)

What isn't Working?

- J – Parking, especially for big events (graduation, thanksgiving)
- M – need bike racks
- J – need a bigger spaces for teacher areas and bathrooms
 - Y – Kitchen Area with a full size sink

- J - Stairs are not in a good location and worries about students falling
- M - Outdoor storage (in tube)
- M - Fluorescent lights
- Y – Wall display space (need more)
- J – Storage for nap & cleaning supply, 'ugly storage'.

Love to see!

- M – Project Room
 - J – Arts & crafts room
 - C – where you can leave a project and come back
 - M – can see the different age groups working on various projects
- M – nature/science space (indoor greenhouse)
- J – 'Oh...It's soooo open"
- M – Indoor Sandbox (with skylight)
- C – Community Spaces
- J – Outdoor classroom & storage
- M – Different ways to get places (climbing wall)

Interview 2 | Toddlers

Attendees: Christina Holloway, Crystal, Arabelle, Ivett

What is Working?

- I – That it feels like a house/home
- C – Bright, safe, comfortable

- C – don't need a receptionist
- C – kids see each other (on the playground)
- C – getting to talk to families
- C – the outdoor space(s)
- C – Loves the garden!

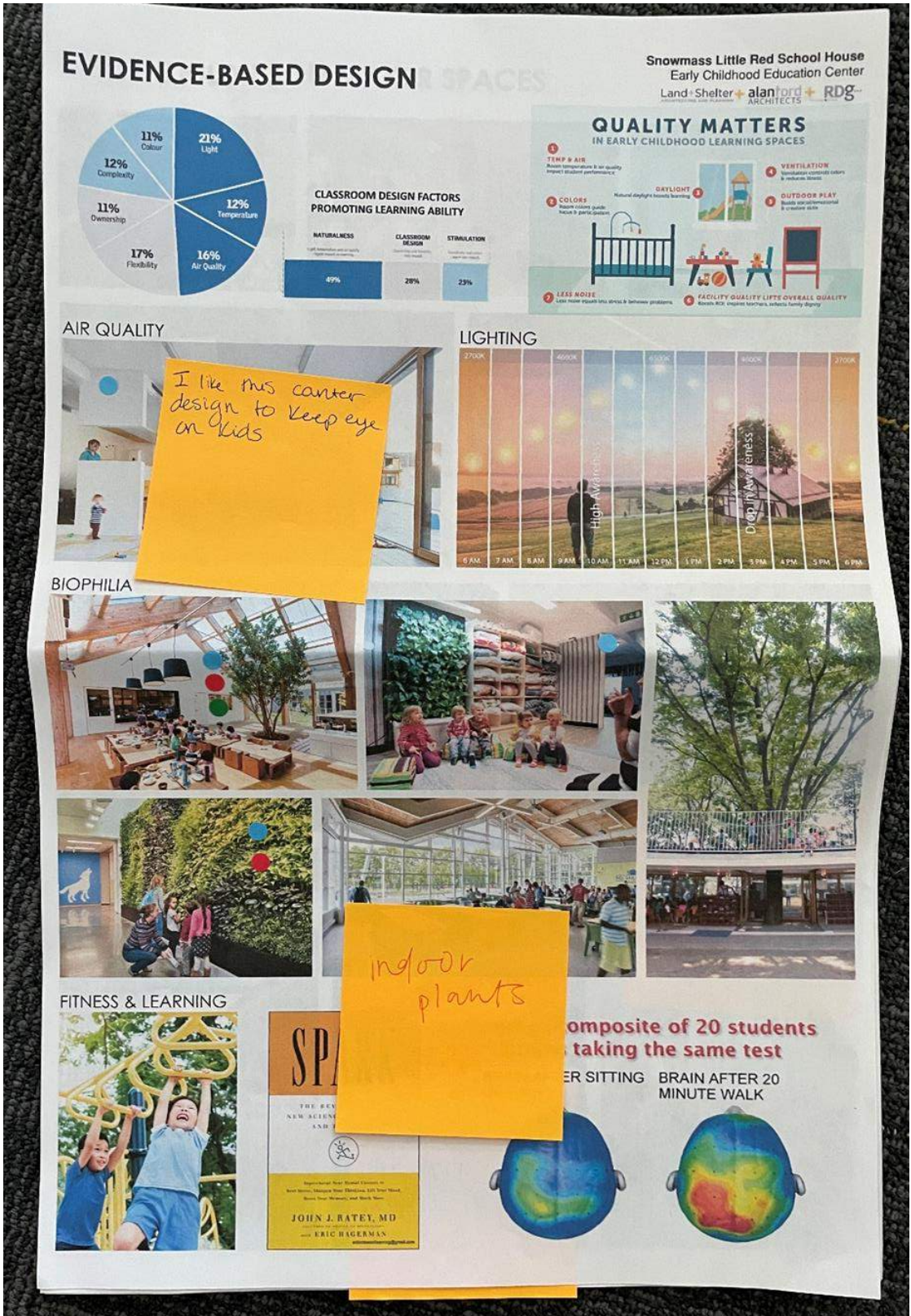
What's not working?

- C - Animals (getting inside the fence – fox, bears, deer, cats, mice)
- C - Security against people (low fence allows people to walk over fence due to snow banks)
 - C – wants a '13ft' fence
- No lunch area
- I – too many plastic toys
 - Need sand/rocks
 - Kids like to hide under the tree
 - More natural

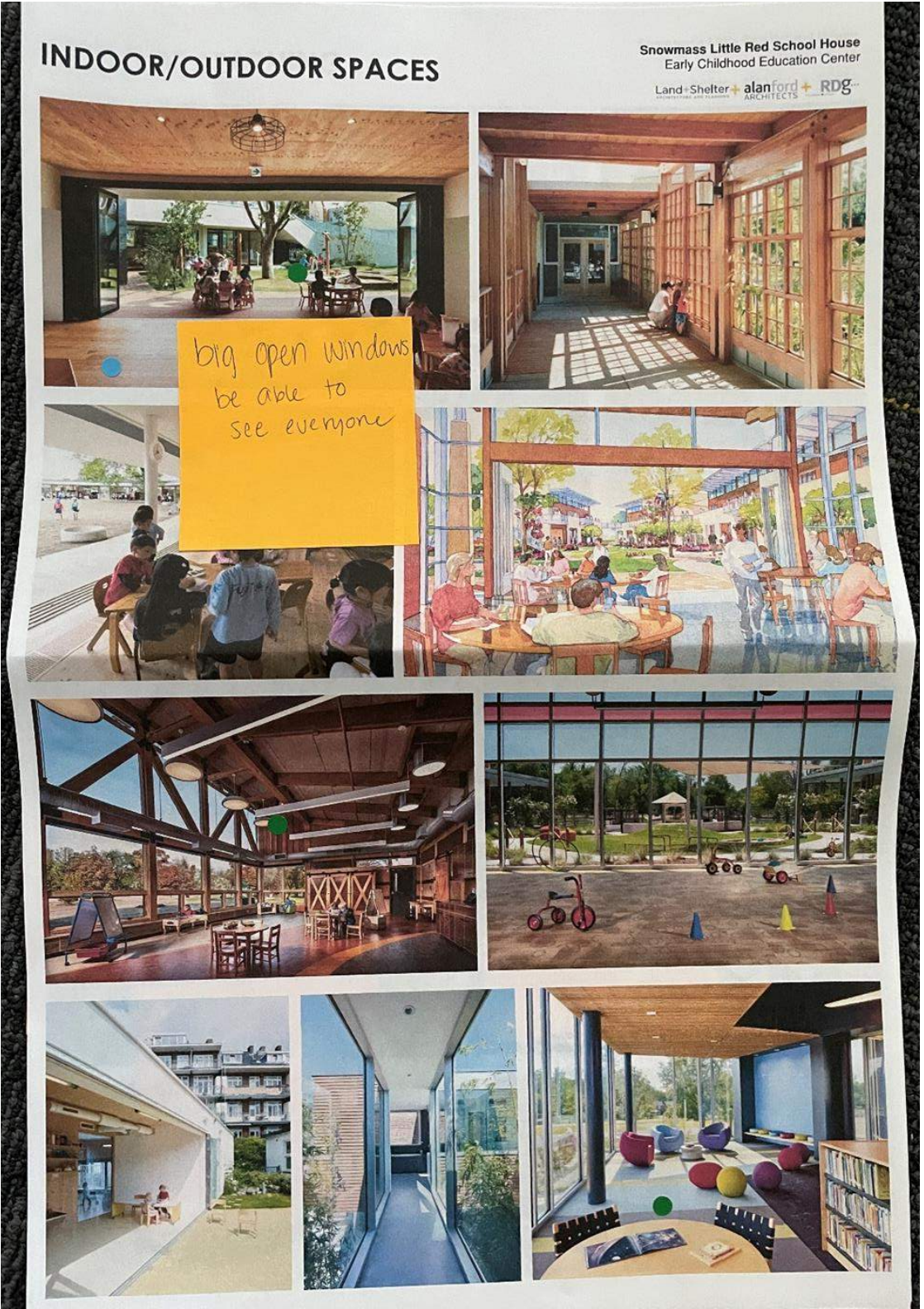
Love to see!

