

Burlingame – The Big Picture

November, 1996

Aspen City Council decides to purchase the roughly 250 acre Burlingame Ranch for **\$2.6 million**. The idea behind the purchase is to cluster housing and preserve a large majority as open space.

June, 1999

Music Associates of Aspen Housing (Seasonal Burlingame Housing Project) is approved for 200 beds on the property between the Maroon Creek Club and the Aspen Business Center.

... Meanwhile, Council considers moving affordable housing on golf course site and moving golf course to Burlingame site.

August, 1999

Despite a legal battle with Maroon Creek Club, MAA (Burlingame Seasonal Housing) wins judge's approval for construction.

November, 1999

Aspen voters approve the sale of a 37-acre portion of the Burlingame Ranch to help recover costs.



August, 2000

City of Aspen voters asked whether to approve an agreement between the city and the Zoline family, who owns a large chunk of the Burlingame Ranch. The agreement gives the Zolines the right to develop 12 free market homes in exchange for 20 acres they would donate to the city for development. 60 percent of voters approve. This is a vote not on specifics but rather, “the principle.”

September, 2000

- City Council agrees to a Convenience and Welfare of the Public (COWOP) process for Burlingame. It is a 16-member group made up of representatives from city council, city and county planning commissions, the housing board and the general public.
- Council also approves an intergovernmental agreement with the Colorado Department of Transportation to create a new intersection and reconstructed Old Stage Road to provide access to Burlingame Seasonal, Maroon Creek Club and Burlingame Ranch. Total cost for intersection and signal is roughly **\$1.5 million**.

May, 2001

COWOP recommends the city conduct a design competition with a mix of housing types. More than 50% of the units should be with 2 or 3 bedrooms. A mix of 1, 2 or 3-story units are acceptable; however, the group eliminates the option of units stacked on top of each other. No more than 30% single-family detached housing is recommended.

A bus route with a loop and convenient stop as well as environmentally-friendly construction is requested. 225 units are recommended.

June, 2001

City council asks how much the city can afford to spend on development before proceeding to the design phase recommended by the COWOP.

July, 2001

City council hires a development consultant to weigh affordable housing projects. The consultant is supposed to pick the winning projects and the best financing plan. Council advertises for consulting firms interested in preparing an affordable housing master plan.

December, 2001

Economic and Planning Systems, Inc. said Burlingame would cost **\$57.6 million** to build **plus** infrastructure costs. Burlingame ranked 3rd in the list of the top three best affordable housing projects.

Council votes to rewrite agreement with Zoline family to develop 20 acres of the Zoline family land and 170 acres of open space. The new deal allows up to 330 units at Burlingame Village.

March, 2002

Aspen Valley Land Trust proposes a new plan that would “provide housing and preserve habitat.”



September, 2002

COWOP reconvened to review and update their work.

October, 2002

City council puts Burlingame Parcel D (also called Annie Mitchell) on the fast track. Agrees to Category 2 and 3 sale housing on Parcel D, a 2.5-acre triangle of city-owned land next to the AABC, which is part of the larger Burlingame Ranch parcel.

November, 2002

City council decides to pare back Phase I of Burlingame. (Council had originally planned to tackle 220 of the 330 units at Burlingame in the first round of construction.) Council decides that constructing three phases of 110 units would keep the city from having to borrow money for the project.

March, 2003

Aspen Valley Land Trust and city strike deal to make Burlingame Ranch more environmentally friendly. The agreement allows no building on Deer Hill and adjusts the building site. The city pays \$650,000 for 29 buildable acres on the AVLTL parcel.

September, 2003

Council votes 3-2 to continue with the first phase of Burlingame.

December, 2003

Council votes 3-2 to move forward. Council directs staff to seek bids for installation of utilities and roads.

January, 2004

Council takes 35 Resident Occupied (R.O.) lots and reduces them to 11 and decides on five Category 6 lots; six Category 5 lots and 88 constructed units. There are 22 units each in Category 2, 3, 4, and 5.

February, 2004

Council raises the green bar on Burlingame. Says it must meet the Department of Energy's Building America Program Standards and score at least 145 points on the city's efficient building standards.

Sets minimum number of units at 225 and a maximum of 330. City Council outlines process for Burlingame developer bidding process and decides to select top firms for a design competition. Creates a seven member evaluation committee:

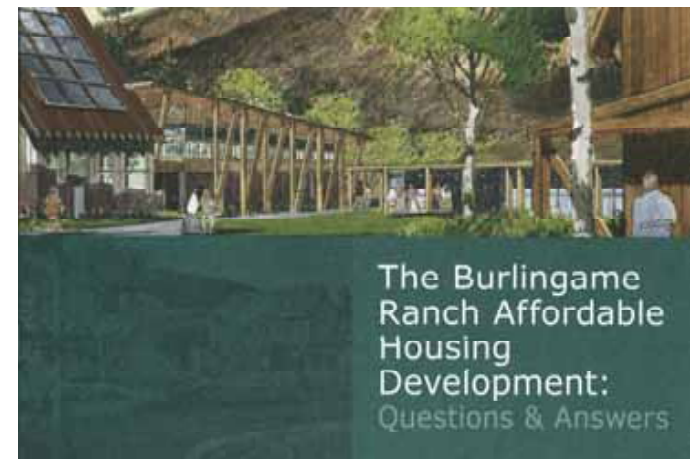
- 2 developer professional
- 2 environmental experts
- 1 person from the Housing Board
- 2 Burlingame COWOP members

June, 2004

- City receives 12 proposals. Five development teams named finalists.
- Council tells teams Burlingame has to be the "finest project we've ever done."
- Stress transit, eco-friendliness, and other design guidelines.
- Council requests developers to design a Phase I that can "stand on its own."
- Contract approved for \$2 million to build infrastructure at Burlingame Ranch.

