

## **Management Plan for The Academy on Mapleton Hill**

**5/07/2018**

The Academy on Mapleton Hill is required to develop and submit this Management Plan to address how The Academy will mitigate any potential adverse impacts that our elder housing community might have on the surrounding neighborhood. To that end, we hereby provide the following description of our proposed business operation and our ideas and plans for mitigating potential adverse impacts we might have on the neighborhood.

### **Food Service**

- Three meals per day, 365 days per year.
- Operate our own food service operation as opposed to subcontracting the meals program to a third party such as Sodexo or Morrison.
- Chef and servers will be employees rather than the employees of a third party subcontractor. This gives us direct control over the employees to make certain that they adhere to all of the rules we establish to promote good relations with our neighbors on Mapleton Hill.
- We will also offer meal service to those neighbors who are members of the Neighborhood Access Program ("NAP"-see Good Neighbor Policy). In addition to this main dining service, which will be housed in Building "A", we will also have smaller, more specialized, food service operations in our Medicare-certified skilled nursing/rehab center located in Building C, referred to as "Wellness/Subacute Rehabilitation Center", as well as our secure memory care home located in Building "D".
- Food deliveries will typically occur on Monday, Wednesday and Friday during non-peak trip hours (such as....) and will occur at the loading dock on the southwest corner of the site. Delivery trucks will be consistent with delivery types, with the exception of food deliveries, which will be semi-trailer size and all will utilize the delivery dock.
- Meals provided to employees at prices substantially below market levels encouraging them to stay on campus. This serves to reduce traffic in the neighborhood and promotes staff resident communication opportunities.

### **Hours of Operation**

- This will be a 24/7 operation.
- Breakfast service typically begins at 7:00 a.m.
- A receptionist starts at 7:00 a.m., relieving the overnight security guard.
- From 7:00 a.m. until about 9:00 a.m., it is expected that activity will start to pick up and remain fairly active over the course of the day. Activities will start to slow down again after dinner. By about 9:00 p.m. the activity level is very quiet.
- Typical activities during daytime hours include exercise classes, flower arrangement class, concert recitals, and movie viewing.
- Meal service is operated based on the following schedules. Limited food and grab and go options will be available 24 through out the day form 7:00 AM-7:30 PM. Breakfast will be served from 7:00 AM to 10:00 AM, lunch will be served 12:00 PM to 1:30 PM, and dinner

service will begin at 5:00 PM and end at 7:30 PM. The meal service hours of operation for the Wellness/Subacute Rehabilitation Center will match those of the Congregate Care Facility.

- From 9:00 p.m. until 7:00 a.m., the activity level is extremely quiet, yet we have staff on hand to address issues that might arise over the course of the evening.
- Warm water therapy pool: public access hours for the pool will be 12:00 p.m. to 4:00 p.m., seven days a week. Due to historic use patterns of the therapy pool, we anticipate potentially 6-8 users a day, but no more than 40 total will be allowed.

### **Resident and Visitor Arrival and Departure Times**

While technically, residents and visitors may come and go at any time, typical visitor hours will be between the hours of 8:00 a.m. and 8:00 p.m. seven days per week.

### **Coordinated Times for Deliveries and Trash Collection**

We will coordinate trash, recycling and composting collection efforts in several ways.

- First, our entire 16-acre site will be using the same company on the same days of the week.
- Second, staff collects the trash, recycling and composting from the various residences on our campus and takes them to central pickup locations.
- The central kitchen will serve the majority of meals that our approximately 112 residents (estimated 112 long-term and 52 rehab visitors and memory care) will eat.
- The Academy on Mapleton Hill will be a zero waste community. The facility will follow the principles of recycling and reuse – part of our internal ethic – and are well trained in separating discarded materials into trash, recycled, and composted components.
- Trash, recycling and compost pickup will typically occur on Monday, Wednesday and Friday no earlier than 8:00 a.m. and no later than 7:00 p.m. and will occur at the loading dock located in the southwest corner of the site. Daily deliveries by USPS, UPS and FedEx will also occur at the loading dock. Oxygen deliveries will also occur at the loading dock and typically will occur on Tuesday and Thursday. Recycling can be noisy when glass is involved, so we will prohibit our kitchen employees from recycling after 9:00 p.m.

### **Description of the Type of Entertainment Provided**

We expect to provide lectures, concerts and other entertainment for residents of The Academy on Mapleton Hill and their families and guests. We also expect neighbors who are members of the NAP program (refer to Good Neighbor Policy Statement) will attend some of these lectures and concerts. Almost all of these lectures and concerts will be free.

### **Size, Location, and Number of Electronic Amplifiers**

With the exception of an occasional outdoor performance utilizing temporarily placed outdoor amplifiers, the facility will not use electric amplifiers outdoors. We do expect to have an indoor audio/visual system inside of our Grand Hall in Building “A” for lectures and concerts.

### **Techniques and Strategies to Mitigate Noise Impacts**

Senior communities like The Academy tend to be very quiet neighbors. With few exceptions, these elder communities tend to be quieter than single-family residences. One of the exceptions is that we will have large trucks delivering food. While these trucks are larger and louder than would normally deliver to single family residences, there are comparatively fewer trips to an equivalent number of

single family residences. And, these same trucks delivered food to this site for years while the hospital was operating its food service operations. Like our current Academy community, delivery trucks are not allowed to idle, both for the benefit of our residents and our neighbors. We also feel that the scheduling of delivery trucks, where it is arbitrary, should follow a consultation with our neighbors. Another exception would be emergency vehicles. A concentrated number of elders living in a retirement community results in a higher number of visits from emergency personnel. However, the number of visits will be substantially fewer than when the site was the home of a full-service hospital and most of the calls do not run “hot”, that is, do not incorporate lights and sirens. Finally, the central pickup locations will be located away from the perimeter streets, thus minimizing the noise impact on the larger neighborhood.

**Description of How the Applicant will Prevent Littering and Maintain an Orderly Appearance of the Premises and any Adjacent Right of Way**

The current Academy community takes great pride in the beauty of its grounds and the Academy on Mapleton Hill will be no different. It is unquestionable that maintaining a beautiful environment is of tremendous value to our residents, both in terms of their satisfaction and well being as well as the impression that is made on marketing prospects. We love hearing from our current neighbors how much they enjoy the lovely grounds and seeing them strolling around our property on a regular basis. Part of our business model will be to employ a significant number of housekeepers and groundskeepers whose job it will be to keep the grounds looking beautiful and immaculate. We will also have appropriately located and attractive receptacles for trash, recycling and composting so that there will be no reason for anyone to litter.

**Security Plan Describing Security Features, including, without limitation, Personnel and Equipment**

We will have a state-of-the-art security system, including video cameras that can be remotely monitored by appropriate Academy personnel. We will have at least one overnight security guard. All of our employees are trained to monitor the comings and goings of people that they do not recognize. We will only have one unlocked doorway at our main reception area and that are will be manned 24/7. All visitors and guests are required to sign in at this reception area.

**Drug and Alcohol Policy**

The Academy on Mapleton Hill will be a smoke-free campus. Our personnel policy prohibits the use or possession of illicit drugs, including marijuana, on campus. Alcohol use while on duty is cause for termination. We intend to have a full liquor license for our culinary operations. As such, we must and we do follow all laws related to operating an establishment with a liquor license. With respect to resident use of prescription drugs, we follow all Colorado State Health Department rules and regulations related to the storage and administration of drugs.

**Strategies to Avoid Loitering**

The Academy maintains a strong culture of resident/staff engagement and staffs accordingly. Our employees are trained to connect regularly with residents, be aware of their needs, and alert to their fears and safety. They are expected to communicate to management any concern as it relates to resident safety. We appreciate that at least some of our residents will constitute a vulnerable population. Given this reality, we must and we do closely monitor who is on our campus. While we welcome the general public to visit and enjoy our outdoor spaces, we will prohibit loitering.

### **Employee Education**

We will have mandatory monthly employee education sessions covering a wide range of topics that include a health and safety program for employees, resident safety and rights, and disaster preparedness among others. Each new employee is also required to participate in a multiple-hour orientation process. Part of that orientation process is to educate the new employees about the importance of being a good neighbor; respecting neighborhood speed limits, parking restriction, noise, and other expectations of neighborliness.

### **Applicant's Responsibilities as Good Neighbors**

We look forward to developing a strong and healthy relationship with the neighbors that live near The Academy on Mapleton Hill. Once again, we will be an operator that sits adjacent to a single-family neighborhood. It will be incumbent upon us to do our best to accommodate the reasonable requests of the neighborhood. With this goal in mind, we will hire a Community Relations Director as part of the staff.

### **Neighborhood Outreach and Methods for Future Communication**

We will reach out to the neighborhood to determine the best method for outreach. We will host, free of charge, a monthly luncheon for neighbors at which time we could explain what was happening at The Academy on Mapleton Hill and provide a venue for neighbors to voice complaints, offer suggestions and make requests. We anticipate after a year or two, trust having been established, diminished attendance will be cause for us to reduce the meetings to quarterly lunches. Neighbors will be provided an email addresses and phone number and will be encouraged to communicate with us about any concerns, requests or suggestions they may have. We will hire a Community Relations Director who will work on developing an effective and positive dialogue with the neighborhood.

### **Dispute Resolution Strategies for any Conflicts with the Surrounding Neighborhood**

We area locally owned and managed organization. We have lived in this City for decades. We want to try to resolve differences and be a good neighbor. That all starts with being available and accessible. The Academy on Mapleton Hill will have a Community Relations Director as an appointed neighborhood liaison available at all times to address concerns and be available for monthly meetings for at least two years. Following those first two years, the Director will schedule meetings at intervals adequate to address neighbor concerns.. We will also look for representatives from the Mapleton neighborhood, the Trailhead subdivision, and the Knollwood subdivision who could join a couple of leaders at The Academy on Mapleton Hill to meet monthly or quarterly to address, discuss and resolve issues.

### **Emergency Management Plan**

As a licensed elder care facility in the State of Colorado, the Academy on Mapleton Hill will have a Life Safety Plan as part of the State licensing process. Life Safety Plans require the elder care facility to detail critical life safety features including the design and type of occupancy loads, means of egress, fire protection systems (the buildings are fully sprinkled and we intend to install a major sprinkling system along the property's western boundary with open space to deter the spread of fire), fire separations between compartments, fire department vehicular access and fire hydrant locations.. These life safety systems will be inspected regularly by the State in order to maintain licensure.

In addition to the requirements of the State for a Life Safety Plan, The Academy on Mapleton Hill has an Evacuation Plan for the facility in case of fire or other natural disaster that would require evacuation as ordered by emergency officials.

In addition to Academy owned vehicles (from both Academy locations), which include vans, buses and car share vehicles, the Academy will enter into an agreement with a local bus and ambulance company to provide buses and emergency vehicles to assist with a required evacuation. Independent living residents with personal autos or those with adult children or friends in town will very likely self-evacuate the site. Residents of the Memory Care Center will be transported via an Academy van to the Bella Vista Memory Care facility in Boulder's University Height's neighborhood. Residents of the Rehabilitation and Wellness facility will be transported to area nursing and rehab facilities that The Academy will have joint emergency assistance agreements with.

In the case of a potential evacuation, all Academy employees from all shifts will be required to report on site and participate in the evacuation process thus providing ample trained personnel to be on hand for the relocating of residents. Employees will participate in regular in-service training and thus will be familiar and competent in implementing emergency procedures and plans.

In the event that critical emergency services are required the access the hillside or the Dakota ridge trail employees will be instructed to relocate their vehicles to an alternate location within the site and the hillside parking will be immediately available to fire and emergency staging. This is an ideal location as it provides easy access to the ridge.

#### **Wellness/Subacute Rehabilitation Center Specific**

An integral part of The Academy on Mapleton Hill proposal is the creation of a Health & Wellness Center for short –term medical stays, referred to as “Wellness/Subacute Rehabilitation Center”, providing rehabilitation services and skilled nursing care to not only residents of the Academy, as they may need it as they age in place, but also to the general public. Our 42 beds will be Medicare-certified and operated as a Licensed Hospital, providing much-needed access and service for the greater Boulder community.

- Hours of Operation: 24 hours per day
- The state-licensed facility will be staffed with trained nursing and rehabilitation personnel providing 24-hour per day, 365 days per year care to those in need for short-term rehabilitation stays. Rehabilitation patients may be recovering from stroke, joint replacement and other orthopedic issues, cardiac events, or other short-term illnesses requiring nursing and therapy assistance to return to independent living either on the property or elsewhere as a member of public.

#### **Warm- Water Therapy Pool and Gym:**

- Heated to approximately 94 degrees Fahrenheit, allows patients to be buoyant in healing waters thus relieving pain and assisting in long-term mobility
- We anticipate establishing public access hours for the pool such as 12:00 pm to 4:00 pm, either seven days a week (after daily rehabilitation services have been provided to patients of the Center).
- Lockers and showering facilities will be available to the public.
- The facility will be staffed with rehabilitation and fitness specialists that will assist in wellness counseling, assessment and personal training.
- Wellness services will be provided at rates commensurate with other wellness facilities in the greater community and tiered pricing for seniors and non-seniors will be offered. Public use of this facility will be welcomed but restricted to 10 outside users at a time.

- Appointments will be required, as is standard in rehab and therapy facilities. A maximum of 10 public users will be permitted at a time.
- A total of 10, 1- hour appointments (10 users for 4 hours a day) will be available for a total of 40 public users a day having access to the warm water pool. This will eliminate concerns over additional traffic trips generated and any potential parking conflicts. Unless outlined differently, the Wellness center will follow the above outlined operating requirements as applicable.
- It should be noted that the site will have two non-residential sleeping rooms for staff and caretakers to utilized during overnight and extended shifts specifically for the Wellness/Subacute Rehabilitation Center and the Memory Care Operations. These rooms are located on the bottom level of building D, the memory care building.

## **Good Neighbor Policy**

**5/07/2018**

### **Provision of a neighborhood liaison**

The Academy will hold a monthly progress meeting to update neighbors on construction activities and to address facility operational questions and concerns.

### **Access to Campus**

While the streets, sidewalks and outdoor areas of The Academy on Mapleton Hill are privately owned and maintained, the owners intend to provide public access to these areas during daylight hours, subject to the rules and regulations adopted for Academy visitors. These rules and regulations may be revised from time to time. The owners appreciate and support intergenerational contact and activity on The Academy site.

The rules and regulations for The Academy site visitors will include the following:

- Obey the posted speed limits on private drives.
- Park only in designated parking spaces.
- This is a smoke free campus.
- No weapons or firearms are allowed.
- There will be no consumption of alcoholic beverages, except pursuant to the facility's liquor license.
- Dogs and pets must remain on leash and owners are responsible for pet waste clean up.
- Litter is prohibited. Please use the trash receptacles provided.
- No public use of the Academy campus after dark, unless previously authorized by The Academy.
- Any organized public events or assemblies must have prior approval of Academy officials.