- C – 1 large room (currently room has blind corners)
- C – Staff room away from kids – where teachers get a real mental break
- C - Bid windows for natural light
- C – Indoor gross motor room
- C – heated walks
- C – Greenhouse or a natural area that is covered

- C – Music area, outside
- I – canopy over a learning space (for music, arts, etc.)









TOSV Little Red Schoolhouse ECE

APPENDIX | Supplemental Program Data

Snowmass Little Red School House Early Childhood Education Center

SD Draft Program - 6 Classrooms

September 12, 2023

TOSV CLASSROOM SPACES

				MIN. NET SF	QUALITY NET SF	MINIMUM SF	QUALITY SF			
				TOSV				NOTES		
	Max Room Capacity	Desired Room Capacity	Max Child/Teacher Ratio	Net Area per Child	Area SF					
Infants (6 weeks - 12 mo) - FLEX	10	8	1:5	61	76	85	106	605	850	
GROSS				50	45	500	450	15	15	
Activity Area					20	-	200	15	40	MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area
Activity Sink						15	40	0	40	
Crib Area						25	40	15	15	Quality: Include RR to allow flex to Toddler Rm
Food Prep						0	40	15	15	
Diapering						25	35	10	15	Storage Unit + Cot Storage
Restroom						10	15			
Cubbies										
Storage/Casework										
Teacher Work Station										
Toddlers A (12 mo - 24 mo) - FLEX	10	8	1:5	60	74	85	106	595	850	
GROSS				45	45	450	450	15	15	
Activity Area					20	-	200	15	40	MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area
Activity Sink						15	40	0	40	
Sleep / Crib Area						25	40	40	40	Area will be combined into a shared RR with adjoining classroom
Food Prep						15	15	25	35	Ideally placed at mudroom entry to classroom
Diapering						10	15			Storage Unit + Cot Storage
Restroom										
Cubbies										
Storage/Casework										
Teacher Work Station										
Toddler B (18 mo - 36 mo)	10	8	1:5	60	74	85	106	595	850	
GROSS				45	45	450	450	15	15	
Activity Area					20	0	200	15	40	MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area
Activity Sink						15	40	40	40	Area will be combined into a shared RR with adjoining classroom
Sleep Area						15	15	25	35	Ideally placed at mudroom entry to classroom
Food Prep						10	15			Storage Unit + Cot Storage
Diapering										
Restroom										
Cubbies										
Storage/Casework										
Teacher Work Station										
Toddler C (24 mo - 36 mo)	14	12	1:7	56	63	71	78	781	886	
GROSS				45	45	630	630	15	15	
Activity Area					5	0	70	15	20	MIN: Combined with Activity area / QUALITY: Separate Crib or sleep Area
Activity Sink						25	40	40	40	Area will be combined into a shared RR with adjoining classroom
Sleep Area						21	21	25	35	Ideally placed at mudroom entry to classroom
Food Prep						10	15			Storage Unit + Cot Storage
Diapering										
Restroom										
Cubbies										
Storage/Casework										
Teacher Work Station										
Preschool A (3 - 4 yr)	20	18	1:10	37	41	53	59	745	1065	
GROSS				30	45	600	900	15	15	
Activity Area						15	20	50	50	Area will be combined into a shared RR with adjoining classroom
Activity Sink						30	30	25	35	Ideally placed at mudroom entry to classroom
Food Prep						10	15			Storage Unit + Cot Storage
Restroom										
Cubbies										
Storage/Casework										
Teacher Work Station										
Preschool B (4 - 5 yr)	20	18	1:12	37	41	53	59	745	1065	
GROSS				30	45	600	900	15	15	
Activity Area						15	20	50	50	Area will be combined into a shared RR with adjoining classroom
Activity Sink						30	30	25	35	Ideally placed at mudroom entry to classroom
Food Prep						10	15			Storage Unit + Cot Storage
Restroom										
Cubbies										
Storage/Casework										
Teacher Workstation										
	Max Capacity	Desired Capacity								
TOTAL CHILDREN	84	72								

NOTES:

- Minimums based on Open Air Academy Required SF & Revit Model SF
- Quality based on Aspen Program SF
- Infant B can be flipped between Infant and Toddler; Minimum SF based on more stringent Requirements (Infant / Toddler)
- Do we need a Pre-K / Toddler Flex? There are already 15 spaces per Pre-K Classroom and an infant / Toddler Flex classroom
- Pre-K Minimum includes shared workstation for teachers, storage, and restroom

TOSV MANAGEMENT SPACES

						MIN SF	QUALITY SF	NOTES
Administrative Spaces						190	230	
GROSS						150	180	use office as small meeting area
Director's Office + 10 SF storage						40	50	
Receptionist / Admin Assistant								
Support Spaces						1045	1460	
GROSS						80	125	Controlled entry
Vestibule						150	200	
Lobby / Reception						0	0	daily sign-in/out occurs at classroom
Sign-in / Touch Down Station						300	400	combined room, built-in storage cabinets
Learning Resource Center / Teacher Work Room / Lounge						0	0	
Staff Lounge						80	100	Utilize another space for nursing
Laundry w/ 10 sf storage						0	0	
Mother's Nursing Room						50	75	
Telecom						200	300	
Mechanical						60	100	
Water Entry						100	125	
Electrical						25	35	
Janitorial Closet								
Kitchen Spaces						165	180	
GROSS						135	150	No onsite food prep
Kitchen SMALL						30	30	To be near office
Refrigerator / Microwave / Cabinets								includes staff refrigerator
Storage Spaces						395	540	
GROSS						25	30	
Child Seat/Stroller Storage						30	40	
Buggy Stroller Storage						150	200	3ft Cots and 5e Cubbies to be included in the class room.
General Program Storage (distributed)						100	150	Possibly located near playground bathrooms
Playground Storage						90	120	
Custodial Receiving/Storage								
Restroom Spaces (non classroom)						300	300	
GROSS						200	200	4 fixtures; 1 staff, 1 public & 2 at Community Room
Adult Restrooms (single stall)						100	100	2 fixture stalls for preschool playgrounds located next to outside storage
Child Playground Restrooms (single stall)								
Little Red School House Renovation						600	775	
GROSS						550	700	To be located as refurbished space in the Little Red Schoolhouse. Sized to be add licensed space (before/after school care).
Gross Motor/Community Room						0	0	
Offices (2 @ 100 SF)						0	0	
Restrooms (Single Stall)						50	75	
GM Storage - Manipulatives and Table & Chairs								
Playgrounds	Age Group Capacity	SF Outdoor storage unit	SF Garden Area	NET Area per Child (Minimum/Desired)		MINIMUM	QUALITY	Notes
GROSS				70		2800	4540	Playgrounds to be far from parking or road
Infants	8	12	75	50	100	400	800	
Toddlers	12	36	150	75	145	900	1740	400 SF. Can be shared with other groups but not at the same time
Preschool	20	36	200	75	100	1500	2000	
Open Field Play						TBD	TBD	
Parking					Net Area Space	Area SF		Net Area Space
GROSS								
Staff Parking:					300	3600		
Classroom Teachers	12				300	900		
Floating teachers	3				300	600		
Admin Staff	2				450	450		
Kitchen/Janitorial	1				300	600		
Handicap	2				300	5100		
Drop off Parking	17				500	500		
Mini Bus Parking/Deliveries	separate drive/approach to building				450	900		
EV Charging Stations	2							
TOTAL	39					12,650		