October, 2004

Five teams reveal their ideas on display at the Pitkin County Library. Public offers input. Teams suggest between 236 and 289 units.



November, 2004

Shaw-Poss-DHM team selected to build and design Burlingame. First stage gets conceptual approval. Construction completed on 39 “Parcel D” units.

Council praises design for the off-the-grid bus shelters, solar pre-heated hot water, 13 different building types, private gardens and mix of units. Shaw design includes 236 units, with 97 in Phase I. The unit size in Shaw’s proposal is 20 percent larger than the other proposals.

Council asks developers to look into increasing the number of units but scraps the idea because council fears extra traffic. Extra units defeated in a 3-2 vote.

December, 2004

City council makes changes to interior finishes (i.e. adds bamboo floors, ceramic tiles in bathrooms, etc.) that add up to roughly \$2 million in upgrades.

February, 2005

City creates Burlingame Website and brochure with information about Burlingame Ranch. Council approves two annexations for the Bar/X Ranch and the AVLT property.

April, 2005

Final design plans get 4-1 council approval. Citizens complain about the category mix, saying it’s too expensive to buy at Burlingame. Council suggesting reviewing the housing fund with the goal of increasing the subsidy at Burlingame.



May, 2005

Just as they did nearly five years earlier, Aspen voters endorsed the Burlingame Ranch worker housing project by roughly an 18 percent margin. Ballot question reads: "Shall Ordinance No. 39, Series of 2004, be approved? Ordinance 39 annexed the Bar/X Ranch into the boundaries of the City of Aspen. The Bar/X Ranch is comprised of approximately 145 acres and is adjacent to the Maroon Creek Club and the city-owned Burlingame Ranch." The City Council had already adopted Ordinance 39, approving the annexation, but ultimately decided to put the measure before voters. The voters’ decision was binding.

June, 2005

City signs contract with Shaw Construction for the construction of Burlingame Ranch Affordable Housing Phase I; 84 multi-family units.

July, 2005

Construction begins at Burlingame Ranch Phase I with earthwork and deep utilities.

January, 2006

Structural construction at Burlingame Phase I begins.

February, 2006

First lottery held for ranch. 97 applicants for 5 R.O. lots. There are 78 applicants for two Category 6 lots.

September, 2006

The first bids on units are received with 260 bids on 31 units. Several bid processes follow.

October, 2006

City Council approves sweeping category changes dramatically increasing the number of category 2 and category 3 units making Burlingame Ranch units available to larger segment of the population. The category assignment adjustments increase the total project subsidy by roughly \$3 million dollars.

November, 2006

First family moves into Burlingame.

August, 2007

Phase I lottery number two conducted.



September, 2007

Housing Summit held. Leaders conclude there is a housing “crisis.” Agree that the cost to borrow money is cheaper than construction cost inflation and concludes that bonding, rather than paying cash, for housing projects is favorable. Leaders also decide that the city must aggressively purchase land now for future projects.

Subsequent land purchases include: 802 West Main St., \$3.7 million; 488 Castle Creek, \$5.4 million; 517 Park Circle, \$4.1 million; BMC West, \$18.25 million.

October, 2007

City Council directs staff to move forward with design and development of Burlingame Ranch Phases II and III, utilizing the same design team as was in place for the first phase in order to maintain continuity in both process and architecture.

Phase I lottery number three conducted.

City Council directs staff to begin evaluating the possibility of a question to the voters to permit the leveraging of the RETT by borrowing against future RETT revenues.

December, 2007

City purchases BMC West parcel which opens up access to an adjacent already owned city parcel. The total area available for development goes from 4.6 acres (BMC) to just over 7 acres. City contemplates developing as many as 150 units on the two parcels.

April, 2008

Citizen Budget Task Force Housing Sub-committee calls into question development expenditures contained in a 2005 brochure on the Burlingame project and how or why the actual costs of the project are so much different.

The ensuing uncertainty about the financing of the project brings all Burlingame-related development to a stop.

May, 2008

City Council directs staff to advise development team to stop work in Burlingame Phase II and III. Staff advises the city council that even the shortest delay could ultimately cost the project as much as two years of development.



City Manager Steve Barwick calls for two audits of Burlingame (financial and performance) and convenes a Construction Advisory Board to investigate ways to lower the cost of building Phase II.

June, 2008

With direction from the Construction Advisory Board, Poss/DHM presents three Burlingame Phase II design options with three different density configurations to the Construction Advisory Committee.

July, 2008

City of Aspen holds a public open house to discuss Burlingame.

McMahan and Associates – the City’s external auditors – conducted an independent financial review and find that the Burlingame cost and revenue numbers as prepared by the city of Aspen are accurate and can be relied upon for project analysis and decision making. Their review also shows that project costs were properly documented, reviewed and approved by city staff and appropriately relate to the Burlingame project’s construction contract.

Alvarez & Marsal conduct a performance audit of the city’s real estate development process and Burlingame Phase 1 with observations and recommendations regarding: (1) business process improvement, (2) an analysis of development model options and a review of the model used to build Burlingame Phase 1, (3) Guaranteed Maximum Price (GMP) contract benchmarking, and (4) the Burlingame brochure.

Their investigation of the Burlingame brochure concluded that:

“The Burlingame Ranch brochure cost summary was intended to communicate the cost involved in the Shaw/Poss/DHM scope of work. The Shaw/Poss/DHM scope of work generally included design and construction of the affordable housing units, irrespective of infrastructure or other costs. The intent of providing this cost data appeared to have been for ease of cost comparison against other similar housing construction.”