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CITY OF STEAMBOAT SPRINGS

AGENDA

REGULAR MEETING NO. 2022-02
TUESDAY, JANUARY 11, 2022
5:00 PM

Approximate total time 2.5 hours. *Times listed on the agenda are approximations and may be longer or shorter with no notice.*

MEETING LOCATION: In person and virtual via Zoom. See instructions above. Carver Meeting Room, Centennial Hall; 124 10th Street, Steamboat Springs, CO

ROLL CALL

PLEDGE OF ALLEGIANCE

WORKSESSION

Worksession procedure: The Council will give direction to staff at worksessions for the presentation of action items at future regular Council meetings, no motions will be considered. There will be no public comment at Worksessions as it is a time for Council to work through issues. Public comment can be made via email at citycouncil@steamboatsprings.net or through the City's website at

steamboatsprings.net. Worksessions will be in person and via Zoom only.

- 1. City Council Goals/Priorities.** (Suiter) **60 minutes**
 - 2. Diversity, Equity and Inclusion Initiative Update.** (Ecklund) **30 minutes**
 - 3. Mountain Area Master Plan Update.** (Bessey/Baxter) **30 minutes**
 - 4. Discussion on COVID/City Efforts.** (Suiter) **30 minutes**
-

ADJOURNMENT

**BY: JULIE FRANKLIN, CMC
CITY CLERK**

- 1. RAINBOW**

AGENDA ITEM #1.

CITY COUNCIL COMMUNICATION FORM

FROM: Gary Suiter, City Manager
THROUGH: N/A
DATE: January 11, 2022
ITEM: City Council Goals/Priorities.

DIRECTION
 INFORMATION
 ORDINANCE
 MOTION
 RESOLUTION
 PROCLAMATION

I. REQUEST/ISSUE & BACKGROUND INFORMATION:

City Council held their annual retreat on December 3, 2021 and crafted their draft 2022/2023 goals as a group. Council also reviewed the city's Vision, Mission, and Values statements and made no changes. Both are provided as Attachment 1.

II. SUMMARY AND ALTERNATIVES:

Council may choose to:

Option 1: Keep these goals as currently drafted and adopt a resolution at a future Council meeting.

Option 2: Modify the goals for adoption at a future Council meeting.

III. STAFF RECOMMENDATION:

Staff recommends keeping the set goals substantially intact, as they represent the most pressing issues facing the City of Steamboat Springs in the near term.

IV. FISCAL IMPACT:

Each goal will have a financial impact with some potential sources of revenue and varying levels of expenditures. Information on the fiscal impact of each goal will be presented to Council as staff progresses in each goal area.

V. LEGAL ISSUES:

None at this time.

VI. CONFLICTS OR ENVIRONMENTAL ISSUES:

None at this time.

VII. CONSISTENCY WITH COUNCIL GOALS AND POLICIES:

These goals will provide policy direction for City Council and staff for the coming two years.

ATTACHMENTS:

Attachment 1: Draft Vision, Mission, Values, and Goals.

Attachment #1

Vision, Mission, & Values

Vision

To preserve our past while assuring an economically, culturally, and environmentally sustainable future.

Mission

We plan, partner, and provide superior services and a safe environment in our thriving, authentic community.

Values

- Friendliness
- Integrity
- Respect
- Stewardship
- Teamwork!

DRAFT- 2022-2023 Goals

Priority Goal

- Affordable and Attainable Housing
 - Brown Ranch
 - Policies and Legislation
 - City employee housing projects/partnerships
- Short Term Rental
 - Policies Adopted
 - Fee Structure
 - Excise Tax
 - Vacancy Tax
- Transportation/Mobility
 - Regional Transit Authority
 - Implement Transportation Master Plan
 - Funding sources for future west development
 - Core Trail
 - Paid Parking
- Water: Long-Term and Short-Term Planning
 - Elk River Water Treatment Plant
 - Water Agreements Review
 - Wastewater Treatment Planning and Expansion
 - Conservation Efforts

Ongoing City Council Efforts (non-prioritized)

- DEI
- Regular Joint Meetings with Routt County Commissioners (6 meetings)
 - Core Trail
 - Childcare; after school programs
 - Short Term Rentals
 - Community Resiliency; mental health, food insecurity, substance use disorder
- Base Area Plan

- Fiscal Sustainability
 - Lift Tax
 - Paid Parking
 - Business Licensing
 - Sin Tax
 - Repurposing 2A Funds
- Fire Mitigation
- Environmental Sustainability
 - Climate Action Plan
 - Climate Action Collaborative
 - Solar Projects
 - EV Readiness
 - Proactive organization actions

DRAFT

AGENDA ITEM #2.

AGENDA ITEM INNOVATION UPDATE

CITY COUNCIL COMMUNICATION FORM

FROM: Wendy Ecklund, HR & Risk Manager
THROUGH: Gary Suiter, City Manager
DATE: January 11, 2022
ITEM: Diversity, Equity, and Inclusion Initiative Update

DIRECTION
 INFORMATION ONLY
 ORDINANCE
 MOTION
 RESOLUTION

I. REQUEST/ISSUE & BACKGROUND INFORMATION:

The City hired Beyond Inclusion Group (BIG) the beginning of 2021 to drive our Diversity, Equity, and Inclusion efforts and strategic plan. HR is providing an update to council on the progress to date and next steps. This update will include a summarized result of the surveys conducted, the workshop management team attended, strengths and areas of opportunities the City faces, and next steps. The City of Steamboat Springs Culture Survey Executive Summary is provided as an attachment for more detailed information.

Staff is requesting Council guidance on whether Council would like to hire BIG, or another entity, to train councilmembers on DEI. BIG has proposed a half-day (or three hour) session and will provide a quote depending on the length Council has determined as sufficient.