The Academy upholds their right to enforce said rules and regulations and to revise rules and regulations governing the campus based upon operating conditions and circumstances.

### **Access to Sanitas Trails**

Currently one open space hiking trail passes through Academy-owned land. The Dakota Ridge access point to the Mt. Sanitas trail system is from Fourth Street via a long-standing pedestrian easement across the Trailhead Subdivision. The owners of The Academy wish to preserve this trail and will convey to the City a permanent public trail easement so the trail will be protected forever as a community benefit for Boulder citizens. The use of the trail that crosses Academy property through the pedestrian easement will be governed by City Open Space rules and regulations.

### **Access to Public Parking**

20 Parking Spots will be made available to the public Saturday and Sundays. These spots will be conveniently located where the existing surgery center building parking lots exists. The spots will be clearly marked with signs explaining that these spots are available to the public Saturday and Sunday. All other days they are private for the use of the surgery center operations. These spaces are identified on the parking sheets within the site review plans.

## **General Operational Guidelines**

### **Security**

As a congregate care facility, The Academy on Mapleton Hill will be staffed with caregivers for residents twenty-four hours per day, seven days per week. While residents are permitted to have visitors at anytime, subject to registration and to the Academy rules and regulations, we encourage invited visitors to complete their visit and depart by 9 pm.

Due to the nature of the senior resident community and resident vulnerability, The Academy will employ private security after dark, whose mission will be to insure the safety of residents and their invited guests. Public access to the site is limited to daylight hours. Security officers will regularly patrol the property and ask unauthorized persons to leave the site after sunset.

The Academy will be a smoke free facility and campus. Alcoholic beverages for guests will be served and available only in accordance with State liquor licensing rules. The Academy grounds will be well maintained and considered a valuable asset to the residents and adjacent neighborhood. Littering and loitering will be prohibited. There will be no amplified music in outdoor areas unless approved in advance by The Academy and operated in accordance with the City of Boulder noise ordinance.

### **Transportation**

When The Academy schedules evening events for residents and their guests, it is expected that all guests will park on the Academy campus in guest spaces and they will be discouraged from parking on the adjacent neighborhood streets.

Caregivers will generally work 12-hour shifts as a way to minimize the number of employee trips to and from the site. The Academy, in consultation with neighbors, is open to revising work shift hours to be more compatible with neighborhood traffic patterns. Approximately two thirds of Academy employees will work day shifts, while approximately one third of Academy employees will work night shifts. Employees, residents and visitors will be asked to park on The Academy campus and not on adjacent neighborhood streets. In addition, The Academy plans to provide transit eco-passes to employees and provide Academy van transportation to the closest transit center for both pick up and drop off at the beginning and end of shifts for employees using public transit. Bicycle parking, lockers and shower facilities for employees will be provided on site. Long term electric vehicle charging stations for employee use will be installed on campus. The Academy will orient and educate employees of the importance of respecting the adjacent neighborhood residents enjoyment of their homes, speed limits and the importance of limiting noise and other impacts.

In an effort to discourage Academy residents (average age of 80) from keeping a private vehicle on campus, residents will be charged for parking and vehicle storage. In addition, The Academy plans to operate a car-share program, in addition to driver-provided autos and vans for resident use.

### **Service Vehicles to Campus**

The campus will be serviced by trash and food service companies and others providing service to residents. Deliveries will occur on the far southeast part of the site (loading docks located in the approximate location as the previous hospital service entrance). Such regular services will be scheduled during non-peak hours of neighborhood traffic and will be subject to review with the adjacent neighborhood such that said services will minimally impact off-campus properties. See bullet point #4 of this document for details.

### **Food Service**

As a congregate care senior living facility, on-campus food service will be provided to residents, guest and on-duty employees. Employee incentive meal programs minimize vehicle trips to and from the site. The dining program will be operated by The Academy and not by an institutional contracted service provider. Food services may be accessed by members of the Neighborhood Access Program, the eligibility and operating conditions of the program are described later in this operating plan.

The Academy and its residents will provide and maintain an on-site vegetable and herb garden for use in dining services.

### **Neighborhood Relations**

The Academy desires to be a respected and contributing member of the greater neighborhood. In that spirit, an Academy employee will be designated as Community Relations Director having duties to include the provision of regular updates about Academy operations, attendance at neighborhood meetings, be the principal contact with the surrounding neighborhood to address concerns and questions and to create and oversee a dispute resolution program.

### **Neighborhood Access Program**

In a further effort to foster intergenerational relationships and to be a welcoming and contributing neighbor, The Academy on Mapleton Hill proposes to create a Neighborhood Access Program (NAP) that is available to nearby neighbors (within walking distance, thus discouraging the use of automobiles to access the site and impact neighborhood streets) as guests of the Academy.

The boundaries of the NAP are proposed to include residents of the Knollwood Subdivision to the west, 9th Street to the east, Dellwood Avenue to the north and Pearl Street to the south.

For a published al la carte fee, NAP participants will be able to access The Academy's dining, fitness programs and facilities, cultural events, classes and other services, including the Academy home-care program designed to provide in-home assistance to seniors with daily- living needs and care that enables them to remain in their homes and age-in-place.



The Academy will publish a program description including fees and distribute to residents within the NAP zone. The program will be limited to 50 households, selected by a lottery (if necessary), and with those not selected placed upon a waiting list enabling vacancies to be filled upon cancelation of NAP users. The Academy Home Care program will not be restricted to a number of participants within the NAP zone.

The goal is for this to be considered an accessory use to the congregate care facility and thus we are limiting the initial number of participants.

**Dear City of Boulder-**

**311 Mapleton and representatives of the Boulder Seventh-day Adventist Church and the Rocky Mountain Conference of Seventh-day Adventists have been meeting as the 311 Mapleton plans have developed. Throughout this process, a major focus has been reaching agreement between us concerning restructuring and relocating the existing shared parking arrangement to accommodate the development and the Church's parking needs. We are writing this letter to express that the owners of 311 Mapleton and the Church have agreed in principle that a reasonable solution is for the Church parking to be accessed under building D, with the shared parking located underneath the proposed buildings C & D in proximity to the church structure. In addition to moving our shared parking underground, the Church would also occupy surface parking spaces P6-P15. Currently the Church shares about 85 parking spaces, and the new parking agreement would contain 90 shared spaces. Representatives of both 311 Mapleton and the Boulder church have signed this letter as we wish to demonstrate that the 311 Mapleton owners and the Church jointly support the existing proposal revised as January 16, 2018, as it relates to the Church parking.**

**Sincerely-**

  
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311 Mapleton Property Owners  
\_\_\_\_\_  
Mark Johnson, Church Board Chair  
Boulder Seventh-day Adventist Church

## **SUSTAINABILITY**

From the beginning, The Academy at Mapleton Hill project promotes sustainability from both an environmental and a social aspect. On the environmental side, there are significant opportunities to go beyond the City of Boulder requirements by pursuing LEED certification. From a social sustainability standpoint, the nature of the project creates excellent opportunities for intergenerational relationships.

### **LEED Homes Silver Certification**

The project will pursue LEED-Homes Silver certification. The LEED standard significantly exceeds the City of Boulder environmental requirements by considering more facets of sustainability than energy efficiency and the limited “greenpoints” required by the adopted 2017 version of the code. See attached LEED-Homes preliminary checklist for a full list of credits the project may pursue as a part of Silver certification.

### **Project Density**

The density of the project, while limited by city requirements and input from neighbors, contributes significantly to the energy efficiency of the units as well as the embodied energy. The bulk of the units are in multifamily buildings, which have a fraction of exterior envelope of the same number of single-family homes, reducing the heating and cooling loads. Additionally, interior demising walls between units require significantly less material than exterior walls.

### **Previously Developed Site**

By choosing a site that is previously developed and currently underutilized, the project will prevent further sprawl and development of greenfield sites. The site’s location near downtown allows easy access for visitors and staff, as well as walkability for more active residents and visitors. The project will provide transportation service to downtown, which will decrease traffic to and from the site, and allow less mobile residents easy access to events, shopping and restaurants. Additionally, the transportation service will allow staff to access the broader mass transit system in Boulder, further reducing vehicle trips to the site.

### **Energy Efficiency**

In addition to meeting the already strict HERS rating requirements for the City of Boulder code, the project will maximize both the efficiency of the thermal envelope to minimize energy use and the use of solar photovoltaic panels to further offset use. Sub-metering of each unit and an dashboard in the units will give residents access to their individual usage, and allow for gameification of energy use, a proven strategy to encourage modification of occupant habits to reduce energy use. While net-zero energy can be challenging for a multifamily building, the project will strive to go significantly beyond code requirements.

Additionally, the project will be certified to Energy Star v3.0 standards, which will ensure, through third party inspections, the proper construction of the thermal envelope, as well as proper operation of the mechanical systems.

### **LEED Neighborhood Development**

Due to the nature and location of the project, meeting the requirements for LEED-Neighborhood Development is challenging, and the project does not plan to pursue certification. The project does plan to use some of the LEED-ND credits as a standard to guide the implementation of best practices. Some possible credits that will be used as guides:

**Long-Term Conservation Management of Habitat or Wetlands and Water Bodies** – The project will work to create and implement a 10-year management plan for existing on-site water bodies. The plan will include a method for evaluating the ongoing management.

**Reduced Parking Footprint** – The project will seek to significantly reduce the amount of parking required, implementing a car sharing service, in addition to the aforementioned transportation services, that allows residents mobility without the need to house their own car. With major auto manufacturers vowing to have autonomous vehicle in mass production by 2021, this car sharing will quickly allow residents of all ages a level of mobility that's a challenge today.

**Access to Civic & Public Space** – Proximity to the Sanitas trailhead, and incorporating trail connectors in the project will allow residents, staff and neighbors easy access to the trails, both increasing activity levels and increasing interactivity between the project and the surrounding neighborhood.

**Community Outreach and Involvement** – Several meetings with the neighbors have already allowed the neighbors to voice input on the design of the project, and it's integration with the neighborhood.

**Historic Resource Preservation and Adaptive Reuse** – Several structures will be preserved, including the nurse's dormitory, two cottages and a portion of a long standing wall adjacent to Mapleton Ave. This preserves some of the character and history of the site, as well as conserving materials needed for construction.

**Infrastructure Energy Efficiency** – Going beyond building energy efficiency, the project will seek to install new infrastructure (street lights, water pumps, etc) that are at least 15% more efficient than the calculated baseline.

**Recycled and Reused Infrastructure** – The project will seek to reuse existing infrastructure and recycled materials for the construction of new infrastructure. This will reduce extraction/production of new building materials and aggregate.

## **SOCIAL SUSTAINABILITY**

The nature of the project, as well as its location make some LEED credits hard or impossible to achieve, but those aspects also provide opportunities to go beyond the LEED system to pursue other goals in the realm of social sustainability.

Too often, our senior facilities are isolated from the rest of the community, which also isolates the residents. As mentioned above, integrating the Sanitas trail system into the project will encourage neighbors to walk through the facility and interact with residents and staff. Through the implementation of the “Operating Plan and Good Neighbor Policy” the site will be available and open to visitors and community members to enjoy, and encourage this interaction

The plan to allow neighbors within the “neighborhood access plan” zone of the project to participate in the project’s services is a creative way to expand the reach of the project, allowing many residents to age in place by taking advantage of in-home care services.

The proposed affordable sister facility would create upward of 130 senior living units. As our population ages, this allows longtime Boulder residents to remain in Boulder, and it also creates an avenue for adult children to place aging parents close by, so they can include grandparents in the lives of grandkids on a daily basis.

The Academy recognizes how much of an asset the 200 hundred residents of the Academy at Mapleton Hill can be to the community. The significant life experience of the residents can be of great benefit to the community

as a whole, whether it’s mentoring of a high school student as they prepare for college, or mentoring of a start up entrepreneur by the former CEO of a large company. While this amazing life experience is of clear benefit to the community, it also creates opportunities for the Academy residents to remain engaged in the community. Further integration with the community will be ensured, by making some of the Academy’s world-class events (concerts, lectures, etc.) available to the general public. This enriches Boulder and its residents through exposure to new ideas and experiences, but also through increased opportunities to form friendships with Academy residents.

## **311 Mapleton Hill Project Narrative**

**5/7/2018**

### **INTRODUCTION**

In 1895, the Seventh Day Adventists Church appropriated money to purchase and develop approximately 90 acres of land located at 4th Street and Mapleton Avenue in Boulder, Colorado. Approximately 15.77 acres of this original 90 acres is what the Applicant is proposing to be redeveloped in this site review submittal. The site was most recently occupied by Boulder Community Hospital and operated as a medical and rehabilitation facility.

The adjacent Mapleton Hill neighborhood in west Boulder has served as an iconic and historic sampling of residential homes. The original sanitarium was a large multi-building facility, which was operated under a strict ideal of health and wellbeing. It is this principle that still resonates within the Boulder community today. The historic roots of the Boulder community were founded in this area and this site review submittal has taken into careful consideration these historic ideals. The historic use of the site has been one of care, health and healing. We feel the site plan proposal of a congregate care facility and wellness center continues this ideal as the site once again transitions for the future.

The Academy on Mapleton Hill proposal is for approximately 93 independent congregate care dwelling units with kitchens and 52 sleeping rooms without kitchens located in a wellness center providing short term rehabilitation and an on- site secure memory care facility. The site is designed with multiple open spaces welcoming in the Boulder community. These spaces include continued public trail access, where it currently does not exist, a village green and a warm water therapy pool.

The Senior Wellness/Subacute Rehabilitation Center is a critical piece to this proposal. This center is to offer exceptional short-term rehabilitation services to the residents of Boulder. This is a use that is largely underserved currently in Boulder. Some of the current available facilities are not equipped to offer cutting edge care, nutrition and rehabilitation services. It is the goal of the development team to make this wellness/subacute center a national leader in innovation for aging and rehabilitation services. This center will be available to the public and serve the Boulder community. As part of the wellness center, a warm water therapy pool will be provided with public hours of operation. We have heard from many Boulder residents that this will fill a therapeutic need lacking within the City of Boulder. The land use designation associated with the Wellness Center/Subacute Rehabilitation Facility will be "hospital" which is an allowable use in the 'P' zoning district per Table 6-1, B.R.C 1981. It is anticipated and discussions are in place with Boulder Community Hospital to partner and help operate this facility.

Over the last century there were two major chapters for this site: the original sanitarium and

Boulder Memorial Hospital. We look forward to working with the City of Boulder to create a plan that is iconic for the future generations of Boulder and creating the third chapter of this site's rich heritage.