TOSV PROGRAM SUMMARY

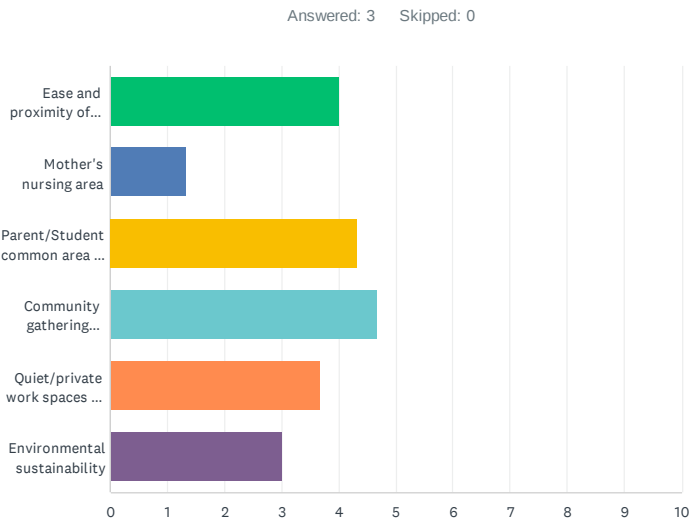
TOWN OF SNOWMASS VILLAGE ECE MINIMUM + DESIRED SQUARE FEET					
Room	Max Room Capacity	Desired Room Capacity	Max Child/Teacher Ratio	MINIMUM	QUALITY SF
Infants (6 weeks - 12 mo) - FLEX	10	8	1:5	605	850
Toddlers A (12 mo - 24 mo) - FLEX	10	8	1:5	595	850
Toddler B (18 mo - 36 mo)	10	8	1:5	595	850
Toddler C (24 mo - 36 mo)	14	12	1:5	781	886
Preschool A (3 - 4 yr)	20	18	1:10	745	1065
Preschool B (4 - 5 yr)	20	18	1:12	745	1065
Total Enrollment:	84	72			
Administrative Spaces				190	230
Support Spaces				1045	1460
Kitchen (Small) Spaces				165	180
Flexible Storage Spaces				395	540
Restroom Spaces				300	300
Assignable Square Feet (ASF)				6161	8276
Efficiency Mark Up				72%	72%
Gross Square Feet (GSF)				8,557	11,494

Renovation of LRSH footprint - Gross Motor / Community Room

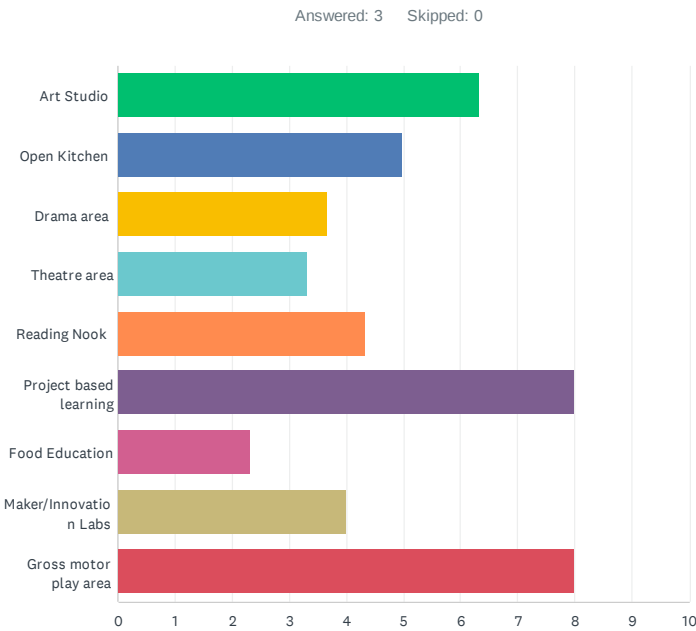
Grand Total: Gross Square Feet (GSF)

600	775
9,157	12,269

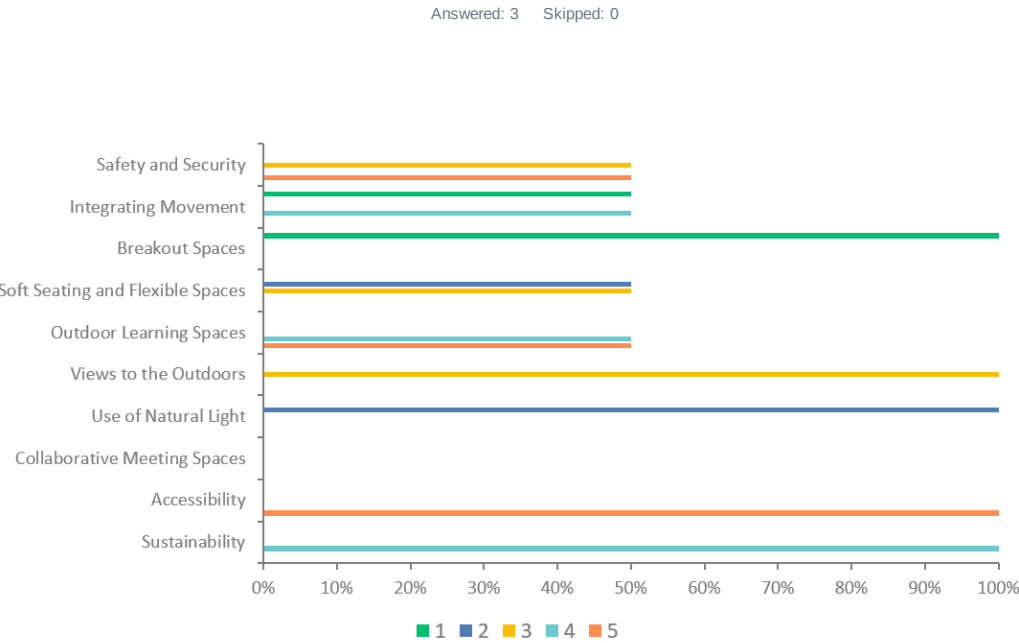
Q4 Rank the following according to importance in an early childhood education facility?One (1) being most important.



Q9 If you were to have a specialty classroom, please rank the following in order of importance.

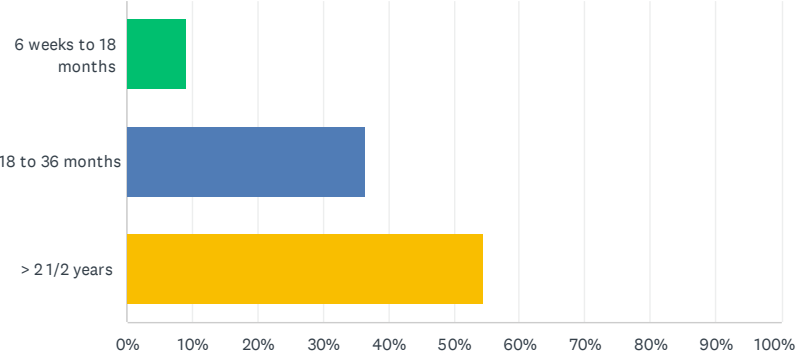


Q11 Rank the following according to importance in the learning environment.1= Not important at all 5= Very Important