II. SUMMARY AND ALTERNATIVES:

1. Council moves forward with BIG to conduct DEI training.

2. Council requests staff to look at other organizations to conduct Council DEI training.
3. Council decides not to move forward with DEI training.

III. STAFF RECOMMENDATION:

Requesting Council direction, however staff recommends DEI training for council members as part of the city-wide effort.

IV. FISCAL IMPACTS:

The contract with BIG was extended into 2022 to complete the strategic plan. Cost of this contract was \$33,485. Additional costs, likely in the range of \$3000-\$5000, would be incurred if Council decides to move forward with training.

V. LEGAL ISSUES:

No legal issues noted.

VI. CONFLICTS OR ENVIRONMENTAL ISSUES:

No conflicts or environmental issues noted.

VII. CONSISTENCY WITH COUNCIL GOALS AND POLICIES

Ongoing City Council efforts include Diversity, Equity, and Inclusion.

ATTACHMENTS:

Attachment #1: DEI Update City Council_1.11.22

Attachment #2: City of Steamboat Springs Culture Survey Executive Summary-FINAL



DEI efforts completed to date:

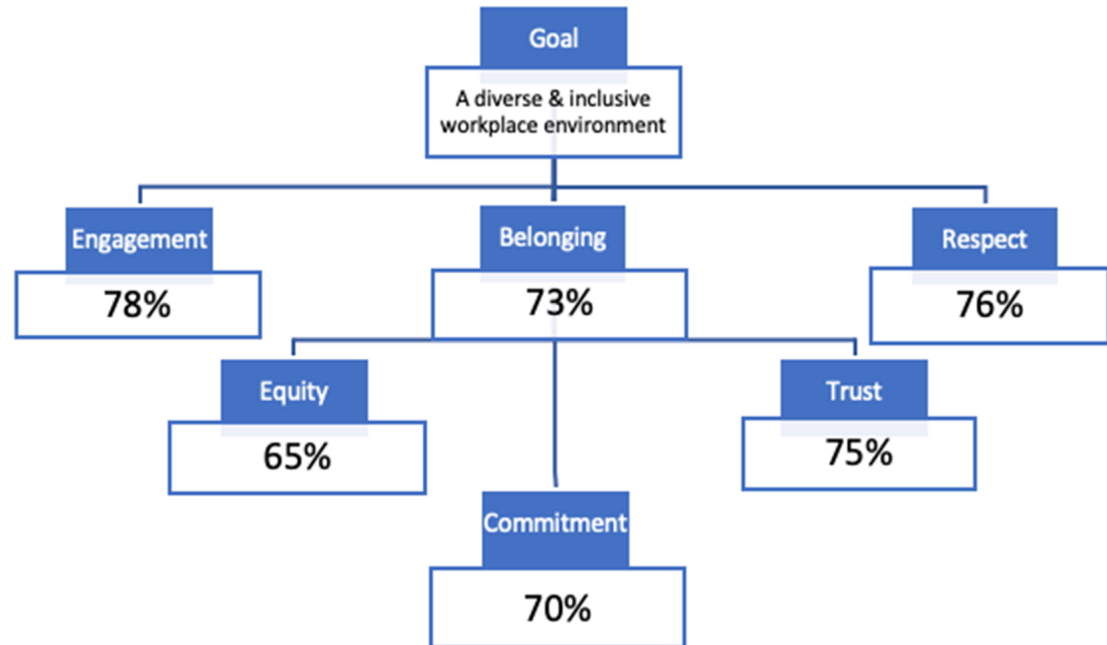
- Hired Beyond Inclusion Group (BIG)
- Conducted DEI Climate Survey (all employees could voluntary participate)
- Conducted Organizational Survey (leadership and select employees representing under-represented groups participated)
- Management Team participated in two-day workshop with BIG in October 2021
- DEI Purpose and Vision Statement completed:

Purpose Statement: The City of Steamboat Springs commits to strengthening our organization by welcoming people with differences and by fostering a culture of respect, trust, and mutual understanding through justice, equity, diversity, and inclusivity.

Vision Statement: The City of Steamboat Springs has an inclusive and diverse culture where all employees feel appreciated, involved, heard, understood, connected, supported, and embraced for our differences.

Workshop Results:

- 160 employees completed Climate Survey
- High proportion of employees gave positive ratings:



City's Greatest Strengths:

- High levels of engagement
- Atmosphere of respect
- High levels of trust and support
- Positive ratings of inclusivity and belonging
- Few ratings of inappropriate behaviors

City's Opportunities for Growth:

- Some underrepresented groups report not feeling welcomed or included
- Some groups feel need to change or hide things about themselves*
- Making the case for DEI

*LatinX, Non-hetero, People with a disability

Next Steps

Develop Strategic Plan:

- Pick low-hanging fruit
- Prioritize/implement longer strategic wins
- Pay attention to groups with lower levels of satisfaction
- DEI development/education for leaders/managers
- Leverage resistance

Management Team will meet with BIG to develop goals and outline strategic direction in February.

Does City Council want BIG or other entity to provide half-day training to council members?