The owner of the property is Mapleton Hill Investments LLC and the development team is comprised solely of long-time Boulder residents. Since the acquisition of this property, the goals of the ownership group have included conducting a thorough public process, implementing green building principles and creating new public benefits in conjunction with future redevelopment. We feel that through multiple public meetings, weekly individual meetings with various community groups, the concept review feedback and city council's discussion of the site, we heard many strong site design suggestions. We have integrated many of these suggestions into the proposed site review package. After receiving comments from City staff we have since made many revisions to the site plans multiple times, and feel we now have a site review package that exceeds the requirements for approval and a project that will be a long-term asset of the city of Boulder. The site design has been a continuous evolution, which now achieves the goals put forth to us by neighbors, City Staff, Planning Board and City Council, all without significant code variance requests.

Applicant has voluntarily drafted a complete "Good Neighbor Policy to address community concerns that have arisen during our public outreach process. This document is included in the resubmittal and we expect it to be a part of the approval criteria for the site, binding the owners to their commitments to the City of Boulder unlike many previous approved projects.

The anticipated development schedule is for construction drawings and technical documents to start as soon as the site review is approved. We anticipate that the earliest construction could begin is eight to twelve months after site review resubmittal. We anticipate a construction period of 18 months from groundbreaking and are not planning on phasing the property. The development team would like the entire site to open at one time to avoid elderly residents having to live with surrounding construction.

## **OPERATING DETAILS**

- 1. Employees** - The operation of a full service retirement community is a very labor-intensive business. The largest number of employees will be on site during the day shift when we anticipate 44 employees for the independent living operations, 30 employees for our wellness center and 6 employees for our memory care center. The evening shift is projected to have 31 employees for the independent living operations, 16 employees for the wellness center and 2 employees for our memory care center. We will offer bicycle storage options (and locker rooms and showers) for those employees that wish to bicycle to and from work. We will have our driver available for rides from our site to and from the downtown bus station for those employees who are able to take the bus downtown from their homes.
- 2. Dining Services** - We will have two separate and distinct dining operations; one for the independent living residents and one for the residents of the wellness/subacute rehabilitation center and secure memory care home. These dining operations will

offer breakfast, lunch and dinner every day of the year. We will apply for a liquor license, enabling us to offer wine, beer and cocktails, as we currently do at The Academy. Our main dining operations will be limited to residents, employees and guests of both. Our dining will also be offered to marketing prospects and guests at special events, together with those neighbors who live within the Neighborhood Access Program Zone (“NAP Zone”), who have are NAP members (See Operating Plan for NAP membership details). We expect to offer meals to employees at prices substantially below market levels encouraging them to stay on campus. This serves to reduce traffic in the neighborhood.

- 3. Giving Back to the Community** - Like all retirement communities, we will have various marketing events. In addition, we expect to have several events per year that “give back” to the community. At The Academy, for example, we host each year’s CU College of Music gala as well as one free dinner for up to 120 people each fall for a rotating charity in Boulder County. Past “recipients” of this free charitable dinner have included The Community Foundation for Boulder County, The Boulder Community Hospital Foundation and The Boulder Rotary Club Foundation. Three years ago, we also began the tradition of hosting (again, for free) a homecoming dinner for those CU Law School classes celebrating their 30 and 35 year anniversaries. We view all of these types of events as a great way to give back to the Boulder community. They also provide a great way for people to come and see our community so that they can spread the word to those who might be considering a move to a retirement community.
- 4. Fitness and Wellness** - We propose to offer a wide array of services for our residents, their families, our employees and neighbors within the NAP (Neighborhood Access Program). We will have an extensive gym with a full compliment of exercise equipment, a recreational pool, a warm water therapy pool, and a spa with massage and other treatments. In addition, we will provide hair treatments, a Jacuzzi, steam rooms, saunas and other amenities typically found in an upscale gym and spa. Again, any outside use of these facilities will be ancillary and subordinate to our primary missions of serving the residents of The Academy on Mapleton Hill and our employees, together with those patients seeking in- patient or out-patient rehabilitation services at our Wellness Center
- 5. Transportation** - Like The Academy, Applicant expects to have an elder-care trained chauffeur that will take residents wherever they want to go in Boulder whenever they want to go, on a first come, first served basis. Many retirement communities dictate days of the week for transportation to medical appointments, grocery stores, etc. We have found that Academy residents are much more likely to stay out of their personal cars – and eventually give up their cars entirely – because of the convenience of this chauffeur program. We expect to have several vehicles of various sizes (from compact electric cars to larger community vans) to enable us to transport people as efficiently as possible, depending on the number of passengers at any specific point in time.

- 6. Community Life** - Applicant intends to have a rich and varied activity program at The Academy on Mapleton Hill. Art classes, flower arranging classes, book and poetry clubs, varied trips and outings as well as an extensive series of concerts and lectures will offer residents many options to choose from each day. We anticipate opening to the public most of our concerts and lectures, as well as some of our classes. Once again, neighbors part of the NAP, will be able to participate in many of the offerings.
- 7. Overall Impact on the Mapleton Hill Neighborhood** - The average age of people moving into retirement communities in America tends to be in the low 80's. In Applicant's 18 years of experience in running The Academy, these elders tend to be polite, wise, thoughtful, quiet and responsible citizens who make great neighbors and contributing citizens. It is hard to imagine a more benign use for the Mapleton site. The overall impact will be extremely nominal as compared to the site's previous use as a hospital. At The Academy near Chautauqua, Applicant has worked extremely hard to be a good neighbor. Our intention will be to do the same with the Mapleton site. In the end, one of our primary goals will be to do everything we reasonably can do to ensure that the vast majority of those living in the neighborhood are able to look back at this project in 5-10 years and be grateful that the hospital site was repurposed as a retirement community, as opposed to any of the many other possible uses that exist for this site.

## **THE COST OF LIVING AT THE ACADEMY ON MAPLETON HILL**

There has been considerable discussion about what it will cost to live at Applicant's proposed community. The two main factors that go into determining the cost of living at a retirement community are the cost of creating the community and the cost of operating the community. Land and homes on Mapleton Hill are perhaps the most expensive in all of Boulder. Applicant is committed to what is sometimes called "design excellence" with respect to this project. Design excellence is consistent with what Applicant understands to be the expectation of Planning Staff, Planning Board and City Council. In many instances, such design excellence results in a more expensive project to construct.

In terms of operating a community, the biggest cost factor is staffing. For example, at Applicant's operation of The Academy near Chautauqua, 64% of The Academy's operating budget is comprised of employee wages and benefits. We offer free, high quality health insurance for our employees since we opened our doors 18 years ago. And our staffing ratios are such that Academy residents are assured high quality care while our employees are assured a reasonable workload.

Currently at The Academy, our monthly fees range from \$5,495 to \$6,950 for residents who have moved in during the last several years. The average monthly fee is \$5,815. This represents our cost of operation. There is no profit component within these monthly fees. It is simply the cost of operating our very extensive business, much like a monthly homeowner's association fee represents the HOA's estimated cost of maintaining the common areas of an HOA, together with insurance premiums, reserves for repairs and replacements, etc. Our fees are much higher

than a typical HOA because we don't just house people. We transport them, feed them, provide medical care, organize activities, and provide exercise and fitness programs and so much more.

It might be helpful to compare The Academy's fee structure to that of Frasier, Boulder's largest retirement community, which is a not-for-profit entity. According to Frasier's website, monthly fees for residences of similar size to The Academy (880 – 1,782 square feet) range from \$3,383-\$4,319. However, Frasier's fees do not include meals or housekeeping. The Academy's fees include 25 breakfasts and 25 dinners together with two hours of housekeeping per week. We value those meals at \$825 per month and the housekeeping at \$300 per month. If we eliminate the cost of meals and housekeeping, our average monthly fee is reduced to \$4,690. In addition, The Academy pays real and personal property taxes. These taxes average approximately \$4,500 per unit per year or \$375 per month. Frasier, as a non-profit, pays no real property taxes to local and state governmental entities. If we eliminate the taxes from our fees, The Academy's average monthly fee is approximately \$4,315 as compared to Frasier's range of \$3,383 - \$4,319. Assuming that Frasier's average fee is \$3,851 (the average of its low of \$3,383 and its high of \$4,319), it can be argued that The Academy's average fee (as adjusted above) is \$464 higher than Frasier's average fee. In percentage terms, that makes The Academy 12% more expensive than Frasier.

We expect The Academy on Mapleton Hill will have a refundable membership fee program similar to that at The Academy and at Frasier. Although The Academy offers 85%, 50% and 0% refund options, Frasier only offers the 50% and 0% refund options so we will limit this discussion to those two options. It should also be noted that The Academy has freestanding detached bungalows that contain almost 3,000 square feet, making the high end of its membership fees not comparable to Frasier's as their facility does not offer any comparably sized residences. Frasier's membership fees for residences that are 880 square feet or larger range from

\$344,880 - \$782,991 for Frasier's 50% refund option and from \$258,660 - \$587,243 under Frasier's 0% refund option. By comparison, The Academy's membership fees range from \$460,000 - \$975,000 for the 50% refund option and from \$345,000 -

\$695,000 for the 0% refund option. As shown in the attached spreadsheet labeled Exhibit 4, it is reasonable to estimate that The Academy's membership fees are approximately 27% higher than those charged by Frasier.

Applicant is of the opinion that although the cost of living at The Academy is more expensive than Frasier, it is not substantially more expensive. It is important to consider this in the context of real estate prices in Boulder. Recently, The Daily Camera reported that the average price of a home in the City of Boulder has

increased to \$1,067,213 with the median price at \$905,000. And, Applicant's research indicates that the average price of a home in the Mapleton Hill neighborhood is \$2,119,400 with a median price of \$2,000,000. It is typical in the retirement community industry for an elder to sell his or her home and apply some or all of the proceeds to pay these types of membership fees. In this context, it would appear that the membership fees charged by Frasier and by The Academy are affordable for many of Boulder's elders

assuming that they have owned a home in Boulder for a long period of time. Similarly, Applicant expects the membership fees and the monthly fees for The Academy on Mapleton Hill to be reasonably similar to those charged by The Academy.

There are two other aspects to the issue of affordability of residences at The Academy on Mapleton Hill. Forty-One of these residences (or nearly one out of four of all residences) will be Medicare-certified skilled nursing units that will be very affordable for the average Boulderite. Please see the discussion in “Community Benefits” for more information about this. Another important factor relating to affordability is the fact that Applicant is planning on constructing up to 132 permanently affordable congregate care units for seniors on its recently acquired Fruehauf’s site near 33<sup>rd</sup> and Arapahoe. Please see the discussion in “Inclusionary Housing” for more information about this.

## **INTENSITY AND ZONING STANDARD**

### **1. Determination of Use**

Applicant believes the two proposed uses of “Congregate Care”, “Hospital”, and “Parking ” are all appropriate uses for the site. When looking back on the history of the site it has always been a site focused on health, care and well -being. Historically, congregate care has been provided on the site at various times throughout history. In conjunction with the site-review submittal, applicant will be submitting a formal Use Review application as well for the “Congregate Care” use. Section 9-6-1, Table 6-1, B.R.C. 1981 “Congregate Care Facilities” are listed as “Use Review Required”. In this use review application, applicant will be clearly demonstrating how the use of “congregate care” meets the criteria for Use Review and the underlying land use designation definition in the BVCP.

### **2. Density**

Within the Site Review proposal, applicant is not proposing using the congregate care density bonus on certain units within the property. Pursuant to Section 9-8-1, Table 8-1 Intensity Standards, B.R.C 1981, stating that within the ‘P’ zone, 6.2 dwelling units per acre or a minimum lot area per dwelling unit of 7,000 square feet is required. Under these assumptions with a lot size of 15.77 acres or 686,941.2 square feet, the maximum number of dwelling units would be 98 individual dwelling units.

The dwelling unit maximum is calculated in Section 9-8-6, (f), B.R.C. 1981 stating:

*“Congregate Care Facility: In congregate care facilities, five sleeping rooms or accommodations without kitchen facilities constitute one dwelling unit, three attached dwelling units constitute one dwelling unit and one detached dwelling unit constitutes one dwelling unit.”*

Using this logic, the site could accommodate maximum density of 490 congregate care dwelling units without kitchens, 294 attached congregate care units with kitchens or 98 detached units. However we are not utilizing

the density bonus and thus have 93 dwelling units and 10 single occupancy rooming units in the memory care buildings. The 42 rehabilitation beds are a hospital use with short-term stays only and thus not counted against our residential density.

During our numerous neighborhood meetings as well as our information exchanges with planning staff, planning board and City council, density has been one issue that has come up relating to the proposed development. Some people have specifically mentioned The Academy as a retirement community with an appropriate amount of density. As requested by the city staff, Applicant has included the “Comparison of Land Use Intensity of Area

Congregate Care Facilities to Proposed Project” sheet A-1.08 of the plan set. The results of this comparison showed that this proposal is overwhelmingly less dense than almost all of the comparable communities. The only exception was Morning Star Assisted Living, however the remainder of their lot is covered mostly in surface parking. Additionally we believe that Morning Star is not a relevant comparable in that it is solely assisted living and skilled nursing, not an independent living facility. We have included additional facilities to this table for which we feel more closely represent what is included in this proposal.

Additionally, as it relates to density, concern has been raised to the compatibility of the proposal to the surrounding Mapleton Hill neighborhood. Historically, this site has always been unique to the neighborhood. As can be seen in the historic pictures of the site, multiple large buildings have always existed on this site prior to the neighborhood developing around it. Further, the Applicant formed an analysis, which is provided in the attached charts labeled Exhibit 1 and Exhibit 2 at the end of this written statement, identifying the number of dwelling units located within the 15.5 acres from 4th Street to Broadway and between Maxwell and Mapleton avenues. Within this area, adjacent to our property, 120 single-family dwelling units are established per county tax records. This equates to 4,162 SF of land per dwelling unit, significantly less than the 8,695 SF per dwelling unit equivalent of land suggested by our project shown on sheet A-1.07, which leads us to believe that this proposal is very consistent with the surrounding neighborhood density.

By its nature, congregate care is a much less intense use than single-family dwelling units as can obviously be seen by the overwhelming low traffic count numbers show in the submitted traffic study. It is this understanding that has led to the density bonus calculation allowed in the B.R.V.C 1981 for congregate care and it should be recognized as so when considering the compatibility of the proposed density within the surrounding areas.

### **3. Project Height and Massing**

The heights of the buildings proposed vary and provide a mix of one, two and three story buildings. The A Building we are proposing is to be located in the same general area as the large existing hospital building. The existing hospital building exceeds the current maximum allowable height, even with

code variances, and is measured to be 58 feet, currently non-conforming to current height code.

This proposal requests a height variance for a few select buildings located in strategic locations within the site. The first building for which we are asking for the height variance is Building A. This building is proposed at a height of

54.3 feet at its highest point, but significantly lower for a majority of the building. The highest point of this building is located at the main intersection interior to the site and accommodates an architectural tower feature. The Design Advisory Board recommended this feature to us. It is important to note that the 46 foot tall portion of Build A is located where the existing large hospital building measures 58 feet, which is improving the non-conforming condition. Building A is also a maximum of 3 stories and effected as a result of the historical steep site topography.