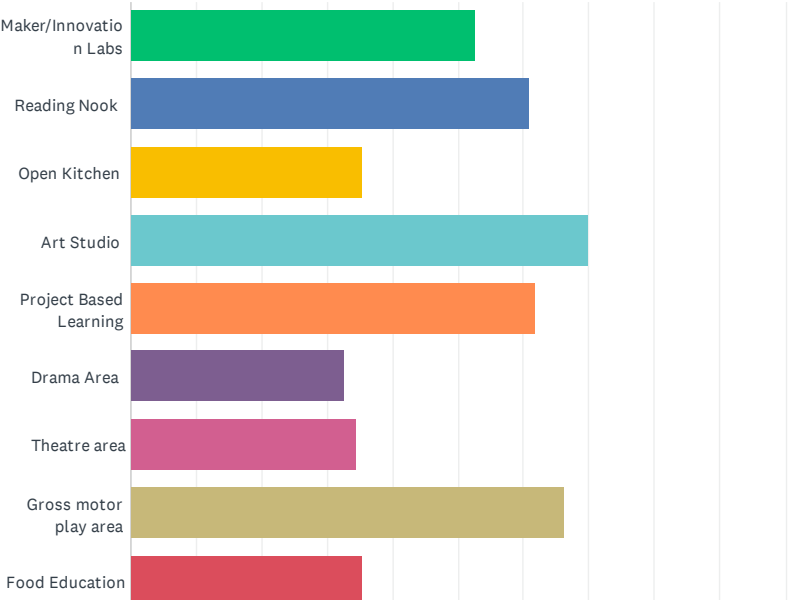
Q3 What age group is your child in?

Answered: 11 Skipped: 0



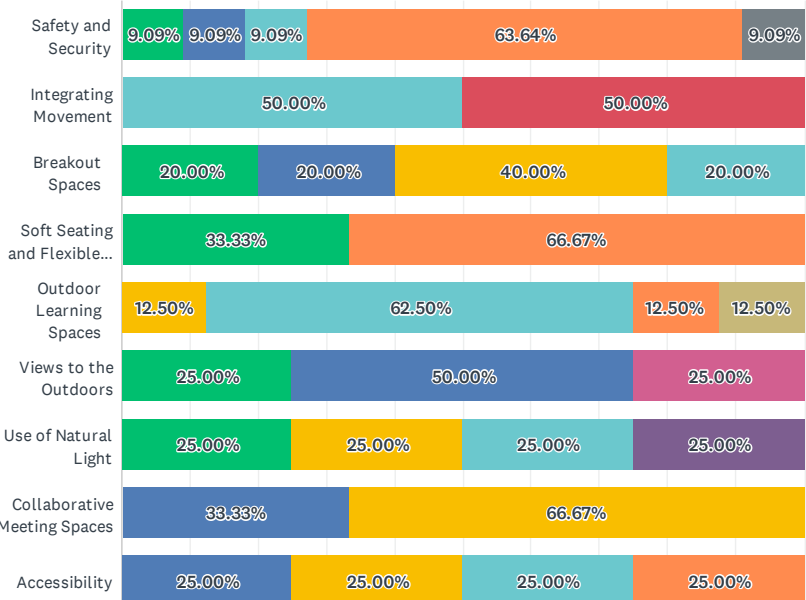
Q6 If you were to have a specialty classroom, please rank the following in order of importance.

Answered: 11 Skipped: 0



Q8 Rank the following according to importance in the learning environment. 1= Not important at all 5= Very Important

Answered: 11 Skipped: 0



Snowmass Village ECE Feasibility Project

Final Slide Package

October 2022

Prepared by:

Andrew Brodsky, Brodsky Research and Consulting

Cody Belzley, Common Good Consulting

Rob McDaniel, MetrixIQ

Table of Contents

- I. Needs assessment
- II. Site evaluation
- III. Budget development
- IV. Next steps
- V. *Supporting documentation*

I. Needs Assessment

Town Council presentation on February 22, 2022

Needs Assessment

► Purpose

- learn from community stakeholders the key needs for families around child care in TOSV
- Quantify the need for child care and inform the site evaluation and budget development phases

► Interviews conducted with key stakeholders representing the following organizations:

- Aspen Skiing Company
- MANAUS Foundation
- Little Red School House
- Rocky Mountain Early Childhood Council
- Aspen Community Foundation
- Kids First/City of Aspen
- Child Care Licensing
- Aspen School District
- Little Red School House

Needs Assessment: Additional Data Sources

- ▶ Community Needs Assessment Survey
- ▶ NW Council of Government Child Care Regional Assessment
- ▶ U.S. Census data on population
- ▶ Child care licensing data from Colorado Department of Human Services
- ▶ Capacity data from Kids First survey

Needs Assessment Key Themes and Implications

► Current lack of access to child care in TOSV

- In *Pitkin County*, there are about 5 children under the age of 5 for each licensed slots (279 slots for 818 children). About 58% of these are higher quality (Colorado Shines level 3, 4, or 5).
- TOSV has only one childcare provider (Little Red Schoolhouse), which is currently licensed for 30 but typically enrolls 20 to 24 children
- Lack of licensed care for infants and toddlers → only 3 locations in Pitkin County serve infants, with 39 licensed slots, and none in TOSV

Needs Assessment: Key Themes and Implications

► **Service Population:**

- Snowmass Village is geographically isolated
- LRSH likely only to serve residents and employees; not likely to attract families from elsewhere, unless they're working in TOSV
- Local workforce demand is likely significant, so should not limit to residents only or prioritize them
- SkiCo employees want child care near work to fit commuting schedules
- Small population means fluctuations in population and demand → need dynamic spaces and storage to repurpose spaces from Infant to Toddler to Preschool as needed

► **Scheduling:**

- Year-round and full-day or extended-day schedule is essential
- Align with local workforce demands (peaks Dec – April; weekends and holidays, especially Saturdays)
- Consider 6 or 7 days/week programming and holiday hours during peak season
- Low need for part-day programming

Needs Assessment: Key Themes and Implications (cont.)

► **Programming Considerations:**

- Infant care desperately needed, but much more expensive to operate.
- LRSH could take advantage of subsidies for infant care through KidsFirst (City of Aspen)
- TOSV may also need to consider supplemental subsidy
- TOSV could require operator offer infant care as condition of lease

► **Quality & Public & Philanthropic Funding:**

- State quality rating system is imperfect, however important to securing public funding
- Perception concerns re:-profit vs. non-profit status
- Look ahead to engaging in community discussion about operating structure, meeting community need, components of quality and quality rating options (Colorado Shines or national standards)
- There are public & philanthropic funding opportunities that LRSH has not historically maximized, but requires staff work to access

Needs Assessment: Key Themes and Implications (cont.)

► Other Considerations:

- Challenge to attract and retain child care staff. Could consider offering subsidized housing preference for child care workers
- In addition to providing for physical space improvements, Town may need to consider on-going operations subsidy, particularly to support infant programming, extended programming, or employee benefits

► Upcoming investments in early childhood capacity in the region

- City of Aspen investing in 70-child child care center for infants, toddlers, and preschoolers
- Town of Basalt building new centers between Carbondale and Basalt

Needs Assessment: Summary of Recommendations

- ▶ Expansion of capacity at LRSH is warranted - size / scope of expansion depends in part on what your goal is.
- ▶ Seek to serve TOSV residents and workers
- ▶ Year-round, full-day (8 hr) or extended day (10+ hr) programming priority; Weekend and holiday care during winter peak season would be major benefit - especially important to SkiCo employees
- ▶ Explore possibility of infant care
- ▶ Build dynamic spaces that can serve children of various ages to enable flexibility as enrollment changes year to year