ATTACHMENT #2



Supporting Leaders Transforming Cultures

Culture Survey Executive Summary

City of Steamboat Springs

Survey Background and Methodology

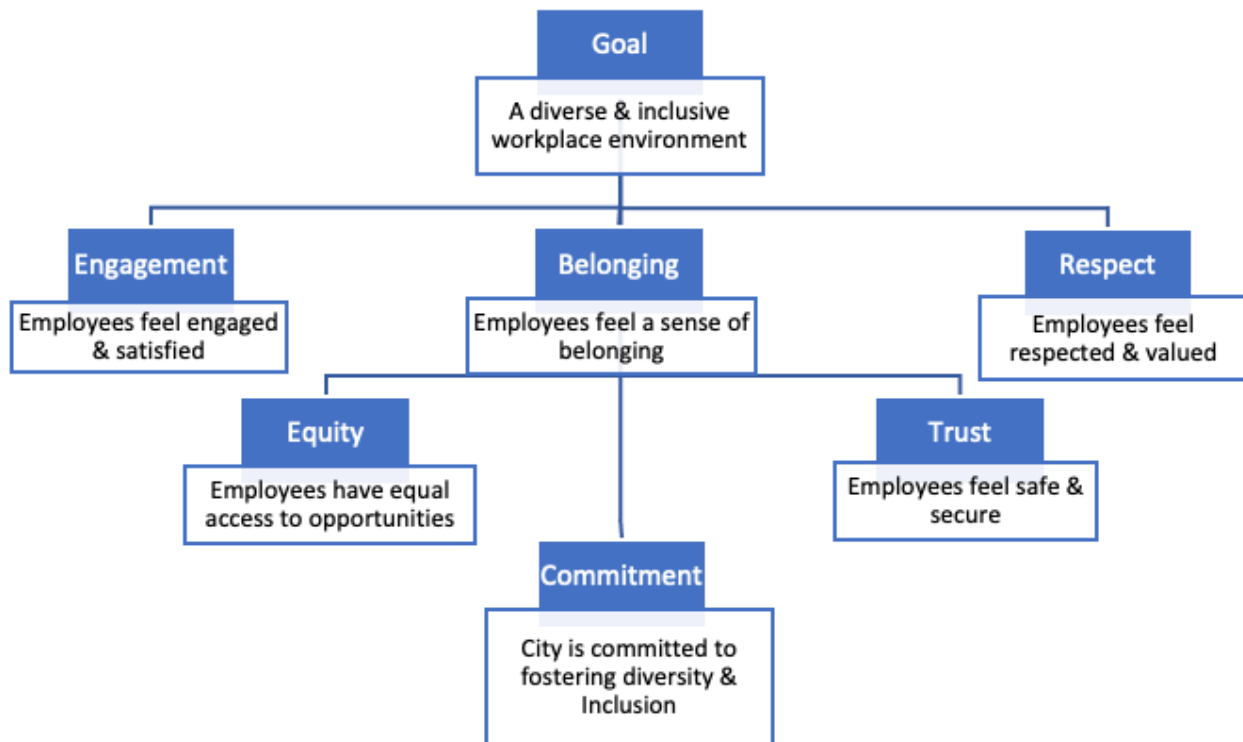
The City of Steamboat Springs is developing a Diversity, Equity & Inclusion (DEI) Strategic Plan as a cornerstone of its ongoing commitment to advance the practice of DEI at all levels within the organization. The City contracted with Beyond Inclusion Group (BIG) to support the development of diversity and inclusion strategies that foster inclusion and cultural competence. As a first step in that process, BIG conducted a comprehensive Workplace Culture Survey.

The Culture Survey provides a snapshot of the opinions of City staff regarding their work environment and culture in terms of DEI. The survey results provide a baseline for six DEI aspects of the culture: respect, trust, engagement, feelings of belonging, equity of opportunity, and commitment to DEI.

The survey was administered online between April 5th and May 10th of 2021. Of the approximately 235 employees who received the survey, 160 completed it, providing a response rate of 68%.

The survey instrument was adapted from previous workplace culture surveys BIG has used, which in turn were rooted in literature reviews of employee survey questions and DEI surveys. The conceptual framework of the survey groups questions related to six domains of interest, as shown below.

DEI Conceptual Framework



Much of the data from the survey is summarized using a common metric of “percent positive.” It was chosen to simplify interpretation and protect anonymity by aggregating responses. The determination of responses that fall within the “percent positive” metric was optimized to mitigate social desirability bias and meet standards generally considered as acceptable or successful. Below are the response options that were included in “percent positive.”

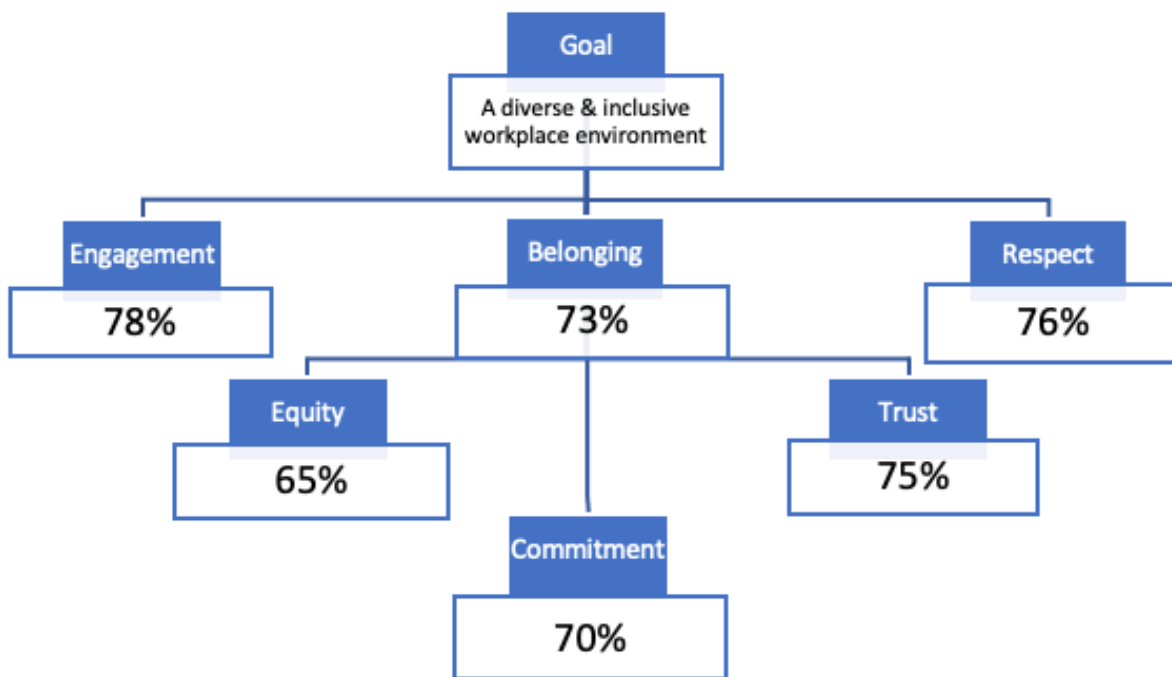
“Percent Positive” Metric by Question Type