The second building where the height exemption is being requested is Building D. We are requesting a height of 38.35 feet for this building. This building holds the north border of the drive A and the existing medical building that remains. The actual height of the building is 31.6 feet measured from the grade to rooftop. Again this building suffers from the steep site topography. The third building for which we will be asking for the height exemption is Building G under the sloped roof scenario. As can be seen between the two proposed scenarios, the proposed building can fit without a proposed height increase. However, based off of design excellence criteria and feedback from BDAB, we think the proposed pitched roofs are a much better design. Again, this building measures at 38 feet per city code and is actually 34 feet in height from grade to top of roof. The remainder of the variances falls within the H and J cottages. All these cottages are single story with walkout designs. All are affected by the steep slope topography. In this proposal we are actually being penalized by respecting the historical grade of the site, and pulling the cottages further back from the property line. This removes us from the steep slope calculation of which all would be compliant under that height calculation scenario.

As part of the previous concept review comments and site review comments, it has been determined that this site meets the criteria as a topographically challenged site, and thus allowable for additional height per City ordinance

#8020, amended title 9 of the B.R.C. 1981. The existing site has over 100 feet of drop from the northwest corner to the southeast corner and, in many cases, it is not possible to build the maximum allowed three stories, which the 'P' zoning allows. It is because of this condition our proposal requests approval for building heights of up to 55 feet in select areas. The development and design team have been conscious of using topography and specific locations in determining where to place building height and massing. In general, our larger buildings are being located where existing larger structures exist and are more centrally located within the site. Building massing and height has been reduced on the north perimeter, in response to neighborhood and staff comments and concerns. None of the proposed buildings encroach on any adjacent property solar shadow limits.

The development team, from the very beginning of this process, has been committed to design excellence in regards to the architecture of the buildings. Without the ability to exceed 35 feet in height, the design of the new buildings would require flat roofs and additional structures would be necessary, creating fewer community areas and open spaces. It is the design team's belief that we have adequately sized the buildings to create a great mix of building types, open spaces and community areas, creating a project truly reflective of Boulder and the surrounding neighborhoods.

## **ARCHITECTURE AND SITE PLANNING**

### **Site Plan**

At the specific request of planning staff and Planning Board, The Academy on Mapleton Hill site plan has been designed to further the idea of a village, using a collection of buildings, which have been designed to work together and to complement each other in massing and architectural style. The site circulation has been established to create a sense of arrival along the Drive 'A' entrance, using a roundabout and porte-cochere as visual cues to create a long view into the site and create continued visual permeability. The concept is to create a processional drive, with buildings lining the streets and creating a rhythm, or processions, as you arrive. The character of the streetscape, in sidewalks and tree lawn, is meant to feel like a continuation of the surrounding neighborhood grid, although the drives in TAOMH are private in nature.

Upon arrival at the round-about and porte-cochere, the glass structure of the Reception Hall connects Buildings A and B and is meant to be the hub of all activity, whether a visitor is coming for the first time or a resident is finishing their morning coffee. The space is meant to feel open and unobstructed, with a central reception area for greeting guests as they enter this main door.

To the north of this main reception area is the Village Green, an outdoor space to anchor the project and act as an organizing element. This multi-use open area is designed to be flexible enough for large gatherings or small personal relaxation. Like any village, buildings are grouped around such a focal point to create a centering and dynamic component.

The buildings are massed in a manner to suggest smaller building footprints with connecting bridges to 'wings' of the building, bringing in natural light to circulation corridors and providing sitting areas for senior residents. To further the concept of bringing the outdoors in, each building is accented by a courtyard, which provides outdoor dining, a quiet place to read or an area to exercise. Activities are grouped around amenities like a fire pit, raised resident gardens or decorative planting areas, to encourage socialization in the residents.

### **Parking**

Automobile parking has been hidden underground almost exclusively, using the hillside slope to mask the lower levels of each building where the parking garages are located. Surface parking has been evenly distributed throughout the site in parallel space configurations. Although the anticipated use as a senior living facility creates a

decreased need for onsite resident cars, there is a need for visitor and employee parking.

The larger underground garages have car-charging stations and there are two surface car-charging stations. Both short-term and long-term bike parking is distributed within half of the underground structures and public short-term bike parking is located throughout the site. As the population is elderly, the predominant users of bike parking will be visitors, family members and staff.

Applicant has proposed 20 parking spots to be made available to the public adjacent to the current existing surgery. These spots will be available from dawn to dusk Saturdays and Sundays. Additionally

### **Circulation and Site Organization**

Circulation for autos, bikes and pedestrians has been established through the concept of continuation of the surrounding neighborhood's circulation paths in an effort to appear as though the city grid has expanded into our site. Cars are kept out of the Village Green to minimize any impact and difficulty for elderly residents to navigate. Because the site has dramatic slopes in grade, the buildings that line the streets 'step' along the block to create a street rhythm. This is coupled with tree patterning, which again, mimics the city standard in tree lawn design. Site design has placed the larger buildings on the main N/S plinth that is flat to enable easy walking from Building A as far north as the J Cottages. Sidewalks are part of the character of the site design, with some being similar in feel to a typical Boulder street block, while others become more organic in nature and intertwined to create interest.

The trail connection to The Dakota Ridge Trail will be maintained and made available through the use of a new permanent public access easement.

### **Key Concepts for Overall Site Plan Intent**

- Create a Village, with groupings of smaller-footprint buildings connected by walks, arcades and bridges surrounding interior courtyards.
- Create strong circulation through an entrance drive that creates a long view vista into the site and terminates at a visual focal point of the Reception Hall.
- Continued site visual permeability as can be seen through the rendering looking up Drive 'A'.
- Provide balance of structured parking and bicycle parking and study using shared vehicle parking areas and other travel demand management techniques.
- Use gabled and hipped roof shapes forming mansard roof forms accented by dormers and eyebrow windows to help mitigate the building and to complement the architecture of the surrounding neighborhood context, while providing flat roof areas that house both rooftop units and solar panels, all positioned behind the sloped roof forms to screen their presence.
- Create "social sustainability" in enriched courtyard shared spaces, at each building and in the community-inspired Village Green, for relaxed gathering, along with resident decks and resident gardening space. A welcoming

environment will create intergenerational experiences for Academy residents and the greater Boulder community.

- Distribute parking within the site to minimize its impact on the character of the site with secure underground parking for both visitors and longer term residential and employee users.
- Establish a strong edge to the surrounding neighborhood and to Boulder as it transitions west.
- Tree lawns are typically eight feet wide and sidewalks six feet wide along perimeter and major circulation areas and five feet at quieter circulation routes. Landscaping and porches about the sidewalks to establish an active edge for buildings, bringing people and plant materials to the sidewalk, instead of hard surfaces.
- Exercise sensitivity to the hillside and locate buildings in areas where existing parking already occurs. As a result the drive to the top of the site and Building L has remained largely untouched. The existing hillside is at a current 1-1 slope, which is eroding and causing unsafe conditions. The hill will be shored to a conforming 3-1 slope with the use of a couple small boulder-retaining features.

## **ARCHITECTURAL DESIGN**

The Academy on Mapleton Hill takes a nod from the original structures once present on the site, where a turn-of-the-century grouping of Victorian and Arts and Crafts- style buildings served as a health-minded sanitarium.

The design intent is to create buildings that are extensions of the adjacent neighborhood in architectural character, perceived to be smaller in scale using a palette of materials that hold the buildings together, reinforcing the ‘village’ character.

There is an underlining harmonious style or texture to the buildings, using masonry as a primary material, accented by wood/composite siding and panels, metal roofs, high-profile textured asphalt roofs and decorative metal railings to fit into the context of the historic adjacent neighborhood. As the original complex was a grouping of buildings ranging in size from a central four-story hospital building to smaller outbuildings and cottages, this proposed project uses the same variety of size to create the desired village feel.

Ground floor facades are highlighted by long verandas and porches, and arched windows, while tall glass fenestrations are highlighted by wood trim and detailing, accented by metal canopies and simple lighting. Residential floors above the ground level are broken up with smaller windows and definitive sill and heads, awnings, detailing and resident balconies. Vertical elements punch through, causing the eye to rise up the building, providing another historic Victorian architectural detail.

Strong masonry detailing is seen in clean banding at floor lines and door/window heads further accented by pilasters or arched/linteled openings. Metal roofs are used as accents, which call attention to themselves.

The architecture of The Academy on Mapleton Hill main buildings are modern interpretations of this style of design, some is more literal but shy of imitation, but all are deemed “timeless” in their acknowledgement of recognizable styles.

### **Overall Building Design Intent**

- Use materials and colors that complement the historic Mapleton Hill neighborhood; galvanized metal roofs, wood siding, metal siding, stone and concrete masonry, metal canopies, wood trellises and long, wide porches for shading and areas to gather, metal accents and interesting window patterns.
- Keep buildings comfortable in scale and appropriate to neighborhood fabric-sloped roofs with gabled or hipped profiles, dormers, shed roof and eyebrow windows for accent.
- Blur the lines between indoor and outdoor spaces with a generous use of glass, rolling garage doors, arched passageways leading from the street into courtyards, abundance of outdoor dining areas, low planter and retaining walls to become seat walls.
- Consider use of rooftop solar panels for energy capture.
- Design structured parking entrances to be easy to navigate and to access from at-grade conditions because of the overall slope of the site.
- Create a signage program, both directional and restrictive signage, that complements the character of the project.

**Buildings A and B-** Acting as a centralized component for group functions such as dining and sitting, along with lounge, bar, mailroom and kitchen facilities. A wing off the main building, houses the recreational pool and exercise facilities, organized around an internal courtyard that offers privacy to the users. The building is actually broken up into four parts: the main building on the north, an East Annex connected by a bridge and the West wing, with the pool building, Building K, finishing the composition to help enclose the courtyard. Building A is accented by a chapel, which, because of the extreme slope of the site, is accessed via the third floor along a pedestrian bridge. Loading is tucked into the hillside on the building’s west side, with easy access to kitchen and other back-of-house facilities. The pool pavilion and fitness/exercise areas are positioned along the south facade, where they can benefit from the vistas of the Flatirons and be easily accessed.

Building B is connected to Building A via the at-grade, glass-enclosed Reception Hall. This element acts as the central hub of activity for both visitors and residents alike. It creates the true face and front of the community. The intent of this space is to be very transparent and to act as a simple structure highlighting the beautiful hillside beyond.

Further, its design is intended to make an architectural reference to historic Victorian glass pavilions that were popular public spaces at the turn of the century.

This building is comprised of the remaining smaller independent living units.

**Buildings C and D -** Building C contains short-term rehabilitation residential facilities, activity rooms and physical fitness/therapy spaces. Building D is the home of our secure

memory care facility, both serviced by their own kitchen and dining facilities. On the northeast corner of Building C, a large reception and lounge area is located, where large glass areas provide an abundance of natural light for the reception area, lounge and coffee/bar areas. As with other public spaces at TAOMH, this area feeds into a courtyard patio space, blurring the lines between exterior and interior spaces.

In Building C, there is a courtyard within the u-shaped building, whose conceptual intent is to provide a quieter outdoor space than the Village Green to the south for more therapeutic functions needed by the residents of rehab facility.

Building D houses the Memory Care facility and also has its own open space/patio, located on the north edge. It provides outdoor space for memory care residents and their guests.

**Buildings F and G** - To the east of the Village Green are placed a pair of two-story buildings, each housing four independent living apartments. They help enclose the Village Green and step down the grade at the entry drives. All parking is provided underground in the hillside with supplemental storage for owners' use. These buildings act as buffers to transition to the Mapleton Hill neighborhood and are designed to mimic in mass and scale some of the established historic homes and buildings found in the area.

**Building H and Cottages J**– These buildings are intended to be modern, in both their use of architectural shapes and textures, and also in how they function internally with open floor plans and flowing circulation. They are a set of duplex buildings incorporating green screens and natural materials to help them become part of their natural surroundings.

**Building L** – This is the old Nurses' Annex Building, one of the existing historic buildings, to remain onsite. Composed of three stories with two large premiere units per floor, it will be remodeled in a manner that respects the existing integrity of the building. This building is being proposed as a historic landmark.

**R Cottages** - These are seven single-family 1½-story cottages that are the most direct representatives of The Academy On Mapleton Hill's fabric of the surrounding historic neighborhood. As with a typical block in the Mapleton Hill neighborhood, each cottage has its own character and exterior while using a common palette of masonry and wood siding accented by metal lintels and shed dormers. These cottages are grounded by gracious entry porches, which wrap around to more private outdoor courtyards and planting areas.

### **Key Concepts to Layout/Character**

- Create a village feel to the plan with long sight lines and views into the project; the project becomes a beacon, focal point for the neighborhood and general Boulder surrounds.
- Provide strong “walkability” circulation within for the senior living residents.
- Provide sensitive urban scale.
- Have pulled parking areas into underground structures to better utilize the space for outdoor uses.
- Keep unsightly parking lots off the project.
- Create a cluster of buildings to bring down the massing and scale of

traditional senior living facilities.

- Connect buildings with interesting pedestrian walkways, verandas, porches and courtyards, blurring the lines between indoor and outdoor spaces.
- Distribute areas throughout the site for bicycle parking and further this with private bicycle parking within the structured garage areas.

### **Design Characteristics of Units**

- Large windows
- Open plan
- High ceilings
- Open decks
- Close adjacency to amenities
- Structured, secure parking
- Resident shared outdoor decks and gardens
- Landscape buffer with soft walking path
- Amenities such as therapy and recreational pools, dining, meeting rooms, massage and exercise facilities, activity rooms and courtyards with outdoor areas for dining and lounging.

## **SUSTAINABILITY**

The Academy at Mapleton Hill project aims to promote sustainability from both an environmental and a social perspective. On the environmental side, there are significant opportunities to go beyond the City of Boulder requirements by incorporating not only the standard solar efficiencies, but also visionary programs and systems such as geothermal and heat pump technologies. From a social sustainability standpoint, the nature of the project creates excellent opportunities for intergenerational relationships.

### **LEED Homes Silver Certification**

The project will pursue LEED-Homes Silver certification. The LEED standard significantly exceeds the City of Boulder environmental requirements by considering more facets of sustainability than energy efficiency and the limited “greenpoints” required by the adopted 2017 version of the code. See attached LEED-Homes preliminary checklist for a full list of credits the project may pursue as a part of Silver certification. Please see environmental memo for greater detail.

### **Project Density**

The density of the project, while limited by city requirements and input from neighbors, contributes significantly to the energy efficiency of the units as well as the embodied energy. The bulk of the units are in multi-family buildings, which have a fraction of exterior envelope of the same number of single-family homes, reducing the heating and cooling loads. Additionally, interior demising walls between units require significantly less material than exterior walls.