II. Site Evaluation

Town Manager presentation on July 19, 2022

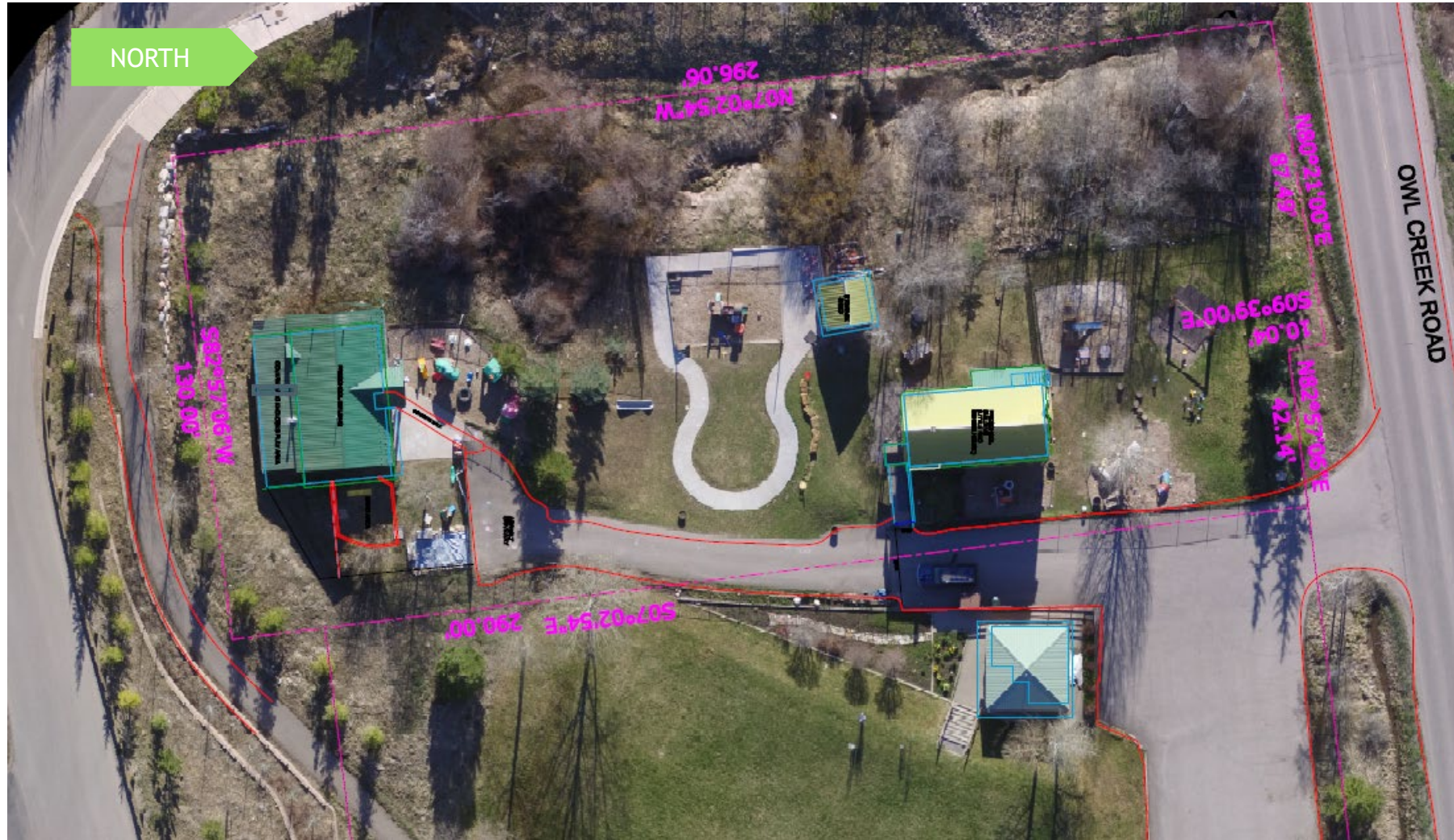
Site Evaluation

- ▶ **Purpose:** Identify and cost out options for expanding child care on the Little Red School House site
- ▶ **Key Considerations**
 - ▶ Priority for preserving/renovating the current historic structure
 - ▶ Other structures replaced?
 - ▶ Consider phased expansion approach
 - ▶ What could you do short term and long term?
 - ▶ How much could you build vs how much should you build (now vs tomorrow) future
 - ▶ Child care only vs child care + housing, etc.

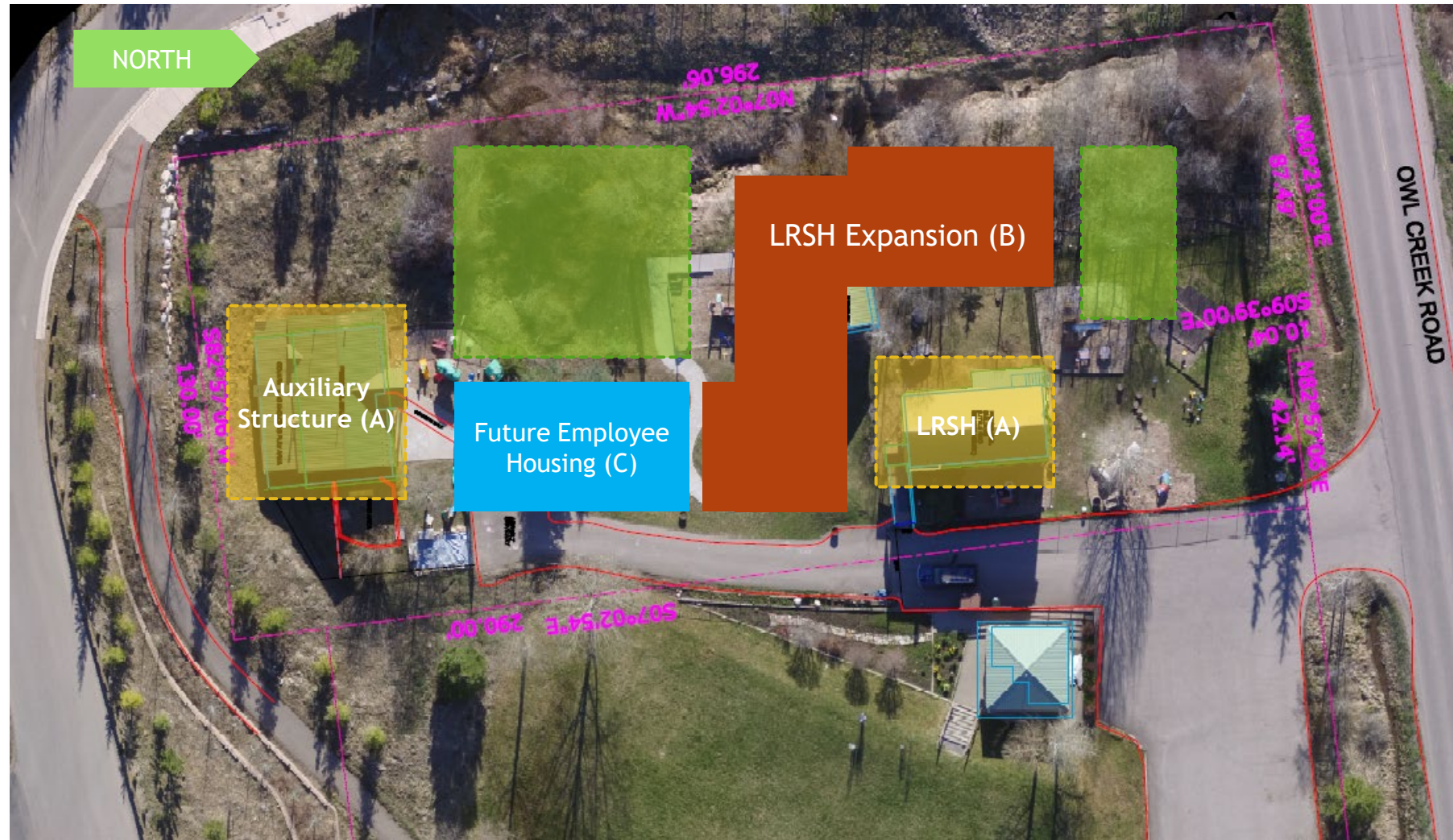
Site Evaluation Approach

- ▶ Contracted with GF Woods Construction
- ▶ Coordinated site visit to LRSB for GF Woods to walk the property
- ▶ GF Woods to provide high-level estimates based on current market conditions
- ▶ Produce 3 scenarios for consideration