Type of Scale	“Percent Positive” is the percent answering...
Agreement scale	“Strongly agree” and “agree”
Quality scale	“Excellent” or “good”
Likelihood scale	“Very likely” or “likely”
Frequency scale (question 2)	“Always” or “often”
Welcoming scale	“Very welcoming” or “welcoming”

Organizational Strengths

The survey found many areas of the City’s culture where a high proportion of employees gave positive ratings. By and large, employees generally rated most characteristics of the organization positively. Here are the overall “percent positive” ratings for each dimension or domain assessed through the survey.

Employee Ratings (Average Percent Positive) by Domain



Note: Questions that were negatively worded were reverse coded so that the positive or desired outcome is being presented in the calculation of percent positive across all questions and domains.

The City's greatest strengths related to high levels of employee engagement, the respectful atmosphere experienced by most people in most parts of the organization, and the general feeling of trust and belonging reported by most employees.

High Levels of Employee Engagement: Employees in the City are generally satisfied and engaged. Over 80% of employees feel positive about working for the City and would like to be working for the City a year into the future.

Atmosphere of Respect: 87% of employees feel that they are (often or always) treated with respect and that an atmosphere of respect is fostered in most areas of the organization. Significantly, 90% feel they are trusted to do their jobs without excessive supervision.

High Levels of Trust and Support: More than 85% of employees feel that someone at work seems to care about them as a person, a key ingredient of trust. And 3 out of 4 report that they trust their co-workers.

Positive Ratings of Inclusivity and Belonging: Employees' perceptions were generally positive when rating how welcoming the City is overall and for employees from most backgrounds. Over 80% feel that their departments help new employees to feel connected and integrated. And more than 2 out of 3 agree or strongly agree that they feel valued as a member of the organization.

Relatively Few Inappropriate Behaviors of the Most Serious Nature: Only 4 respondents reported physical contact that made them feel uncomfortable. And fewer than 15 employees experienced hiring or disciplinary practices that they perceived to be unfair, unjust and/or inhibiting of efforts to diversify the organization.

Organizational Opportunities for Growth

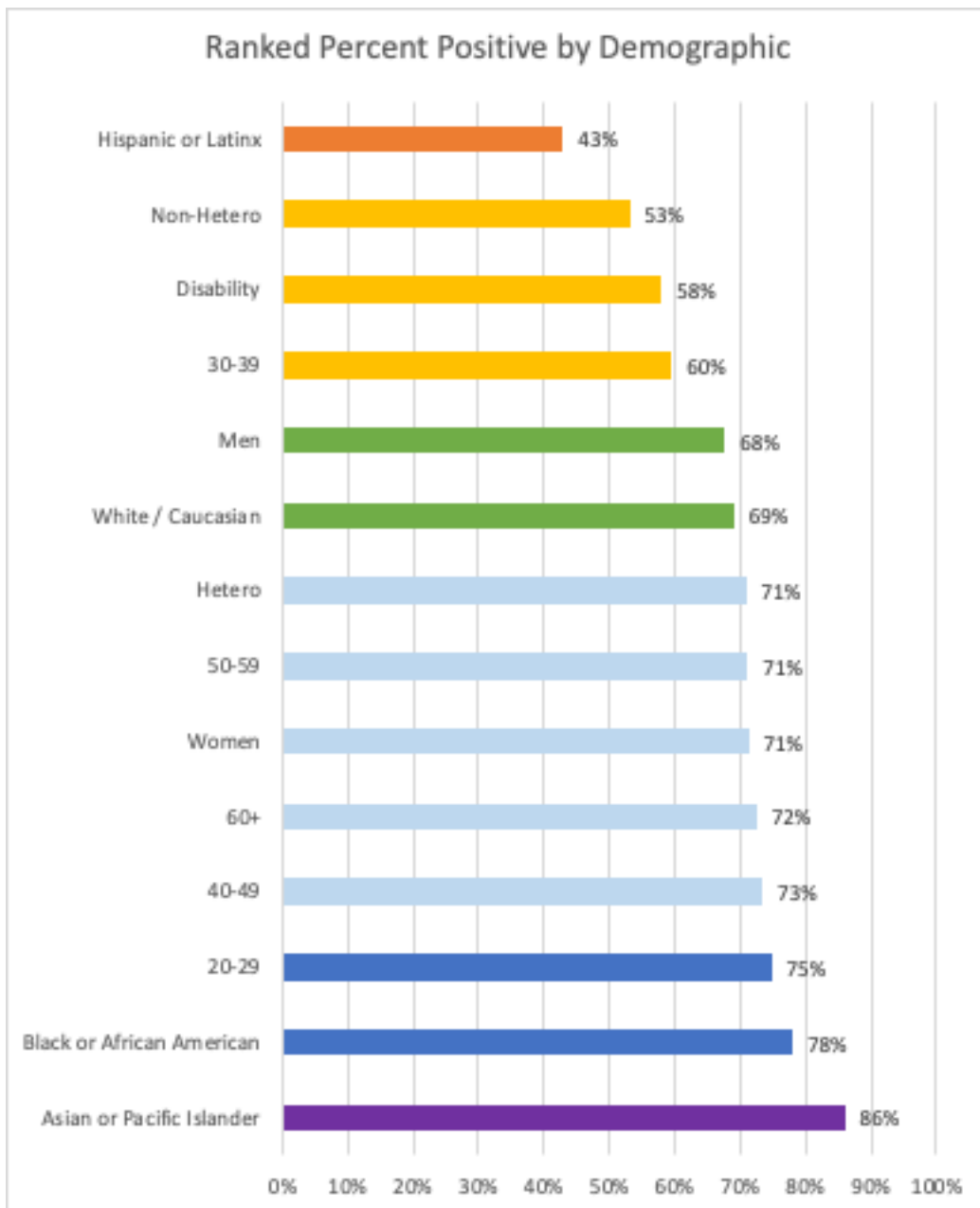
Although the work climate at the City was rated positively by most, a disparity in employee experience was also evident. Based on a review of the survey results, major areas where City management feels there are important opportunities to improve include:

- Certain underrepresented groups that consistently report not feeling welcomed or included
- The frequency with which some groups feel the need to change or hide things about themselves
- Making the case for DEI

Percent Positive by Demographic

To illustrate the disparity of experiences within the organization, the following chart shows the range of percent positive percentages for different demographic groups, averaged across all rated questions in the survey. Note that the following groups were the ones who reported the lowest percent positive ratings among topics surveyed:

- Hispanic or Latinx
- Non-heterosexual
- People with disabilities
- Ages 30-39



People with Disabilities

It’s important to note that fully 31% of respondents reported some type of “disability” (including 11% who reported a mental health/psychological condition). For purposes of the survey, “disability” was defined as any of the following conditions that impacted a person’s learning, working or living activities in the past 12 months: Acquired/Traumatic Brain Injury, Attention Deficit/Hyperactivity Disorder, Asperger’s/Autism Spectrum, Blind, Low Vision, Deaf, Hard of Hearing, Learning Disability, Medical Condition, Mental Health/Psychological Condition, Physical/Mobility Condition. Speech/Communication Condition.

The most significant disparities between people with disabilities and those who reported none were in relation to the following questions:

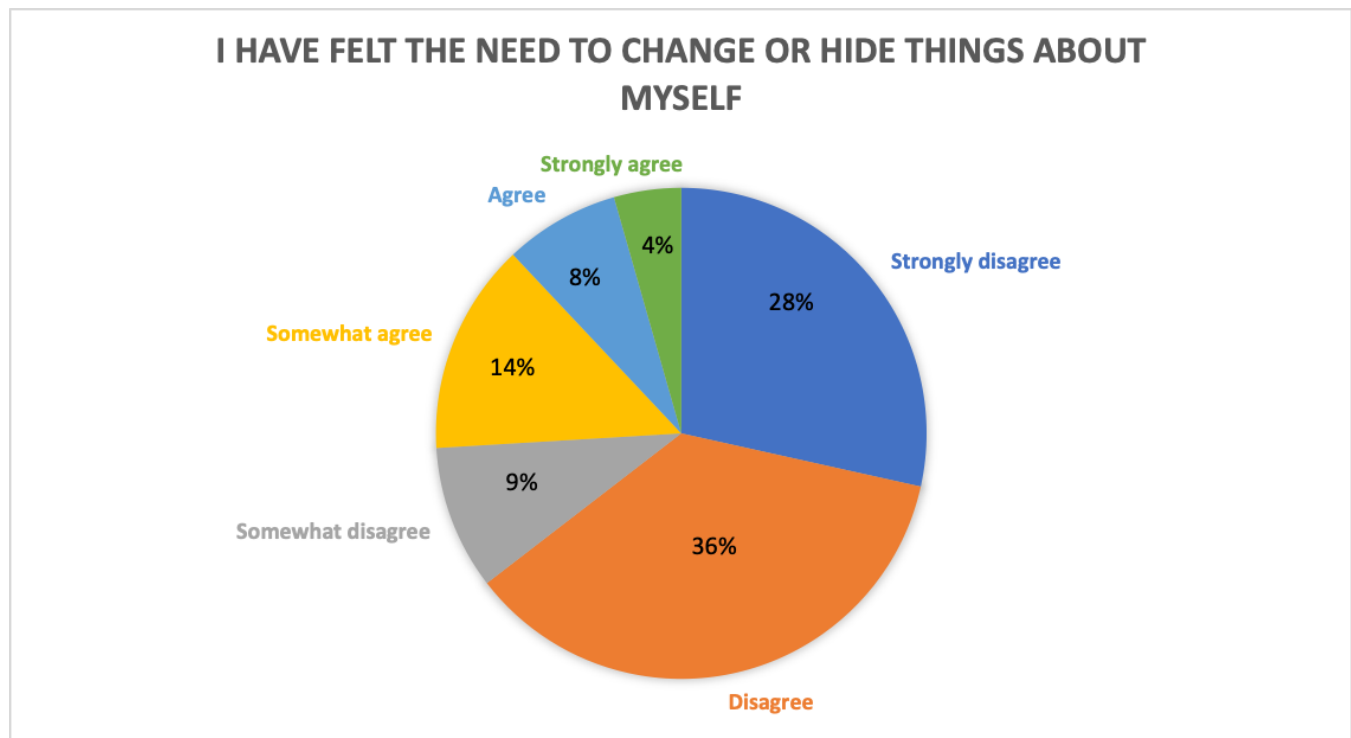
- I am comfortable bringing up issues that concern me without fear that it will affect how I am treated by my supervisor or co-workers
- I have felt the need to change or hide things about myself in order to fit in
- The extent of the perception that individuals with good people skills are promoted to management positions rather than solely on the basis of their expertise or length of service

On the positive side, of the five people who reported requesting an accommodation in the past year, 4 were “very satisfied” with the accommodation they received, and only 1 “didn’t know,” presumably because it was still in process.