### **Previously Developed Site**

By choosing a site that is previously developed and currently underutilized, the project will prevent further sprawl and development of greenfield sites. The site's location near downtown allows easy access for visitors and staff, as well as walkability for more active residents and visitors. The project will provide transportation service to downtown, which will decrease traffic to and from the site, and allow less mobile residents easy access to events, shopping and restaurants.

Additionally, the transportation service will allow staff to access the broader mass transit system in Boulder, further reducing vehicle trips to the site.

### **Energy Efficiency**

In addition to meeting the already strict HERS rating requirements of the City of Boulder code, the project will maximize both the efficiency of the thermal envelope to minimize energy use and the use of solar photovoltaic panels to further offset use. Sub-metering of each unit and a dashboard in the units will give residents access to their individual usage and allow for gameification of energy use, a proven strategy to encourage modification of occupant habits to reduce energy use. While net-zero energy can be challenging for a multi-family building, the project will strive to go significantly beyond code requirements.

Additionally, the project will be certified to Energy Star v3.0 standards, which will ensure, through third party inspections, the proper construction of the thermal envelope, as well as proper operation of the mechanical systems.

### **LEED Neighborhood Development**

Due to the nature and location of the project, meeting the requirements for LEED-Neighborhood Development is challenging, and the project does not plan to pursue certification. The project does plan to use some of the LEED-ND credits as a standard to guide the implementation of best practices. Some possible credits that will be used as guides:

#### **Long-Term Conservation Management of Habitat or Wetlands and Water Bodies –**

The project will work to create and implement a 10-year management plan for existing on-site water bodies. The plan will include a method for evaluating the ongoing management.

**Reduced Parking Footprint –** The project will seek to significantly reduce the amount of parking required by implementing a car sharing service, in addition to the aforementioned transportation services, that allows residents mobility without the need to house their own car. With major auto manufacturers vowing to have autonomous vehicles in mass production by 2021, this car sharing will quickly allow residents of all ages a level of mobility that's a challenge today.

**Access to Civic & Public Space –** Proximity to the Sanitas trailhead, and incorporating trail connectors in the project, will allow residents, staff and neighbors easy access to the trails, both increasing activity levels and increasing interactivity between the project and the surrounding neighborhood.

**Community Outreach and Involvement –** Several meetings with the neighbors have already allowed them to voice their input on the design of the project and its integration

with the neighborhood.

**Historic Resource Preservation and Adaptive Reuse** – Several structures will be preserved, including the nurse’s dormitory, two cottages and a portion of a long standing wall adjacent to Mapleton Ave. This preserves some of the character and history of the site, as well as conserving materials needed for construction.

**Infrastructure Energy Efficiency** – Going beyond building energy efficiency, the project will seek to install new infrastructure (street lights, water pumps, etc.) that are at least 15% more efficient than the calculated baseline.

**Recycled and Reused Infrastructure** – The project will seek to reuse existing infrastructure and recycled materials for the construction of new infrastructure. This will reduce extraction/production of new building materials and aggregate.

## **SOCIAL SUSTAINABILITY**

The nature of the project, as well as its location, make some LEED credits difficult or impossible to achieve, but those aspects also provide opportunities to go beyond the LEED system to pursue other goals in the realm of social sustainability.

Too often, senior facilities are isolated from the rest of the community, which also isolates the residents. As mentioned above, integrating the Sanitas trail system into the project will encourage neighbors to walk through the facility and interact with residents and staff. Through the implementation of the “Operating Plan and Good Neighbor Policy”, the site will be available and open to visitors and community members to enjoy and encourage this interaction

The plan to allow neighbors within the “neighborhood access plan” zone of the project to participate in the project’s services is a creative way to expand the reach of the project, allowing many residents to age in place by taking advantage of in- home care services.

The proposed affordable sister facility would create upward of 130 senior living units. As our population ages, this allows longtime Boulder residents to remain in Boulder and also creates an avenue for adult children to place aging parents close by, so they can include grandparents in the lives of their grandchildren on a daily basis.

The Academy recognizes how much of an asset the 200 residents of The Academy at Mapleton Hill can be to the community. The significant life experience of the residents can be of great benefit to the community as a whole, whether it’s mentoring of a high school student as they prepare for college or mentoring of a start up entrepreneur by the former CEO of a large company. While this amazing life experience is of clear benefit to the community, it also creates opportunities for the Academy residents to remain engaged in the community.

Further integration with the community will be ensured by making some of the Academy’s world-class events (concerts, lectures, etc.) available to the general public. This enriches Boulder and its residents, through exposure to new ideas and experiences, and through increased opportunities to form friendships with Academy residents.

## **LANDSCAPE NARRATIVE**

### **Introduction**

The proposed landscape design plan intends to draw inspiration from the original use of the property, which was a sanitarium, and respect the natural setting of the immediate adjacent foothills. The site plan and associated landscape design also pays homage to the small village feel that comprises many of Boulders quaint neighborhoods today.

### **Design Intent**

The original use of the property brought visitors nationwide to embrace a healthier life style and learn how to sustain that way of life. First established in 1893 by Seventh-Day Adventist Elder John Fulton, in collaboration with John Harvey Kellogg, the original use of the property was to educate those who were ill by immersing them in an environment that catered to a strict régime of healthy food, exercise and relaxation. Therefore, the proposed landscape design encourages many different pedestrian connections to areas of open space that foster an array of active and passive uses. Much of the vegetation proposed along and within the site will be colorful, with seasonal interest, stimulating the senses of sight and smell. There are also areas within the property where formal gardens intended for edible vegetation are proposed, giving residents an opportunity to take pride in reaping the benefits of fresh herbs and vegetable they grow.

Portions of the planting plan are intended to include drought tolerant native plant species, which will intentionally attract and encourage the livelihood of pollinators (bees and insects) along the periphery of the site. Pollinators, including some 20,000 species of wild bees, contribute to the growth of fruit, vegetables and many nuts, as well as flowering plants. Extinction risk for insects is more prevalent as time progresses and high levels of threat for some bees and butterfly species have been identified with today's aggressive agricultural practices. This proposed vegetation will include perennials, grasses, flowering shrubs and trees along with ornamental grasses that are aesthetically pleasing while promoting the health of beneficial insects.

Because of the property's proximity to the foothills, the surrounding landscape has very steep topography, creating a series of terraces along the site from east to west. Indicative of many neighborhoods adjacent to the foothills of Boulder, stone and brick terraced site walls are proposed within the Academy on Mapleton Hill to allow for more usable open space while creating less disturbance with proposing vertical and horizontal improvements.

### **Open Space Areas & Pedestrian Walkways**

A network of pedestrian walkways providing connectivity between various buildings and open spaces are anchored by a common greenway known as the Village Green. This open space feature is the largest common space and is centrally located to the community.

The program of the Village Green has been designed to incorporate a mix of active and passive uses, including picnic areas, seating, walking, and a common greenspace for gatherings or events. The space encourages multi-generational activity and hosts playscape site furnishings that are artistic and sculptural in nature to inspire children of all ages to play, climb and explore. Currently, the existing incinerator smokestack on site is preserved and incorporated into the design as the presiding anchor for the space. Other elements such

as the covered trellis and patio space play off this feature and are meant to serve as an inherent wayfinding element for residents and visitors to meet.

The Village Green is approximately ½ acre in size and designed to cater to the human scale. Its features are curvilinear in nature, creating a more welcoming and inviting space to visit. The western portion of the layout proposes more organized hardscape, landscape and seat walls that abut and buffer numerous ground floor residential units. This hardscape is meant to serve as a direct pedestrian connection from north to south. The layout transitions to a more informal, organic design anchored by a large existing incinerator smokestack. A trellis is proposed around this feature, as well as hardscape and planting beds. The hardscape is meant to serve as a flexible space for performances and other small venues as it fronts onto a large turf area. A secondary curvilinear pathway on the east side of the Village Green is provided for residents who live on the east portion of the open space, while trees provide shade and line the periphery of the greenway.

### **Courtyards**

Many of the courtyards proposed adjacent to the buildings accommodate residents and are designed as gathering spaces divided into a series of outdoor rooms with flexible uses. Elements, such as fire features and fountains, create opportunities for more intimate experiences, while larger hardscape areas accommodate residents who gather for specific events. Depending on the proposed grade, some spaces are terraced with landscaped retaining walls, while others above podium parking areas utilize pots and planters for soft-scape.

The Building A courtyard is designed to accommodate residents in the independent living environment with an open cloister garden that is framed by architecture and a pool house. The courtyard is designed to accommodate outdoor formal dining on a patio, which overlooks a large multi-use green space separated by seat walls.

Pathways and seat walls lead through the greenspace area and terminate on a community garden at grade with raised planters. This garden is intended for edible vegetation, giving residents an opportunity to take pride in reaping the benefits of fresh herbs and vegetables they grow. A fire feature with intimate seating separates the residential patios from the green space and allows residents to use the space with many different activities, making this courtyard inviting and a social hub for the project.

The Building A/B Courtyard is designed to accommodate those who are visiting the property, as it is directly adjacent to the reception area of the facility. Upon arrival at the drop off, those who enter are directed from the reception area and have the opportunity to wait in the outdoor terraced courtyard. Centrally featured in the courtyard is a fireplace and shade structure with adjacent tables and chairs for conversation and relaxation. The courtyard has an open hardscape area for small private events and transitions to terraced walls and soft-scape that mimics more of the native plantings as it transitions into the adjacent foothills.

Building B Courtyard is designed to accommodate residents in an independent living environment with a common area that is entered on the second level of the building through a large lobby. This design captures many different elements of nature and includes a central fireplace, water feature and shade structure as a visual terminus for

those closest to the lobby and open hardscape area for seating and larger events (above podium parking). Flexible seating is located throughout the courtyard adjacent to raised planters and fire pit features for residents interested in an intimate setting. Planter walls and seat walls are distributed through the site for vertical separation for those who have residences and patios directly adjacent to the space.

Courtyard C is designed as a multi-use courtyard to accommodate those using the post-acute rehabilitation facility. A series of benches and planter walls are used to service those using the courtyard for exercise therapy as part of their rehabilitation program. This space has been designed to be a more private area where occupants of the rehab facility can enjoy the outdoors and rehab elements when not feeling in the best of health. Because this area sits over a below-grade level, planter walls and pots are utilized to provide soft-scape in the plaza.

Courtyard D is designed for those who occupy the long-term memory care facility. The courtyard is intended to be a secured environment with a series of stations for physical activity and to stimulate the senses. These stations could consist of outdoor musical instruments, small fountains, sand or water stations, kinetic sculptures and other tactile features. Benches and other forms of seating are provided for those needing passive time in the outdoors.

### **Streetscape Design**

The site plan and street design has been modified significantly from its original design from concept review to resemble the City of Boulder's streetscape grid. In doing so, the layout and landscape plans are designed to be consistent with the feel of the surrounding neighborhood.

Proposed surface parking in the original concept design is now substituted for residential architecture along 4th Street and Mapleton Avenue addressing the existing neighborhood with smaller and more intimate buildings along 4th Street. The landscape plantings associated with the design along the perimeter of the property intends to compliment the organic tree spacing and nature of the surrounding development with a multitude of different deciduous canopy trees proposed and varying plant material that has seasonal interest.

Internal to the property, the plantings and detached walks along Private Access Drive A are more formal in nature with similar species of canopy trees mirrored across the street from one another and planted at a more consistent spacing, framing the formal architecture and streetscape, which terminates at a roundabout. The streetscape and plantings, along Private Access Drive B, are informal in nature with sporadic spacing, lending itself to a more established residential community that has developed over the years.

### **Preservation**

The landscape design takes into consideration many different aspects of the surrounding area and respects a portion of the existing components that comprise the property as it sits today. The site plan includes a detailed tree inventory analysis prepared by a licensed arborist highlighting the health, size and type of existing vegetation on the property for trees and shrubs with a diameter of six inches or more. Currently, nine out of 152 surveyed trees are in excellent condition and are mostly evergreen trees. The plan is

exploring spading, stock piling and transplanting select existing healthy trees for reuse around the proposed community. Many of the existing trees on the property are not in a healthy enough condition to survive transplanting or are undesirable species such as Fraxinus, Populus and Ulmus.

The landscape design is also exploring the reuse of a portion of the hardscape elements on the site as well. This may be in the form of crushing a portion of the existing parking area to reuse as soft surface trails or reprocessing the material for ground cover.

### **Irrigation**

The Silver Lake Ditch served over 1000 acres of land at one point in time and runs northward past the western portion of the property. The Academy on Mapleton Hill is a Silver Lake Ditch shareholder and owns water rights for irrigation.

The flow begins at Boulder Creek, about a mile up Boulder Canyon, with a head gate just off the Boulder Creek Trail, which follows the railroad grade on the north side of the creek. It proceeds above Canyon Park before turning north below Red Rocks and passes through Lykin Gulch (or Sanitas Valley), crossing Dakota (or First) Ridge above the Rehabilitation Center and eventually crosses through the fields of North Boulder Community Park, before crossing Broadway with its present terminus on the grounds at the National Guard Armory.

The plan is to use this ditch as a primary source of irrigation water supplemented by City water during shoulder seasons, when the ditch is not yet running, before May and after September. A large storage tank exists on half of the property, which would be improved as a gravity fed cistern and filled on non-peak hours from Silver Lake Ditch. This cistern is high enough topographically on the site where water could be gravity fed through a main line and into a typical subgrade irrigation system for watering the site.

## **TRANSPORTATION AND PARKING**

### **Transportation**

While looking at the size of the site and the potential traffic and parking impacts associated with the different possible allowable uses, congregate care has consistently proved to be the least impactful. When the development team first began thinking of what future uses would be appropriate for the site, these statistics played a major role in our decision to move forward with the concept of congregate care in regards to our site plan submittal. As can be seen in the provided parking analysis, the existing use of the site as medical/dental office, if fully occupied, would create an average of 5,858 net external trips per day. This count was not done at the request of anybody other than the development team to see what the existing trips were prior to closing down the medical center. In contrast, the congregate care use will create just 600 net external trips per day.

Applicant realizes, regardless of the low intensity of automobile traffic to and from a congregate care facility, as owners we can always strive for improvement. We must remain aware of the changing times and technologies to improve ways of transporting people to and from our site. As a result, we plan on fully implementing the provided Transportation Demand Management Plan (TDM Plan). Within this plan, we have outlined the standard items such as Eco Pass participation for employees, sidewalk connectivity to and from the

site, and providing additional short and long-term bicycle parking. We feel that we are able to further improve on these items by creating our own private electric car share program for residents.