Current Site Layout



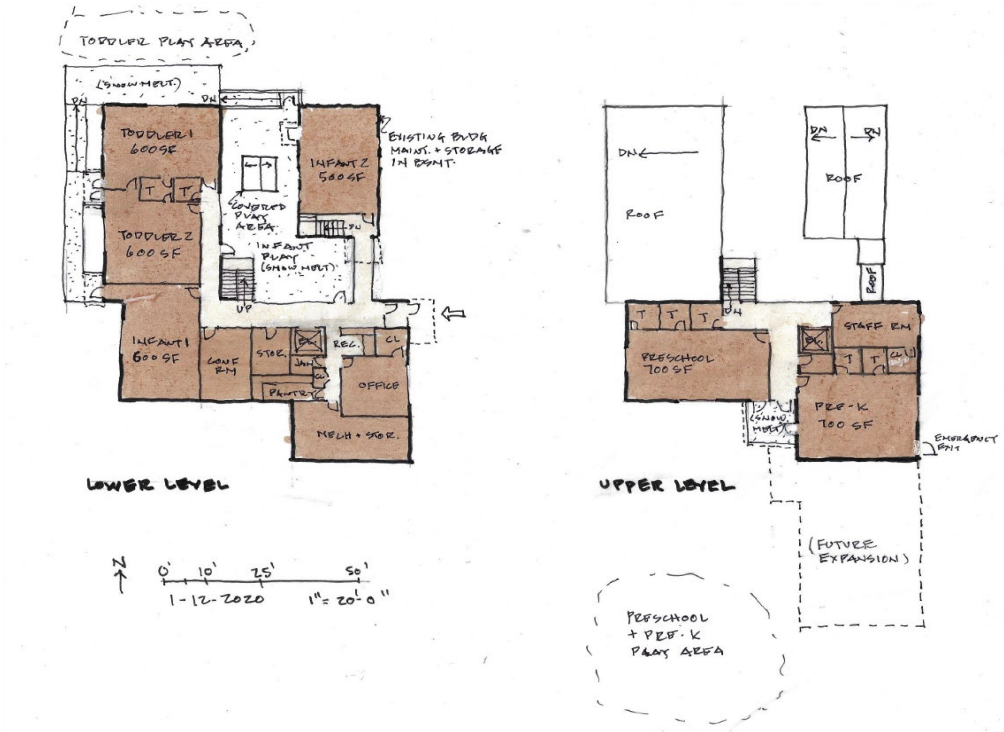
Future Site Plan Alternatives (GF Woods)



Scenario A: *LRSB Refurb + Replacement*

- ✓ Refurbish LRSB
- ✓ Demolish Auxiliary Bldg
- ✓ Replace with Similarly Sized Facility
 - ✓ Goal would be to replace current facilities with newer, safer and more functional space, but not to grow capacity
 - ✓ We do not have precise measurements of existing auxiliary facilities, so square footage is estimated
 - ✓ We do not have any conceptual drawings for how similarly sized facility could / should be reconfigured to maximize utility / benefit
- ✓ Could enhance play area and landscaping

Scenario B: *LRSH Refurb + Expansion*

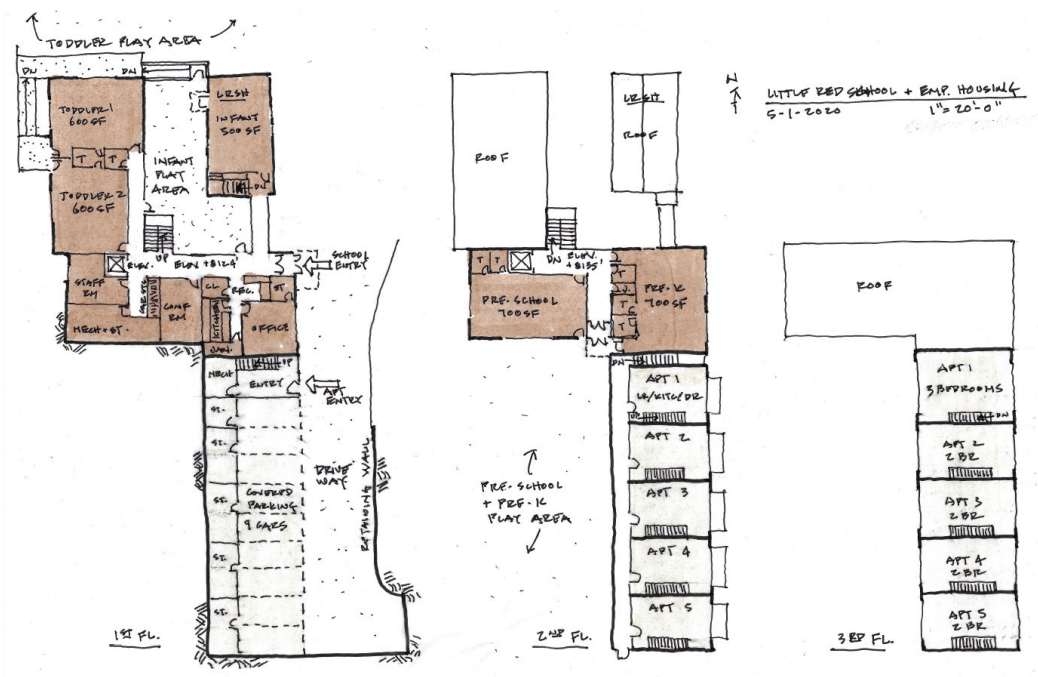


- ✓ Refurbish LRSH
- ✓ Demolish Auxiliary Bldg
- ✓ Replace auxiliary bldg. with expanded child care facility:
 - 6 total classrooms
 - Additional office and storage space
 - 4,400 sq.ft. to 9,100 (110% increase)
- ✓ Enhanced play area and landscaping (pricing not included)

Estimated capital cost:

\$4.6 - \$6.3 million

Scenario C: LRSH + Housing Expansion



- ✓ Refurbish LRSH
- ✓ Demolish Auxiliary Bldg
- ✓ Replace with expanded child care facility:
 - 6 total classrooms
 - Additional office and storage space
 - 4,400 sq.ft. to 9,100 (110% increase)
- ✓ Enhanced play area and landscaping (pricing not included)
- ✓ Construct four (4) 1,000 sq.ft. employee housing units (2br, 1 ba)

Estimated capital cost:

\$6.8 - \$9.0 million

Important Construction Considerations

- ▶ **Addressing the current parking area** does the current asphalt area need to increase? GF Woods estimates do not account for a larger parking surface.
- ▶ **Lead times on construction materials** are lengthy, currently 3-4 months prior to breaking ground currently as lead times on structural steel, appliances, windows, hardware, mechanical/electrical items still come with a very lengthy lead time.
- ▶ **What will the plan be fore the pre-school while the facility is under construction?** Is there a need for a phased approach to this project to allow the historic structured to be renovated prior to the any other areas to allow that structure to partially house the pre-school while the other facility is being re-developed? Or does the town have a temp facility that could house the entire program while the site is being fully renovated? (second approach will be quicker and more efficient for all parties).
- ▶ **Necessary research needs to be accounted for as it relates to the foundation of a new structure on this hillside.** Will a deep foundation or how extensive of deep foundation be necessary? (caissons or micro-piles to mitigate the natural springs on the site)

III. Budget Development

Town Council presentation on August 15, 2022

Budget Plan Development

Overview

- ▶ identify a financially sustainable business model for childcare operations at LRSB site
- ▶ Take into account start-up costs and ongoing operational costs
- ▶ Identify likely revenue sources (public and private)
- ▶ Consider costs to deliver care and likely revenue streams
- ▶ Incorporate findings from needs assessment and site evaluation phases

Budget Development: *Re-development Alternatives*

Scenario A

- ✓ Refurbish LRSH
- ✓ Replace Auxiliary Bldg with similar structure

Replace existing capacity with newer, safer, more functional space

Scenario B

- ✓ Refurbish LRSH
- ✓ Replace Auxiliary Bldg w/expanded structure

Expand child care capacity

Scenario C

- ✓ Refurbish LRSH
- ✓ Replace Auxiliary Bldg w/expanded structure
- ✓ Add four (4) employee apartments

Expand child care capacity

Expand affordable housing inventory

Capital Budget: *Additional Costs*

Estimated Budget	
Design Services	10% of construction cost
Landscaping	\$250,000
Contingency	25% of construction cost
Sub-total: <i>Known Additional + Contingency</i>	
Scenario A	\$501,500
Scenario B	\$1,148,335
Scenario C	\$1,704,966
Known, Unknown Costs	
Plan for re-location during construction	??
Foundation - <i>Structural engineering</i>	??
Foundation – <i>Incremental structural construction</i>	??