Feeling the Need to Change or Hide Things About Themselves in Order to Fit In

Over a quarter of respondents report that they have felt that they need to change or hide things about themselves in order to fit in. Those most often agreeing with this statement tend to be:

- LatinX
- Non-hetero
- People with a disability



Making the Case for DEI

There are several indicators that point to the need to do a better job of making the case for DEI efforts, in terms of the value to the entire organization. This includes the significant number of people who expressed in the open-ended comments feelings such as:

- DEI efforts are not worth further investment, and the City is diverse enough
- It's not their problem
- Claims of reverse discrimination

Also of concern are the disparity between groups where many believe that they would not benefit from additional training to foster inclusivity (white men-34%), contrasted with groups where DEI training needs are perceived and training beneficial (women-77% and minorities-75%).

Departments and Supervisors

Differences among departments were noted and information provided to assist in addressing them.

Overall, the top concerns raised about supervisors across all departments are the following (where the percent positive ratings were under 60%):

- Addressing reports of unfair treatment (54%)
- Recognizing incidents of stereotyping and bias (57%)
- Helping employees of different cultures to interact effectively in the workplace (60%)

In turn, the top concerns raised about departments (across all) were as follows (where the percent positive ratings were under 55%):

- Working to attract people from diverse backgrounds (48%)
- Recognizing high-performing teams (55%)
- Promoting individuals with good people skills to management positions rather than solely on the basis of their expertise or length of service (55%)

AGENDA ITEM #3.

CITY COUNCIL COMMUNICATION FORM

FROM: Julie Baxter, Water Resources Manager
Rebecca Bessey, Planning & Community Development Director

THROUGH: Gary Suiter, City Manager

DATE: January 11, 2022

ITEM: Mountain Area Master Plan Update.

<input type="checkbox"/>	DIRECTION
<input checked="" type="checkbox"/>	INFORMATION
<input type="checkbox"/>	ORDINANCE
<input type="checkbox"/>	MOTION
<input type="checkbox"/>	RESOLUTION
<input type="checkbox"/>	PROCLAMATION

I. REQUEST/ISSUE & BACKGROUND INFORMATION:

The presentation is to provide City Council with an update on development of the Mountain Area Master Plan (MAMP) and next steps.

Staff is requesting specific feedback on the following:

- Which proposed actions and recommendations are particularly important from Council's perspective?
- Does Council have feedback on ongoing challenges identified?

BACKGROUND

The planning process for the MAMP is now in the final draft stage, as described in the email communication from the Planning & Community Development Director on January 2, 2022.

Staff first presented to Council on the MAMP during the August 25, 2020, regular meeting to review plan scope, proposed direction, and initial community engagement findings. AT that time, Council indicated support for the direction of the draft plan vision and guiding principles. Council requested that the plan provide cost estimates for the key outcomes and that the outreach process continues to keep the Urban Redevelopment Authority Advisory Committee

(URAAC) informed. Council indicated that regular updates on the project were not needed on meeting agendas but could be provided via written updates.

Staff provided an update on plan development to Council at the June 8, 2021, work session and presented the findings from the second phase of community engagement and the draft recommendations for actions and projects. Council provided feedback on their priorities for actions and projects, which included Ski Time Square redevelopment, Gondola Transit Center redevelopment, increasing activities outside of the ski season, and addressing future parking impacts, specifically the Meadows Lot.

Council also provided feedback on the ongoing challenges identified by staff. This included the need to clarify that the City cannot pay for many of the proposed improvements and private stakeholders and landowners have a major role to play. Identifying ongoing funding for operations and maintenance is very important.

Council directed staff to budget for recommended updates to the Community Development Code (CDC) base area design standards in 2022. Council indicated to staff that additional updates prior to the public review draft anticipated for late summer 2021 were not required.

Due to the lengthy delay in the schedule and the number of new Council members, staff believed an additional update and refresher would be helpful to get everyone up to speed prior to final draft plan review.

Recap of Project Purpose & Scope

The purpose of the Mountain Area Master Plan is to engage the Steamboat Springs community in developing a vision for the future of the Mountain Area and to complete a plan to guide policy, development, and public/private investment toward achieving the vision. The City selected a consultant team led by Cushing Terrell and Connect One Design to develop the master plan as the result of a competitive Request for Proposals process.

The City adopted the last master plan for the Mountain Area, the Mountain Town Sub-Area Master Plan Update, in 2005. In April 2019, the Steamboat Springs Downtown Plan. With the adoption of the new MAMP, the community will have two sub-area plans to guide public and private decision making and investment and create synergy between these two core commercial areas.

The MAMP is focused on three priority planning elements: economic vitality, identity, and access and mobility. The plan recommends conceptual plans for the redesign of two specific sites: Gondola Transit Center and Ski Time Square Drive. Two overarching themes are fundamental to proactively planning for the

long-term vitality and quality of life in the Mountain Area and will be integrated throughout the plan: Sustainability and Resiliency and Visitor Experience.

The plan's study area is the Ski Resort base area and the commercial properties and residential neighborhoods that surround it. The Mountain Area includes the land within the Urban Redevelopment Authority (URA) boundary to the east of US Highway 40 and within the Resort Residential and Gondola zone districts.

Community Engagement

Advisory Committee

The Advisory Committee formed for the plan has met six times to make recommendations on the plan's findings and prioritize the outcomes in the final plan. See the list of Advisory Committee members in the staff presentation, Attachment 1.

The project team also continues to engage Planning Commission and URAAC with regular updates.