This will encourage less frequent trips to and from the site and also encourage eliminating the need for each resident to have his or her own vehicle. The Applicant additionally proposes a chauffeured car and bus service, available to all residents for group outings and trips around town. Again, eliminating the need for multiple trips to and from the site to locations frequented weekly by multiple residents. A B-cycle location is proposed on the south side of the site, adjacent to Mapleton Avenue, to encourage less automobile traffic to the commonly used Mount Sanitas hiking trail. To additionally promote employee bike use, our facility includes locker rooms and showering facilities where employees can shower prior to starting their workday.

The proposed sidewalk connectivity to existing pedestrian routes will offer multiple walking options to and from the site, as walking is very popular with our resident demographic group.

### **Parking**

During the concept review process, we heard multiple inputs from neighbors and Planning Board members that the site felt overly surfaced parked. In response, we have eliminated much of the surface parking and are providing private covered underground parking. We are also able to accommodate the parking agreement between this site and the adjacent 7th Day Adventist Church with this underground parking solution. Applicant will voluntarily provide electric car charging stations throughout the site in various parking locations. As there is no specified automobile parking requirement for congregate care, a parking analysis is provided based on

the national parking standards for this type of use. Based on the results of this study, Applicant feels that they are providing the correct amount of site parking to comfortably park all employees, residents and meet our requirement to the adjacent church. Applicant also plans on charging an additional market rate monthly fee for each resident parking spot to further encourage the use of the electric car share program and chauffeured bus and car service.

In regards to bicycle parking standards per section 9-9-6, (g), Table 9-8, B.R.C 1981, we believe that congregate care falls into the “group quarters-other” category, which requires one space per five beds. Of those bicycle parking spaces, 25 percent must be short term and 75 percent must be long term. Using our calculation of a potential 327 beds, this would require us to provide 66 total spaces, 17 of which are to be short term and 49 of which are to be long term secured spaces. As designed, we are providing 32 short-term spaces and 100 long-term secured bicycle parking spaces. This is almost double the amount required by the current bike parking standards.

Applicant believes that through the implementation of the above stated transportation management tools, combined with the less intense use of congregate care, this application exceeds the requirements for this project. While we recognize that traffic is a sensitive subject surrounding this site, we feel we have chosen a use that should have far less impact to the area than has historically been experienced when the site housed a large, full service

hospital or by other by-right uses that could have been pursued.

## **PUBLIC BENEFIT**

Through the long process of developing the proposed site plan, the concept of public benefit has been a top item of discussion and concern among our team. Without a definition of what truly is a “public benefit” for a project like ours, we spent much time discussing ways to integrate benefits into our site plan that are new and creative, in contrast to what has historically been considered “public benefit”.

Through this effort, we believe we are providing numerous public benefits that the community of Boulder can enjoy as a result of this proposed project.

1. **Open Site Design** - The site has been designed to be welcoming and enjoyable for the community of Boulder to visit. We have preserved key view corridors looking west up Maxwell Avenue. Throughout the site, we are providing detached sidewalks welcoming neighboring community members to easily walk our common areas. Open areas and green spaces are provided throughout, with community gathering areas and various places to sit and visit.
2. **Bicycle and Short-Term Bicycle Parking** – Public short-term bicycle parking is to be placed throughout the site. We feel this will help promote bike transportation and ease automobile traffic from hikers to and from the site and promote bicycle travel to the Mount Sanitas hiking trail.
3. **Short-Term Rehabilitation**- The proposal currently calls for a 42-room, state-of-the-art sub-acute rehab facility. This facility will be made available for residents of Boulder either by self-pay or by Medicare benefits. This facility will focus on innovative diets and integrative medical techniques, making it cutting edge in the industry. This also has been an area where public comment has been strongly supportive, and the general feeling is that the City of Boulder community needs more facilities of this type.
4. **Warm Water Therapy Pool** - The Applicant would like to incorporate a new warm water therapy pool on the site and locate it within the Wellness Center. The pool would be a private pool where Boulder citizens could come during select hours each day to take advantage of the therapeutic benefits. Throughout our public outreach, it has been made very clear to us that Boulder has an underserved need for this type of pool. As a key component of our wellness center, the operator of this facility will be able to provide additional services, such as physical therapy or alternative types of pain relief, in conjunction with the warm water therapy.
5. **Continued Trail Access** - The site plan proposes to maintain and preserve the existing Dakota Ridge Trail access point to the Mount Sanitas trail system. We recognize that this access point is accessible through our private property, but want to keep it available to the public. Applicant has worked with Open Space staff to draft a permanent public access easement that is agreeable to both parties that will be signed as a condition of site plan approval. This easement can be seen within the submittal package.

- 6. Hosting of Special Events and Programs** - The Academy on Mapleton Hill will have the ability to bring in special events and programs that could be open to the public on the Village Green stage during the warm weather months and in the Grand Hall during the colder months. The Academy on Mapleton Hill anticipates a continued close relationship with the University of Colorado College of Music, in which they provide music programs and performances throughout the year, many of which will be open to the public or members of our Neighborhood Access Program (NAP).
- 7. Historical Preservation and Interpretive Program** - In working with city historic preservation staff, it has been concluded that there are potentially up to five historic buildings and structures that currently exist on the site. We are proposing in the application to voluntarily landmark four of these five structures. We feel this is a public benefit and will help to preserve the remaining structures that actually have historic value to this site. Additionally, a historic interpretive program will be implemented. We feel this is an important tool for educating the public on the significant history of the site. Almost all of the buildings that were relevant during the period of historic significance have been razed over the years. This program will utilize technology and historic markers to potentially implement programs such as a “healthy heritage walk”, again keeping with the historic theme of health and wellness associated with the site. The Applicant will work with Historic Boulder to develop this program and to determine the best way to implement it. This program will be implemented in the relocated cottage within the historic zone designation.
- 8. The Academy on Mapleton Hill Services to Surrounding Neighbors** - In a further effort to foster intergenerational relationships and to be a welcoming and contributing neighbor, The Academy proposes to create a Neighborhood Access Program (NAP) that is available to nearby neighbors (within walking distance thus discouraging the use of automobiles to access the site and impact neighborhood streets). The boundaries of the NAP are proposed to include residents of the Knollwood Subdivision to the west, 9th Street to the East, Dellwood Ave. to the north and Pearl Street to the south.

For a published a la carte fee, neighbors in the NAP will be able to access the Academy’s dining, fitness and program services, including the Academy home-care program designed to provide in-home assistance to seniors with active daily living needs (ADL) and care that enables them to remain in their homes and age-in-place.
- 9. Affordable Housing** – Applicant has acquired the Fruehaufs site near 33<sup>rd</sup> and Arapahoe and believes they can provide up to 100 permanently affordable senior congregate care units at the 60% AMI income level. This property is ideally located directly adjacent to The Boulder Valley Regional Center, perfect for seniors to access transportation, dining, entertainment and medical services. The development team will be submitting for a site- review for this proposal that hopefully will run concurrently with the 311 Mapleton Hill site-review process. The concept review hearing with Planning Board took place March 15<sup>th</sup> and was

well received. Applicant has also proposed providing 8 affordable units at the Mapleton location with the understanding that this may ultimately effect the ratio of affordable to market rate at the Fruehauf's site.

**10. Public Weekend Parking-** Applicant has proposed 20 parking spots to be made available to the public adjacent to the current existing surgery. These spots will be available from dawn to dusk Saturdays and Sundays. The spots will be marked with a sign listing available times for public parking.

**11. Conservation Easement Dedication-**Applicant has proposed within the site review package a permanent conservation easement to be drafted with the City of Boulder Open Space staff to outline and define the area suggested. This area covers from where our current proposed development stops, west to the Silver Lake ditch and property boundary. This will ensure that no vertical construction will take place within this area protecting the hillside and ridgeline in perpetuity.

**12. Emergency Access and Staging Area-**Applicant proposed keeping 16 parking spots adjacent to the current Nurses Dormitory. These will be used for employee parking during the week, but will be made available in the event that emergency access for fire, or other critical events occur. As will be outlined within the operating plan employees will be made to locate vehicles in alternative locations within the site to make the space available fire and emergency access.

## **INCLUSIONARY HOUSING**

Applicant has explored and continues to explore various approaches to satisfying the inclusionary housing obligations related to the proposed development.

Although the 52 units without kitchens do not give rise to any affordable housing requirements, the 93 residences with kitchens will require the Applicant to either provide 19 affordable housing units, pay the corresponding cash-in-lieu amount or to satisfy its obligations with some combination of both.

Applicant has had several meetings with Michelle Allen and other members of the housing staff to discuss these options. The challenges of providing onsite affordable units in the context of a full service retirement community surfaced recently as

Frasier's proposed expansion resulted in its decision to purchase offsite property from a local church to provide an offsite location for the construction of separate affordable housing for the elderly. Applicant appreciates and understands those challenges and, because of those challenges, continues to work with Michelle Allen and the City to find the best way for Applicant to fulfill, and hopefully, exponentially exceed its inclusionary housing responsibilities.

Applicant, of course, has the legal right to simply write a check for the cash-in-lieu amount. However the ownership group has been extremely proactive in trying to find a solution that not only satisfies their obligation, yet greatly exceeds it. The current ownership group has already acquired a site located at 1665 33<sup>rd</sup> Street (currently Fruehauf's Patio and Boutique). Based on a housing off-site pre- application, this offsite parcel has been approved as a location for affordable congregate care housing for the

City.

This group believes they can provide up to 100 affordable congregate care units at the 60% AMI income level. This property is ideally located directly adjacent to The Boulder Valley Regional Center, making it ideally located for seniors to access transportation, dining, entertainment and medical services. The development team will be submitting for a site-review for this proposal that hopefully will run concurrently with the 311 Mapleton Hill site-review process. The concept review hearing with Planning Board took place March 15<sup>th</sup> and was well received. Applicant has also proposed providing 8 affordable units at the Mapleton location with the understanding that this may ultimately effect the ratio of affordable to market rate at the Fruehauf's site.

Applicant will continue to work with Michelle Allen and other housing staff to explore our inclusionary housing options as the site review continues forward.

### **PUBLIC PROCESS**

The development team has made it a top priority since the acquisition of the property to make public outreach, interaction with the neighborhood and transparency a critical part of our process. To date, the development group has hosted eight formal meetings with the Mapleton neighborhood and greater Boulder community and dozens more with smaller groups within the targeted area, including owners at the Trailhead subdivision, the Mapleton Hill Steering Committee, the liaisons for the warm water pool constituency, representatives from the Knollwood subdivision, Goose Creek Neighborhood group and others.

Invitations to our meetings are always sent via US Mail, email and posted on neighborhood chat boards and networking groups. The feedback from every meeting was documented and either addressed or integrated into our current plan. Below is a brief summary of each meeting and a full Public Process Document is included in this submittal.

**Public Meeting 1** - The first public meeting was held Monday December 15, 2014 at the Rembrandt Yard Gallery. It is estimated that approximately 100 individuals attended this meeting. This was the first opportunity for the ownership group to introduce themselves to the city and neighborhood community. The ownership philosophy since acquisition has been to involve the community and surrounding neighborhoods in the redevelopment process of this special site. This meeting was held in a multiple station format to facilitate discussion about the potential possible future uses for the site. Ownership representatives staffed the three stations and open discussions were held about the positive and negative impacts for the potential future uses being considered. Community feedback was collected with a survey and comment cards. These results are compiled in the public process document.

**Public Meeting 2** - This meeting was held January 21, 2015 at the Rembrandt Yard Gallery and it is estimated that 75-80 individuals attended this meeting. Final ownership group was announced which included Gary Berg, Joe Romano, and Dick Hafner as the additional members who were not present at the first meeting. These additional members were selected and assembled based upon two important tenets: to diversify the group and have development experience in as many areas as possible and for us all to be longtime residents of Boulder.

University Hill in Boulder. Based on public input and comments gathered from the first meeting, senior living was a commanding favorite versus other options. As a result, Mr. Berg gave a brief presentation on what senior housing could look like at the Mapleton Hill hospital site. He addressed both the advantages and the disadvantages of living near a senior housing community. Gary then expressed how The Academy has tried to proactively address the disadvantages a senior housing community presents.

Gary also presented that the ownership group is in very early discussions with Boulder Community Health about a natural synergy between senior living and an on-site therapy facility, which could include a warm water therapy pool. The pool has been a key topic of discussion from the community.

**Public Meeting 3** - This public meeting was held February 11, 2015 at The Academy campus and approximately 74 people attended. The purpose of this meeting was to give the community and neighborhood members a chance to ask questions and be informed of what a senior living community is about and the benefits and challenges of living near a senior living facility.

A panel of The Academy owners, residents, employees and neighbors was assembled to talk about their experiences with The Academy. Each panel member gave a short talk about his or her personal experiences with senior living. Both positive and negative issues were discussed. The panel then hosted an open question and answer session with meeting attendees.

Finally, tours were given of The Academy and additional questions were answered during the tours.

**Public Meeting 4** - This public meeting was held April 4, 2015 at The Academy campus. Approximately 55 individuals attended the meeting. At this meeting, the development team, for the first time, unveiled our concept site plan and building architecture elevations to the public. Proposed densities and intensities were reviewed. Both the site plan and concept presented at this meeting were largely unchanged from the concept review siteplan.

Many different topics were discussed with the meeting attendees such as building massing, providing a therapy pool, density and height. Comments were solicited and incorporated into the slightly revised site plan that was part of the concept review submittal.

**Public Meeting 5** – This public meeting was held Aug 11, 2015 at The Academy campus and it is estimated that approximately 70 members of the community were in attendance. During this meeting, the development team shared everything that was submitted to the city as part of our concept plan and discussed in detail slide by slide. Our lead architects were present and walked through all of the elevations, footprints, massing, etc. The entire development team hosted a long and engaged Q&A session that explored the architectural components of the plan as well as the operational side. Feedback was solicited and collected.

**Public Meeting 6-** This public meeting was held January 20, 2016 adjacent to the subject property at the Seventh Day Adventist Church and it is estimated that approximately 55

members of the community were in attendance. By this point in time, we had received feedback from the Planning Board in response to our concept plan submittal and wanted to share it with the neighborhood. We also noted that much of the neighborhood feedback received from Meeting #5 was consistent with what we received from the Planning Board. This meeting served as a general status update and gave us an opportunity to share some of the ways in which we intended to address the City's feedback.

**Public Meeting 7-** This public meeting was held June 6, 2016 adjacent to the subject property at the Seventh Day Adventist Church and it is estimated that approximately 65 members of the community were in attendance. This meeting served as a platform for us to introduce our site plan and discuss all of the ways in which it was altered to address and accommodate the feedback received from the Planning Board as well as the neighborhood. The meeting included a detailed review of the plan as it exists today and included another Q&A session.