Capital Budget: *Cost Summary*

		SF	\$ / SF (GF Woods)	\$ / SF (25% contingency)	Estimated Cost (GH Woods)	Estimated Cost (incl. contingency)
Scenario A	LRSH	2,400	\$375	\$450	\$900,000	\$1,125,000
	Auxiliary Bldg	2,000	\$553	\$665	\$1,106,000	\$1,332,500
	SUBTOTAL	4,400	\$464	\$558	\$2,006,000	\$2,507,500
	<i>Additional Costs (excl. contingency) ¹</i>				\$450,600	\$500,750
	TOTAL				\$2.5M	\$3.0M
Scenario B	LRSH	2,400	\$375	\$450	\$900,000	\$1,125,000
	Auxiliary Bldg	--	--	--	--	--
	LRSH Expansion	6,705	\$553	\$665	\$3,711,496	\$4,634,831
	SUBTOTAL	9,105	\$464	\$558	\$4,611,496	\$5,538,825
	<i>Additional Costs (excl. contingency) ¹</i>				\$711,150	\$825,983
	TOTAL				\$5.3M	\$6.6M
Scenario C	LRSH	2,400	\$375	\$450	\$900,000	\$1,125,000
	Auxiliary Bldg	--	--	--	--	--
	LRSH Expansion	6,705	\$553	\$665	\$3,707,865	\$4,634,831
	Housing (4 apts) ²	4,000	\$553	\$665	\$2,212,000	\$2,765,000
	SUBTOTAL	13,105	\$494	\$593	\$6,819,865	\$8,198,825
	<i>Additional Costs (excl. contingency) ¹</i>				\$931,987	\$1,102,483
	TOTAL				\$7.8M	\$9.6M

¹ Contingency included in increased cost/SF)

² Approx. unit cost = \$550,000

Budget Development

- ▶ identify a financially sustainable business model for childcare operations at LRSH site
- ▶ Take into account start-up costs and ongoing operational costs
- ▶ Identify likely revenue sources (public and private)
- ▶ Consider costs to deliver care and likely revenue streams
- ▶ Incorporate findings from needs assessment and site evaluation phases

Operational Costs: Assumptions

- ▶ Operating costs based on actual operating costs for LRSH
 - ▶ **Thank you** to Christina Holloway for invaluable time educating research team on local market and her business practices
 - ▶ Staffing model drawn from Christina's experience in TOSV
 - ▶ Operating costs align national accreditation standards (NAEYC) - also equivalent to a Level 4 on the Colorado Shines quality rating scale
- ▶ Salaries based on current pay for LRSH teachers:
 - ▶ Lead teachers: \$27.50/hour = \$47,457/year
 - ▶ Assistant teachers: \$23.00/hour = \$39,691/year
- ▶ Operating costs also take into account:
 - ▶ Administrative personnel
 - ▶ Benefits such as health insurance
 - ▶ Non-personnel costs such as materials and utilities
- ▶ Operating costs **do not** include:
 - ▶ Capital construction costs
 - ▶ Transportation

Operational Costs: Scenarios

- ▶ Two scenarios created:
 - ▶ Scenario 1: Assumes 5 classrooms (1 infant, 1 low toddler, 1 high toddler, 2 preschool)
 - ▶ Scenario 2: Assumes 8 classrooms (2 infant, 1 low toddler, 2 high toddler, 3 preschool)
 - ▶ Note: Scenarios created for **illustrative purposes** only → not a specific recommendation!
- ▶ Teacher: child ratios and class size based on actual operating realities for high-quality care at LRSH:
 - ▶ Infant room: 2 teachers, 8 children
 - ▶ Young toddler room: 3 teachers, 10 children
 - ▶ Older toddler room: 3 teachers, 12 children
 - ▶ Preschool room: 3 teachers, 19 children

Operational Costs: Results

Classrooms	Age	No. Classrooms	No. Children	Cost Per Child	Total
5	Infant	1	8	\$26,602	\$212,816
	Toddler	2	22	\$21,337	\$469,403
	Preschool	2	38	\$15,193	\$577,315
	TOTALS	5	68	\$18,523	\$1,259,534
8	Infant	2	16	\$23,726	\$379,616
	Toddler	3	33	\$18,542	\$611,886
	Preschool	3	57	\$12,493	\$712,101
	TOTALS	8	106	\$16,072	\$1,703,603

5-year Summary *Pro Forma*

LRSB Operations

RENT		<i>in thousands</i>	Year 1	Year 2	Year 3	Year 4	Year 5	5-YR TOTAL
SQFT (school only)	6,705	Revenue ¹	\$1,752	\$1,822	\$1,895	\$1,970	\$2,049	\$9,487
Rent / SQFT	\$20.00	Expenses	\$1,704	\$1,772	\$1,843	\$1,916	\$1,993	\$9,227
Annual Lease Amt	\$134,100	Income	\$48	\$50	\$52	\$54	\$56	\$260
		<i>as %</i>	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%

TOSV Investment

DEBT SERVICE ²		<i>in thousands</i>	Year 1	Year 2	Year 3	Year 4	Year 5	5-YR TOTAL
Amt borrowed	\$6.6M	Financing	\$330	\$330	\$330	\$330	\$330	\$1,650
Interest Rate	5.0%	Rent Relief ³	\$134	\$140	\$145	\$151	\$157	\$726
Contingency	\$330,000	TOTAL	\$464	\$470	\$475	\$481	\$487	\$2,376

¹ 106 full day students, \$85/day, 216 service days, 90% efficiency rate

² Assumes 100% debt financing of LRSB capital costs

³ Assumes 4.0% annual escalator

Administrative Guidance

- ▶ **Proposed Content**
 - ▶ Licensure considerations
 - ▶ Opportunities for state and federal funding
 - ▶ Facility considerations including inspection and safety
- ▶ **Next steps and timeline**
 - ▶ Guidance phase begins in late February, complete at end of March

IV. Next Steps

Town Council presentation on August 15, 2022

Next-Steps

1. Select preferred redevelopment scenario
2. Refine development assumptions and costs
3. Finalize capital financing approach
4. Decide on long-term operations model (private operator, non-profit operator, TOSV managed facility, etc.)
5. Identify potential capital cost off-sets (e.g., CO child care facility grants)

V. Supporting Documentation

GH Woods Construction report

Relevant Legislation

Helpful links

Contact Information

Little Red School House

Snowmass Village, CO 81615

Schematic Pricing Breakout

- Scenario A – Replace & Improve: \$1,872,000.00
 - Refurbish historic structure (based on 2,400 SF)
 - Interior renovation (updating bathrooms, all new interior finishes including cabinetry/millwork, flooring, new roof, repainting exterior); $\$375/\text{SF} \times 2,400 = \$900,000.00$
 - Replace auxiliary structure with a new, similar size/capacity:
 - New construction of same size auxiliary structure building (assumes 2,000 SF)
 - $2,000 \text{ SF} \times \$553/\text{SF} = \$1,106,000.00$
- Scenario B – Expand & Improve: \$4,579,956.00
 - Refurbish historic structure (based on 2,400 SF)
 - Interior renovation (updating bathrooms, all new interior finishes including cabinetry/millwork, flooring, new roof, repainting exterior); $\$375/\text{SF} \times 2,400 = \$900,000.00$
 - Replace the auxiliary structure with a larger childcare facility that has additional capacity for expansion of the program. This is based on the estimate the GF Woods Construction provided in Feb 2020 which was based on 6,705 SF and totaled \$2,969,197.00. Since then, we have seen prices increase between 20-30%. With a 25% increased on \$2,969,197.00 the total would be \$3,711,496.00
- Scenario C – Expand & Improve + (4) Employee Housing Apartments; \$6,823,496.00
 - Refurbish historic structure (based on 2,400 SF)
 - Interior renovation (updating bathrooms, all new interior finishes including cabinetry/millwork, flooring, new roof, repainting exterior); $\$375/\text{SF} \times 2,400 = \$900,000.00$
 - Replace the auxiliary structure with a larger childcare facility that has additional capacity for expansion of the program. This is based on the estimate that GF Woods Construction provided in Feb 2020 which was based on 6,705 SF and totaled \$2,969,197.00. Since then, we have seen prices increase between 20-30%. With a 25% increased on \$2,969,197.00 the total would be \$3,711,496.00
 - Add employee housing units on a floor above to new structure
 - Based on adding (4) 1,000 SF 2-bedroom/1-bathroom apartments.
 - $4,000 \text{ SF} \times \$553/\text{SF} = \$2,212,000.00$