Stakeholders

In addition to the stakeholder interviews conducted last summer, the project team has continued to meet with stakeholders as needed to inform the plan's findings and recommendations. Stakeholder meetings have included the following groups and topics:

- Gondola Transit Center users
- Mountain Area developers and landowners
- Homeowners associations near base area
- Lodging Association
- Economic development
- Sustainability and resiliency
- Transportation and mobility
- Public safety

Public

The project website can be found at EngageSteamboat.net/MAMP. The planning process has included two major phases of community outreach:

- Phase 1 - The initial outreach phase of the MAMP from June-August 2020 collected information from community members on the problems in the Mountain Area and what they prefer the area to be like in the future. The themes from the responses were used to develop the vision statement and guiding principles for the plan. Attachment 2 lists the key themes that emerged from the first community engagement phase.
- Phase 2 - The second round of community engagement for the MAMP used a survey approach to 1) provide information on the plan's findings,

the key problems identified, and potential solutions, and 2) collect feedback on levels of support for different solutions. 401 participants completed the full survey, and 1,437 written comments were received. The findings were used to refine and prioritize actions. A summary of the information provided in the survey and the responses is included in Attachment 3.

Advertising to increase awareness of the MAMP and the opportunities to be involved has been promoted through social media, City Limits radio show, newspaper articles, email blasts, board meetings, and newsletters of partner organizations.

Action and Implementation

The Plan's framework consists of vision, guiding principles, objectives, and actions. The draft framework is provided in Attachment 4.

The staff presentation will highlight the key recommendations for action proposed in the plan. Actions are organized into a series of design concepts for "Big Moves" and specific actions intended to:

- Prioritize certain capital improvements within the URA project activities list.
- Identify opportunities for private development that supports the plan's vision and goals.
- Recommend projects to be led by Staff to update policies and regulatory standards.
- Lay the groundwork for strategic partnerships between the City and non-profit and private sectors to enhance programs and activities focused on the Mountain Area.

The final plan will include an implementation matrix that identifies responsible entities, timeframes, cost estimates, and implementation considerations for each action.

Next Steps

The process moving forward includes the following steps:

- Final Advisory Committee meeting
- Draft plan for public review and comment period
- Draft plan presentation for Planning Commission public meeting
- Draft plan presentation for City Council public meeting
- Final plan recommendation by Planning Commission through public hearing
- Final plan adoption by City Council through public hearing

Planning Commission and City Council dates will be scheduled when Staff has reviewed the draft plan deliverable and find it ready for the public review and comment period.

II. SUMMARY AND ALTERNATIVES:

Unless Council directs otherwise, Staff intends to proceed with preparing the draft plan for public review and report to City Council with a draft plan for review and final plan for adoption in early to mid 2022.

III. STAFF RECOMMENDATION:

Staff recommends discussion of the information in this communication form and in the presentation materials framed by the two questions listed in the request above.

IV. FISCAL IMPACT:

Additional discussion on the fiscal impacts of the plan's recommendations will be provided with the presentation of the draft plan to Council.

V. LEGAL ISSUES:

There are no legal issues at this time.

VI. CONFLICTS OR ENVIRONMENTAL ISSUES:

Discussion on any potential environmental issues related to the plan's recommendations will be provided with the presentation of the draft plan to Council.

VII. CONSISTENCY WITH COUNCIL GOALS AND POLICIES:

Vision: To preserve our past while assuring an economically, culturally, and environmentally sustainable future.

The Mountain Area Master Plan is identified as an ongoing City Council effort.

ATTACHMENTS:

Attachment 1: Staff Presentation.

Attachment 2: Phase 1 Community Engagement Themes.

Attachment 3: Phase 2 Community Engagement Input.

Attachment 4: Plan Framework: Vision, Guiding Principles, and Objectives.



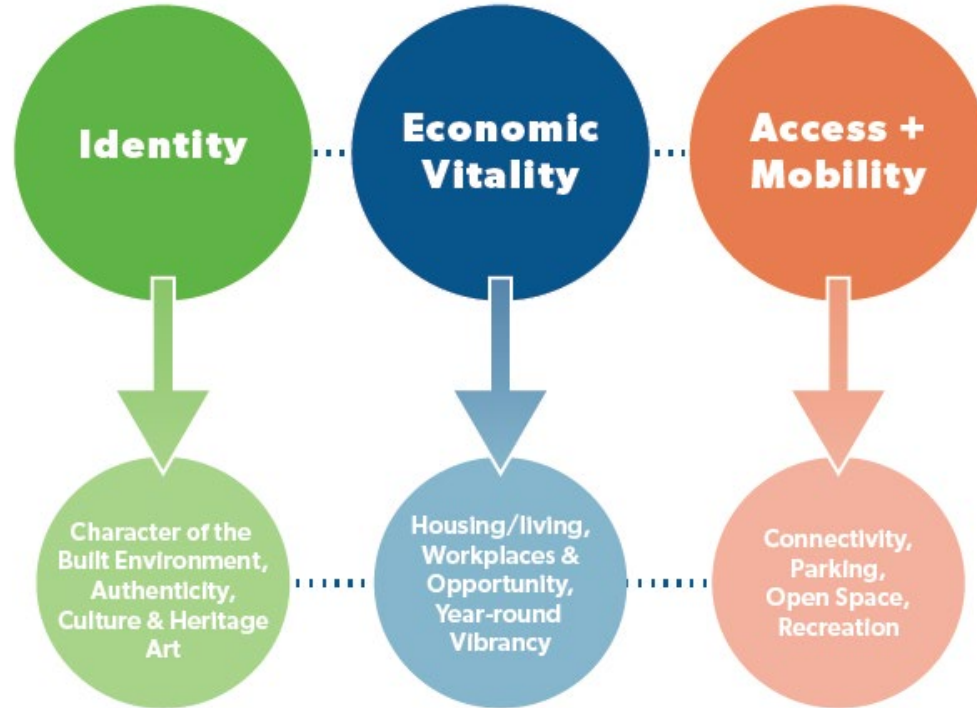
- Which proposed actions and recommendations are particularly important from Council's perspective?
- Does Council have feedback on the ongoing challenges identified?