**Public Meeting 8 "Good Neighbor"-** This public meeting was held March 9, 2017 adjacent to the subject property at the Seventh Day Adventist Church and it is estimated that approximately 100+ members of the community were in attendance. This meeting served as our official City of Boulder "Good Neighbor" meeting, was hosted by Peak Facilitation Group and allowed us the opportunity to share our most recent site plan with members of City staff, Mapleton Hill residents, Knollwood residents, Trailhead residents, Newlands residents, residents from around the city and representatives from various local groups including the Goose Creek Neighborhood folks as well as users of the warm water therapy pool.

During the meeting we provided attendees with a detailed review of the site plan as it exists today, shared a variety of virtual 3D models and streamed a digital walk through the site as it is proposed. We also presented our proposed public benefits, the neighborhood use plan and construction management details. Roughly 45 minutes of clarifying questions, and a couple hours of public comment, followed our presentation. A detailed summary of this meeting is included in the attached meeting summary drafted by Peak Facilitation Group and has been included in the submittal documents.

**Public Meeting 9 "Operations"-** This public meeting was held July 31st, 2017 adjacent to the subject property at the Seventh Day Adventist Church and it is estimated that approximately 40 members of the community were in attendance. This meeting was directed by the City of Boulder as part of our 'Use Review' and was used as a platform to discuss how the operations of the facility would function if the project is approved. We also used this as an opportunity to update the public on all changes that had been made to date to the 'Site Plan' in response to feedback we have received from both our previous meetings and City of Boulder staff. In addition to the invitations to attend circulated by the City of Boulder, we sent our own invitations to a larger geographic within the neighborhood (as well as email invites to everyone that has attended previous meetings) to encourage as much participation as possible. A detailed summary of this meeting is included in our submittal package for your review. At the city's recommendation, we engaged Peak Facilitation Group to host/manage the meeting.

Between Public Meeting #6 and #7, we also attended and hosted meetings with smaller

“focus groups” within the community. The two most noteworthy during this time period included a meeting on May 16<sup>th</sup>, 2016 with the “Mapleton Hill Steering

Committee” and a meeting on April 25<sup>th</sup>, 2016 with some of the new Trailhead owners.

During the meeting on May 16<sup>th</sup>, 2016, members of the development team met with the “Mapleton Hill Steering Committee” at the Seventh Day Adventist Church to discuss the concerns that they have identified as being of particular importance (it should be noted that several members of the neighborhood have contacted us to ensure that we know that this committee was self-appointed and does not necessarily represent the values of the neighborhood). That said, we are not clear

as to the capacity in which they function but have valued their feedback nonetheless. It is our understanding that this group consists of 15 members. This meeting served as an opportunity for us to hear about their concerns first hand and educate them

on our plan and some of the misinformed assumptions that had been made to date. During Public Meeting #7 discussed above, every concern that this committee put forward on May 16<sup>th</sup> was discussed and addressed during an open forum.

The meeting on April 25<sup>th</sup>, 2016 gave us an opportunity to sit down with some of the new owners of the Trailhead subdivision. This meeting was hosted at our Pearl Street office in Boulder. During the meeting we unveiled our intentions to address their concerns and committed to incorporating them into our revised plan which was presented in Public Meeting #7. Based upon this meeting and a few others with the lead developer of the Trailhead neighborhood, it is our understanding that their concerns with regard to our initial site plan as drafted for concept review were related to the massing and proximity of the buildings closest to their site. It is also our understanding that these concerns have been satisfactorily addressed as reflected in our revised site plan.

Since those two meetings we have continued to maintain an open door policy and meet with any/all interested parties. This level of engagement has led to roughly 30 additional smaller meetings with community stakeholders during which feedback has been solicited, addressed and incorporated. Some of these include:

**Meetings with members of the Mapleton Hill Steering Committee:**

- September 30<sup>th</sup>, 2016
- October 13<sup>th</sup>, 2016
- October 27<sup>th</sup>, 2016
- November 10<sup>th</sup>, 2016
- January 26<sup>th</sup>, 2017
- February 7<sup>th</sup>, 2017
- February 14<sup>th</sup>, 2017
- February 21<sup>st</sup>, 2017
- February 28<sup>th</sup>, 2017
- March 7<sup>th</sup>, 2017

**Meetings with members of the Goose Creek Neighborhood Group:**

- March 1st, 2017
- March 2nd, 2017
- March 6th, 2017
- March 23rd, 2017

**Meetings with members of the Knollwood Subdivision:**

- February 7th, 2017

**Meetings with members of the Trailhead Subdivision:**

- February 23rd, 2016
- June 30th, 2016
- November 1st, 2016

**Meetings with members of the Seventh Day Adventist Church:**

- We have had regular meetings with members of the church for multiple years and feel as if we are generally in agreement and that they endorse our project as proposed.

As noted above, from day one, we have been committed to openly sharing our plans with the neighborhood prior to any formal submittal and have found this level of transparency to be valued and appreciated. During every meeting held to date, we have also provided the public with an update on the current operational state of the site. These updates have been important because since taking possession of the property we have maintained uninterrupted access across the site for use by the neighboring community, operation of the warm water therapy pool and a focused effort to minimize potential negative impacts from trespassing by the local transient population.

In conclusion, as we hope is evident, we have invested a significant amount of time and resources into this public process, solicited feedback from anyone and everyone that was willing to share, treated it with respect and transparency and feel that it has been comprehensive. Outside of a few isolated self-interests, we also feel that we have created a plan that the neighborhood supports, has participated in and will be proud of. Lastly, we are committed to the continuation of this public process and just like we did after turning in our concept plan, we intend to host our next meeting shortly after site plan submittal.

**HISTORIC PRESERVATION**

Applicant has worked closely with James Hewat and Marcy Cameron to evaluate the numerous buildings on the site to determine which, if any, structures should be landmarked. The result of these working sessions is that the Applicant and City Staff have agreed that four different structures should be landmarked. These four structures are:

1. The rock wall along Mapleton Avenue near the southwest corner of the site.

the site near the western boundary.

3. The stone cottage located just west of the southwest corner of proposed Building B.
4. The wood frame duplex currently located near the northeast corner of proposed Building B.

Applicant and City Staff agree that the rock wall, the Maxwell Building and the stone cottage should all remain in their existing location. Applicant proposes to move the wood frame duplex to a location immediately south of the Maxwell Building and to the north and slightly west of the stone cottage. The duplex has already been moved from its original location. In fact, the duplex originally consisted of two separate smaller houses. When they were subsequently moved at the time the Maxwell Building was built, they were combined to form a small duplex. By placing the duplex between the Maxwell Building and the stone cottage, there is the advantage of having all three historic buildings positioned together such that a “border” of perhaps ten feet around the row of three historic buildings can constitute the landmarked area. The relocated duplex is being moved close to its original location as can be seen on the Sandborn Maps included in the historical report provided.

In addition to landmarking the four structures referenced above, Applicant proposes to create an historic interpretive program on the site which will document and communicate the rich history of the site, particularly relating to the evolution of the site from a sanitarium, to a hospital and now to a residence for elders, emphasizing the constant theme of health and wellness. The proposed location for this center would be with in the relocated cottage. This cottage has easy access for people come and going from the Dakota Ridge Trail and site visitors.

The only issue in which Applicant and City staff have not reached a resolution relates to the incineration smokestack on the site. City staff is of the opinion that the incineration smokestack is iconic, should be preserved and should be landmarked.

The Applicant is of the opinion that the incineration smokestack does not satisfy the standards for landmarking and should be removed. To better understand the issues involved, Applicant retained Winter & Company to research the incineration smokestack and to evaluate whether or not it should be landmarked.

A report prepared by Nore’ Winter, of Winter & Company, is included in the submittal package and concludes that the incineration smokestack does not sufficiently meet the criteria for landmarking. There are several key reasons for this conclusion, including:

- This is not the original smokestack. In fact, there have been three different smokestacks on this site over the years. It is the development teams view that this smokestack is not part of the historical energy production form the site, but rather an incinerator for medical and hazardous waste.
- The existing incineration smokestack did not yet exist during the period of historic significance for this site.
- The structures associated with the operational workings of the smokestack have all previously been removed.

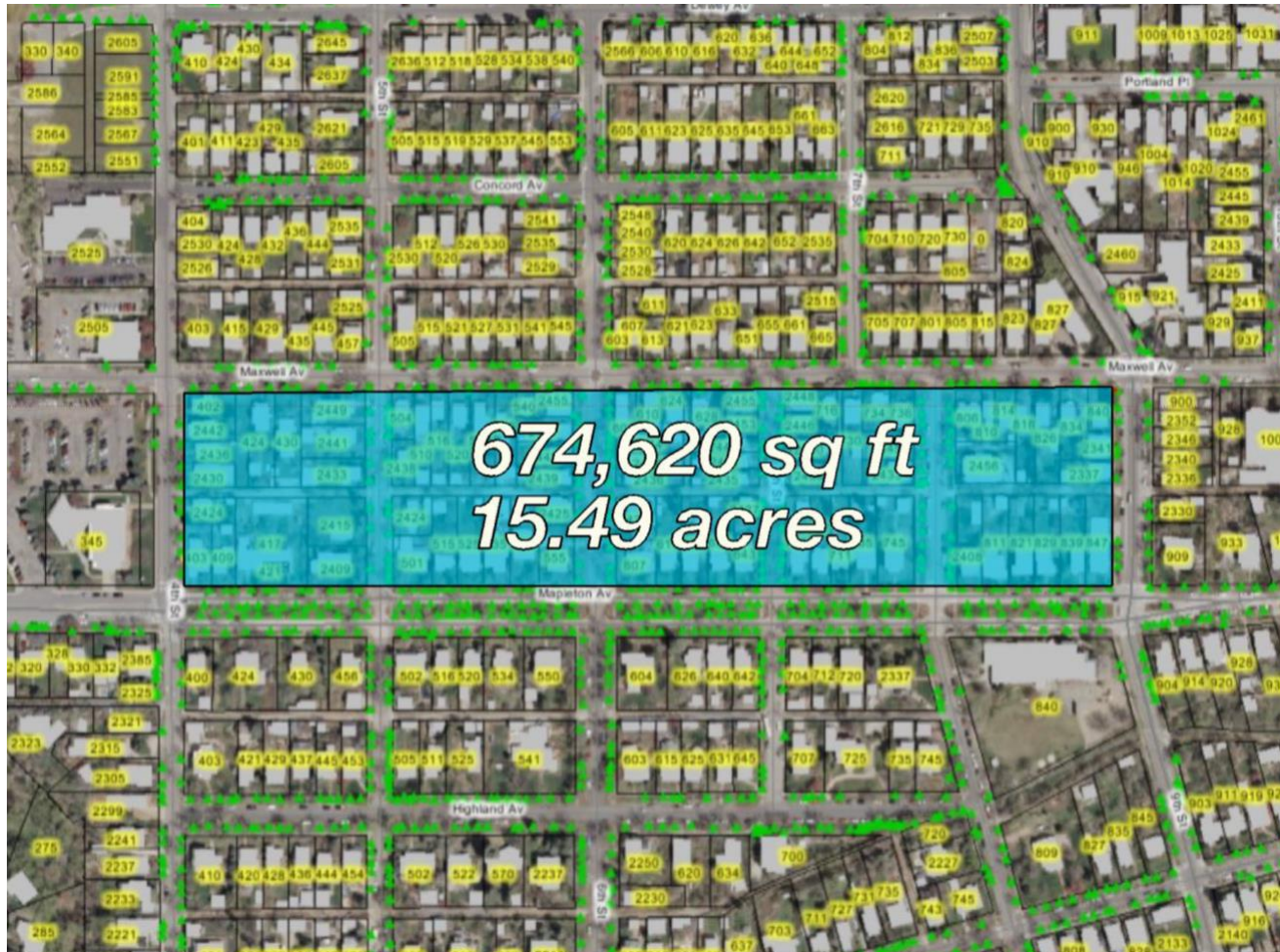
- It is inequitable to require a private landowner to landmark a structure that will require perpetual maintenance and repair expenses if there is absolutely no practical use or potential revenue stream to justify the associated liabilities.

The Applicant, Nore' Winter and City staff have met multiple times. The good news is we are in total agreement as to everything on the site except the incineration smokestack. The bad news is we are not in agreement as to the incineration smokestack. Applicant has revised its building and street locations to accommodate the smokestack if it is determined that a demolition permit for the smokestack will not be issued. As can be seen on the revised site plan, the design team feels they have integrated the incineration smokestack into the Village Green and are using it as a focal point. However, even after much deliberation, the team feels that there is no reasonable use for the incineration smokestack. In fact, we feel that it's most current use was not for energy production, but for incineration of all types of waste.

However, Applicant would like to pursue the matter further with the Landmarks Board and ultimately, City Council, to determine whether the incineration smokestack should be landmarked. Applicant understands and respects the position of City Staff, there is just a respectful difference of opinion. In the end, Applicant will do whatever the City instructs us to do at the conclusion of the landmark application process.