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[HB22-1295](#) Department Early Childhood And Universal Preschool Program ([Factsheet](#))

[HB22-1006](#) Non-Profit Child Care Center Property Tax Exemption ([Factsheet](#))

[HB22-1010](#) Early Childhood Educator Income Tax Credit

[SB22-130](#) State Entity Authority For Public-private Partnerships

[HB22-1070](#) Special Districts Early Childhood Development

[HB22-1117](#) Use Of Local Lodging Tax Revenue

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Helpful Links

Colorado Department of Early Childhood (CDEC)

<https://cdec.colorado.gov/>

Colorado Children's Campaign

<https://www.coloradokids.org/>

Colorado Department of Education

<https://www.cde.state.co.us/early/p-3education>

Early Childhood Leadership Commission (ECLC)

<https://www.earlychildhoodcolorado.org/>

Executive Partnering to Invest in Children (EPIC)

<https://www.coloradoepic.org/>

Contact Information

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Town of Snowmass Village

Agenda Item Summary

DATE OF MEETING:

March 13, 2024

AGENDA ITEM:

An Continued Discussion Regarding the Council Goal to Preserve, Protect, and Retain Locally Owned and Locally Serving Businesses

PRESENTED BY:

Clint Kinney, Town Manager

BACKGROUND:

In March of 2023, the Town Council adopted the following goal as part of its overarching Goal Statement:

2) Preserve, Protect and Retain Locally Owned AND Locally Serving Businesses

The Council recognizes that the Village is a tourist economy and that locally owned and locally serving businesses need support. The Council firmly believes that such businesses build community through relationships, creating places and reasons for people to gather, and are critical to the community's character. The Council will work to prioritize and incentivize the needs of our local business community and will safeguard a high-quality visitor experience while focusing efforts to serve local residents first and foremost. If it is good for local residents, then it also benefits our guests.

Over the years, the Town, mainly through the Tourism Department, has provided a wide variety of services to help support local businesses including, but not limited to:

- Occupancy reports emailed 2x a month
- Weekly events flyer, emailed every Friday in seasons
- NEW! Snowmass Insider texting platform
- This week in Snowmass ads – 5x per week in seasons -- includes stakeholder events
- Social media rundown posts events weekly
- Event listings on gosnowmass.com – stakeholders can submit their own events
- Re-posting/sharing stakeholder posts on social media
- Public relations – host/tour media to stakeholder businesses
- Pro-photo program. Tourism will send professional photog to local businesses to shoot their business. Free to stakeholders
- Image library – 200+ professional images plus video available at no cost to stakeholders
- Digi 101 – one-on-one consulting with Tourism to maximize exposure on web and social media for businesses
- Blog posts – many businesses included in blog posts on gosnowmass.com
- Listing on gosnowmass.com with links, details and more

- Collateral – available for distribution to businesses + depending on piece, inclusion of business
- NEW! Seasonal Snowmass 101 training for new hires
- Seasonal job fair/promotional programs/campaign
- Annual town-wide sales training for all sales teams at no cost to businesses
- Guest services – two locations available to businesses to pick up collateral + guest service representatives recommend businesses to visitors at no cost or commission to businesses.
- Special events of shapes and sizes
- Overall marketing and group sales services.

In January, the Finance Advisory Board (FAB) began discussing this Council Goal in an effort to offer their expertise to the Council. The FAB plans to continue its discussion regarding the topic at its March 13, 2024 meeting but the initial (draft) conclusions and ideas are that:

First, having the Council provide more definition around what is meant by locally owned and locally serving would be helpful (i.e. are the grocery store, ski shops, landscapers and hardware store included?). The FAB wants to make sure that they have defined the “problem” (or understand the Goal) accurately and are working toward appropriate solutions.

The FAB (initial/draft) concluded that the Council focus on two main structural issues:

- 1) Provide more workforce housing.
- 2) Improve the connections and physical connectivity of the Village so tourists and visitors can move about more easily and intuitively.

The FAB also proposed a number of smaller scale solutions for further discussion and consideration:

- Create a small business grant program to help businesses host events at different venues to help support local “3rd Places” (places to gather). Businesses would need to write an essay (or something) and explain why they consider themselves locally owned/ locally serving and then the Town could cover XX % of the cost of the event. The Town Council could adopt criteria to determine the success of the events, etc.
- Every year, full-time residents of TOSV are given some amount of "Snowmass bucks" (the name is just a placeholder). For the sake of argument, let's say it's distributed on a card. (details could be sorted out later).
 - Businesses within TOSV could apply to be part of the program, with the application effectively like an essay of why they embody the goals of the Town Council for local businesses.
 - The Town ends up with a list of XX supported local businesses.
 - The local businesses in the program get to accept the Snowmass bucks.
 - So in short, the town is giving residents \$XX every year to spend as they see fit at "local businesses." The hope is that this would drive locals to local establishments. The Council or whomever can determine who is accepted into the program and all of that money goes directly into the local businesses, but in a way that allows competition to work (only the businesses where locals want to go receive the revenue).

- Expand the current full time resident sales tax rebate program. This new idea could be additive to the same program and in addition to the cash rebate currently paid, the Town could issue a coupon type book/ card (same value of the rebate paid) to qualifying full time residents. The coupons could be in \$20 increments and redeemable at the qualifying local businesses. (in 2023, the Town spent \$49,450 on 989 sales tax rebates).
- Market more to the locals that live here in the Valley. Incentive more Valley residents to come to Snowmass and support businesses.
- Continue to improve connections to our Tourism Department with business that need the help
- Have the FAB and Tourism Board continue to work together-- form another committee -- to mold and fold ongoing ideas

At their February meeting, the Tourism Board discussed how best to reach this Council goal.

The Tourism Board also identified similar structural issues of

- 1) Workforce housing
- 2) Physical connectivity issues - improve the connectivity of the Village so people move around the village and see all the businesses.

In addition, the Tourism Board believes a focus needs to be placed on:

- 1) Continue to focus on promoting the summer to balance out the year—bring more volume of people in the Summer.
- 2) Clearly define an off-season. Help define the off season—determine when summer starts and stops- improve the alignment on this message
- 3) Better understand exactly why the locally owned and serving businesses have decreased so dramatically in Aspen.
- 4) Recognize that the Village Business community is doing better than ever, but this exercise is an opportunity to continue to improve.

Some specific ideas include:

- Oppose proposals such as State Senate Bill 33 that would tax STRs as commercial property. Or more generally, decrease/eliminate any regulations that would decrease the year round bed base
- Provide a \$200 gift card to visitors so they are incentivized to stay in Snowmass to eat and sleep at locally owned businesses.
- Develop programs to get people to stay for apres—
- Subsidize rents for locally owned and serving businesses, especially to help in the summer.
- Continue to increase resources/support for Stakeholders.

This will be an opportunity for the Finance Advisory Board to finalize any recommendations the Board would like to make to the Town Council.