# MAPLETON NEIGHBORHOOD DENSITY

Adjacent area used for density compatibility-Exhibit 1



# MAPLETON NEIGHBORHOOD DENSITY

## EXHIBIT 2

<i>Address</i>	<i>Lotsize</i>	<i>Dwelling Unit Counts</i>	<i>Building SF</i>
403 Mapleton Ave	6400	1	
409 Mapleton Ave	5600	1	
417 Mapleton Ave	2300	10	RHL-0287997
2409 5 <sup>th</sup> St	8500	2	
501 Mapleton Ave	7300	1	
515 Mapleton Ave	7300	1	
525 Mapleton Ave	8600	1	
535 Mapleton Ave	9000	1	over FAR
545 Mapleton Ave	9300	1	
555 Mapleton Ave	8100	1	
607 Mapleton Ave	6700	1	RHL-2015-00600
617 Mapleton Ave	8500	1	
625 Mapleton Ave	8700	1	
639 Mapleton Ave	8400	1	
643 Mapleton Ave	6100	1	
705 Mapleton Ave	8300	1	
707 Mapleton Ave	6700	1	
711 Mapleton Ave	6200	1	
735 Mapleton Ave	9000	1	RHL-0011371
745 Mapleton Ave	12500	1	
2408 8 <sup>th</sup> St	8600	8	RHL-0002466
811 Mapleton Ave	8800	1	
821 Mapleton Ave	8500	1	
829 Mapleton Ave	8700	1	
839 Mapleton Ave	8400	1	
847 Mapleton Ave	8600	1	
2337 9 <sup>th</sup> St	4600	2	RHL-0002529
2341 9 <sup>th</sup> St	3300	2	RHL-0002530
840 Maxwell Ave	3800	1	
834 Maxwell Ave	6600	1	
826 Maxwell Ave	8800	1	
818 Maxwell Ave	6900	1	
814 Maxwell Ave	4000	1	

810 Maxwell Ave	2700	1	RHL-0001562
806 Maxwell Ave	5100	2	RHL-0010329
2456 8 <sup>th</sup> St	9400	5	
2445 8 <sup>th</sup> St	5600	1	
2433 8 <sup>th</sup> St	4900	1	
736 Maxwell Ave	3700	1	
734 Maxwell Ave	4200	1	
730 Maxwell Ave	7100	1	
716 Maxwell Ave	2400	1	
2448 7 <sup>th</sup> St	2800	2	
2446 7 <sup>th</sup> St	3300	1	
2440 7 <sup>th</sup> St	5100	1	
2436 7 <sup>th</sup> St	4700	1	
2455 7 <sup>th</sup> St	1900	2	
2453 7 <sup>th</sup> St	3800	1	
2441 7 <sup>th</sup> St	4000	1	
2435 7 <sup>th</sup> St	4600	1	
628 Maxwell Ave	5800	1	
624 Maxwell Ave	3300	1	RHL-0008735
602 Maxwell Ave	3300	1	
610 Maxwell Ave	4000	1	
2455 6 <sup>th</sup> St	1900	1	
2447 6 <sup>th</sup> St	5200	2	RHL-0002395
2443 6 <sup>th</sup> St	5100	1	
2439 6 <sup>th</sup> St	4000	1	
2444 6 <sup>th</sup> St	5400	1	
2440 6 <sup>th</sup> St	3900	1	RHL-0453509
2436 6 <sup>th</sup> St	4600	1	
2425 6 <sup>th</sup> St	3900	1	
2424 6 <sup>th</sup> St	6400	1	
540 Maxwell Ave	1700	1	
536 Maxwell Ave	7600	1	
530 Maxwell Ave	8900	1	
520 Maxwell Ave	7200	1	
516 Maxwell Ave	6200	1	
510 Maxwell Ave	6000	1	
504 Maxwell Ave	4000	1	
2438 5 <sup>th</sup> St	3800	3	RHL-0002359
2433 5 <sup>th</sup> St	6900	1	
2441 5 <sup>th</sup> St	8000	1	

2415 5 <sup>th</sup> St	10600	1	
2449 5 <sup>th</sup> St	7600	1	
430 Maxwell Ave	9200	3	RHL-0001544
424 Maxwell Ave	11600	3	RHL-0001543
402 Maxwell Ave	4400	3	RHL-0001542
2442 4 <sup>th</sup> St	4500	3	RHL-0002342
2436 4 <sup>th</sup> St	6600	1	
2430 4 <sup>th</sup> St	4600	2	RHL-0002340
2424 4 <sup>th</sup> St	4900	1	
Totals	499,500	120	
SF Per Dwelling Unit Neighborhood		4162.5	

**Parking Management Plan (PMP)**

**5/07/2018**

In evaluating the parking situation for The Academy on Mapleton Hill, it is important to take into consideration all of the different anticipated users for such parking. These users include:

1. Academy residents
2. Academy employees
3. Academy guests and deliveries
4. Electric car share program vehicles
5. Academy vehicles
6. Church parking
7. Public Parking on Weekends

**Church Parking.**

With respect to church parking needs, the agreement we have reached with the church sets forth the following parking needs:

1. Eight permanent spaces available to the church 24/7, 365 days per year.
2. An additional 37 spaces available to the church after 6:00 p.m. on Monday through Friday evenings.
3. A total of 90 spaces (inclusive of the 45 spaces referenced in 1 and 2, above) available to the church from midnight Friday night to midnight on Sunday night. Church currently only has partial access to 85 spaces. Church has been monitoring and historically been using only these 85 spaces, even though additional space may have been available on the site.

In our most recent discussions with the church, they have indicated that they would prefer to have all of the underground spaces that we make available to them located in a single garage. And, given the close proximity of the south elevator in Building C to the ADA access for the church, The Academy on Mapleton Hill and the church have agreed that the optimal underground parking garage for the church to use is the garage under Buildings C and D. The church is confident that its parishioners and guests can be educated about the access to this garage being off the southwest corner of the surgery center's parking lot. On Saturdays and Sundays, the church will have the primary use of the 68 spaces located under Buildings C and D. On Saturdays and Sundays, the church will also have the use of 15 of the 16 surface parking spaces located on what would be Drive B and 7 of the surface spaces on the south side of what would be Drive A. For the 8 spaces that are dedicated to the church 24/7, we will designate 8 surface spaces on the east side of Third Street extended. For the 45 spaces to be made available after 6:00 p.m., the church will utilize 15 of the 16 surface parking spaces on Drive B (extended) together with 30 spaces under Building C. The final part of our agreement with the church allows the church to request 90 spaces for up to four evenings per month, provided that there is not a conflict with The Academy's activities and parking needs on those particular evenings. For those four evenings per month, the parking will be handled in the same manner as parking will be handled on Saturdays and Sundays. The attached spreadsheet specifies the exact spaces to be reserved for the church for these various times, as well as all of the other parking uses.

**Academy Resident Parking.**

In determining how much resident parking is to be provided, we need to determine the percentage of Academy residents that will have their own car at The Academy on Mapleton Hill. At The Academy near

Chautauqua, we have 31 garage spaces and 4 surface spaces used by the occupants of our 45 independent residences and 7 assisted living residences. Rarely do assisted living residents own a car. The 35 garages and surface spaces for 45 independent residences translates to 77.8% of independent residences being occupied by residents with a car. For our purposes, we are assuming that roughly 85% of the independent residences at The Academy on Mapleton Hill will be occupied by residents with a car. With 93 independent residences, we need to provide 81 garages for residents, assuming that none of them will park in surface spaces or on the adjoining neighborhood streets. We are allocating those garage spaces as follows:

Building A: 46 residences— 50 spaces for Building A residents and 10 spaces for employee car share automobiles to be shared by residents living throughout our campus.

Building B: 18 residences – 18 spaces for Building B residents, 6 spaces for Annex L residents and 2 spaces for Building M residents.

Building C: 42 skilled nursing residences – no garages for residents as this population will not be driving.

Building D: 10 secure memory care residences - no garages for residents, as this population will not be driving.

Buildings F and G: 8 residences— 8 garages for Buildings F and G residents.

Building H: 2 residences – 2 attached garages for Building H residents.

Building J: 6 residences – 6 attached garages for Building J residents.

Building L: 6 residences— no garages in Building L. As noted above, these residents will park in Building B.

Buildings R1 – R7: 7 residences – 7 garages for Building Residents.

In the aggregate, there are 93 independent residences and 99 garages for these residences resulting in 100% of these residences having a garage space with a few additional overflow spaces.

### **Warm Water Therapy Pool Users**

Based on historic numbers it is anticipated 6-8 users throughout the day will be using the Warm Water Therapy Pool. The hours of operation will be between 12:00 pm and 4:00 pm. So on average we will have a parking demand of 2 spaces per hour, which we feel can completely be accommodated with the current Rehab/Subacute Operations allocated parking spaces. The public use will further be limited to a maximum of 10 appointments per hour as to control parking demand throughout the day.

### **Academy Employee Parking.**

We will encourage alternative modes of employee transportation through such incentives as EcoPasses and indoor bicycle parking coupled with employee shower facilities. Also, we expect to have a significant number of siblings and couples who work and commute together to The Academy on Mapleton Hill. That has been the case at The Academy near Chautauqua where our sibling and married couples have always exceeded 10 percent of our total employee base.

The peak employee count will be during weekdays. That count should be approximately 80 employees. To be conservative, we need 79 garage spaces for those 80 employees. On weekends, the daytime employee census should peak at approximately 50 employees and we have allocated spaces for each, as can be seen in our parking matrix. At night, the employee census should drop to a peak of approximately 48 employees and we have allocated spaces for each.

In order to not “over park” our site, we plan to accommodate the church’s high weekend parking requirements in two basic ways. First, employees will utilize the 16 surface spaces in the Building L lot,

which are reserved for employee parking. We will mandate that our employees park in that lot on weekends first using all 16 spaces. The other 32 employees that could potentially need parking spaces on the weekend will park as outlined in the attached spreadsheet.

Although our employee census should be even lower on weeknights than it is on weekends, our available parking increases because the church only has the use of 30 of the 72 parking spaces located below Buildings C and D. That leaves many parking spaces for employees, guests and special events. And, during weekdays, when our employee census is at its highest, we also have the right to use all 79 parking spaces below Buildings C and D to easily accommodate those extra weekday employees.

#### **Academy Vehicle Parking.**

The Academy anticipates having two hybrid automobiles, one large van and one pickup truck with a snowplow. The van will be parked in the large surface parking space immediately west of Building D because it will require too much vertical clearance to be able to be parked underground. The other three vehicles will use 3 of the excess spaces below Building A.

#### **Academy Car Share Parking.**

The Academy will be implementing a vibrant and successful electric car sharing program for Academy residents who are willing to forego bringing their own vehicle. Not only will such participants have the use of a car for far less money than it would cost them to own and maintain their own vehicle, they will also not be charged the garage rental fee that will be charged to residents who insist upon bringing their own vehicle. We believe that this program can and will be successful, but we don't have a track record we can point to in this regard. Accordingly, we are not allocating any parking savings to the car share program at this time. But, if we can succeed in having one electric car for every three or four participants in the car share program, the number of parking spaces saved could become substantial. In such event, we could rent more spaces to the church and potentially rent spaces to Mt. Sanitas hikers if such an approach would be acceptable to the City after it conducts its pending analysis of the Mt. Sanitas usage and parking study. For purposes of this parking analysis, we have assumed that we will have 10 electric vehicles that are shared by Academy residents. These 10 vehicles will be parked in the garage below Building A. To be conservative, our analysis assumes that each automobile in the car share program will only serve one resident whereas, in reality, each shared automobile will likely serve 3 or 4 residents.

#### **Academy Visitor and Guest Parking and Deliveries.**

After giving priority to all of the other parking needs referred to above, the amount of parking available for visitors and guests will vary depending upon the day of the week and the time of day. The attached spreadsheet illustrates the following amounts of visitor/delivery parking being available at the following times:

Weekdays – 65 spaces

Weeknights – 62 spaces

Weekends – 25 spaces

In addition, we have the commercial loading dock available in the southwest corner of Building A for more substantial deliveries.

#### **Weekend Parking Available to the Public**

Applicant will provide 20 parking spaces available to the public Saturday and Sunday. These spaces will be provided in the existing surgery center parking lot. They will be signed and posted as being public spaces Saturday and Sunday, and private surgery center parking Monday –Friday.

Mapleton Parking Analysis	# of Spaces	Weekdays Residents	Church	Employees	Academy Vehicles	Deliveries & Guests	Surgery Patient Parking
Description of Parking Spaces							
Building A (includes 10 car share spaces)	77	50	0	18	3	6	0
Identification of spaces		A15-19; A33-77		A1-3; A10-14; A20-29	A30-32	A4-9	
Building B	31	26	0	0	0	5	0
Identification of spaces		B1-11; B14-28				B12-13; B29-31	
Buildings C & D	78	0	0	47	0	31	0
Identification of spaces				C13-16; C19-46 7 tunnel; D12-19		C1-12; C17-18; D1-11; D20-25	
Buildings F & G	22	8	0	14	0	0	0
Identification of spaces		F8-11; F19-22		F1-7 F12-18			
Building H	2	2	0	0	0	0	0
Buildings J	6	6	0	0	0	0	0
Building L- Surface	0	0	0	16	0	0	0
Building M	0	0	0	0	0	0	0
Buildings R	7	7	0	0	0	0	0
Surface Spaces -- Drive B	15	0	8	0	0	7	0
Identification of spaces			P6-13		van parks in pull-out space	P1-5; P14-15	
Surface Spaces -- Drive A	16	0	0	0	0	16	0
Identification of spaces						P16-31	
Surgery Center South Parking Lot	34	0	0	0	0	0	34
<b>Subtotal</b>	<b>304</b>	<b>99</b>	<b>8</b>	<b>95</b>	<b>3</b>	<b>65</b>	<b>34</b>
					Totals	304	

Mapleton Parking Analysis	# of spaces	Weeknights Residents	Church	Employees	Academy Vehicles	Deliveries & Guests	Surgery Patient Parking
Description of Parking Spaces							
Building A(includes 10 car share spaces)	77	50	0	18	3	6	0
Identification of spaces		A15-19; A33-76		A1-3; A10-14; A20-29	A30-32	A4-9	
Building B	31	26	0	0	0	5	0
Identification of spaces		B1-31					
Buildings C & D	78	0	30	16	0	32	0
Identification of spaces			C1-16; C19-21; C25-35	C22-24; C36-41; 7 tunnel		C17-18; C42- 46; D1-D25	
Buildings F & G	22	8	0	14	0	0	0
Identification of spaces		F8-11 F19 - 22		F1-7; F12-18			
Building H	2	2	0	0	0	0	0
Buildings J	6	6	0	0	0	0	0
Building L- Surface	0	0	0	16	0	0	0
Building M	0	0	0	0	0	0	0
Buildings R	7	7	0	0	0	0	0
Surface Spaces – Drive B	15	0	15	0	0	0	0
Identification of spaces			P1-15		van parks in pull-out space		
Surface Spaces --Drive A	16	0	0	0	0	16	0
Identification of spaces						P16-31	
Surgery Center South Parking Lot	34	0	0	0	0	0	34
<b>Subtotal</b>	<b>304</b>	<b>99</b>	<b>45</b>	<b>64</b>	<b>3</b>	<b>59</b>	<b>34</b>
					Totals Check	304	

Mapleton Parking Analysis	# of spaces	Weekends	Church	Employees	Academy Vehicles	Deliveries & Guests	Surgery Patient Parking
Description of Parking Spaces							
Building A (includes 10 car share spaces)	77	50	0	18	3	6	0
Identification of spaces		A15-19; A33-76		A1-3; A10-14; A20-29	A30-32	A4-9	
Building B	31	26	0	0	0	5	0
Identification of spaces		B1-31					
Buildings C & D	78	0	68	0	0	10	0
Identification of spaces			C1-37L; C45-46; D1-7; D12-26; 7Tunnel			C38-44; D8-11	
Buildings F & G	22	8	0	14	0	0	0
Identification of spaces		F8-11 F19 - 22		F1-7; F12-18			
Building H	2	2	0	0	0	0	0
Buildings J	6	6	0	0	0	0	0
Building L- Surface	0	0	0	16	0	0	0
Building M	0	0	0	0	0	0	0
Buildings R	7	7	0	0	0	0	0
Surface Spaces – Drive B	15	0	15	0	0	0	0
Identification of spaces			P1-15		van parks in pull-out space		
Surface Spaces -•Drive A	16	0	7	0	0	9	0
Identification of spaces			P25-31			P16-24	
Surgery Center South Parking Lot	34	0	0	14	0	0	34
Public				20			
<b>Subtotal</b>	<b>304</b>	<b>99</b>	<b>90</b>	<b>82</b>	<b>3</b>	<b>30</b>	<b>0</b>
					Totals	304	