The Mountain Area Master Plan is an ongoing City Council effort for 2022/2023



Project Purpose: To develop a community vision for the future of the Mountain Area and to complete a plan to guide policy, development, and public/private investment toward achieving the vision.

Sustainability & Resiliency | Visitor Experience



Project Study Area

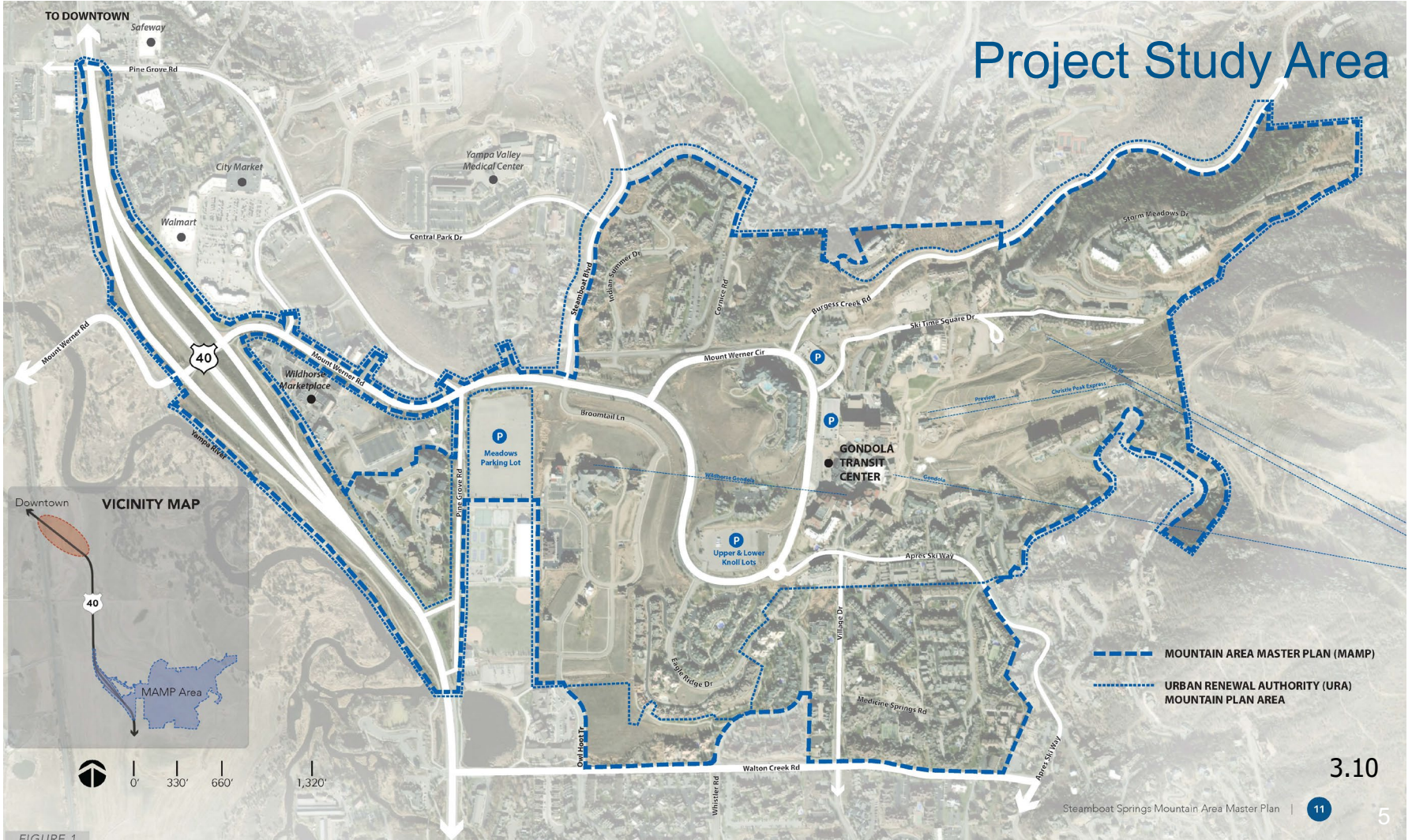


FIGURE 1

2020

- Mar Project Kickoff
- Mar-Jun Information Gathering
- May-Jul Community Engagement Phase 1
- Aug-Mar 2021 Analysis and Findings

2021

- Mar Community Engagement Phase 2
- Apr-May Actions and Concept Designs Refined
- Jul First Draft Plan Staff Review
- Aug Second Draft Plan Staff Review

2022

- Draft Plan Public Review (Community Engagement Phase 3)
- Plan Adoption Hearings

Representatives of the following organizations + stakeholder groups:


- City Planning Department
- City Public Works Department
- Urban Redevelopment Authority Advisory Committee (URAAC)
- City Council
- Steamboat Ski & Resort Corporation & Alterra / East-West Partners
- Steamboat Springs Chamber / Economic Development Council
- Yampa Valley Sustainability Council
- Developer/landowner stakeholders
- Lodging Association
- Mountain Village Partnership (restaurant/retail stakeholders)
- Arts, Cultural & Historic Preservation community

Phase 1 of Community Engagement: May - July 2020

- 3 surveys (identity, mobility + economic vitality), with 172 responses combined

- Stakeholder interviews,
- Questionnaires,
- Focus group work sessions

GETTING THE WORD OUT



community boards

newspaper

valley voice




social media

postcards

website

radio

email

live polling surveys
ideas forum
tag the map
staff notes
parks questionnaire
lodging questionnaire

WHAT WE DID

mountain village partnership questionnaire	developer/landowner stakeholder meeting
public safety stakeholder meeting	lodging association questionnaire
surveys	engage steamboat
mobility/GTC stakeholder meetings	advisory committee
	parks, trails and open space questionnaire

WHAT WE HEARD

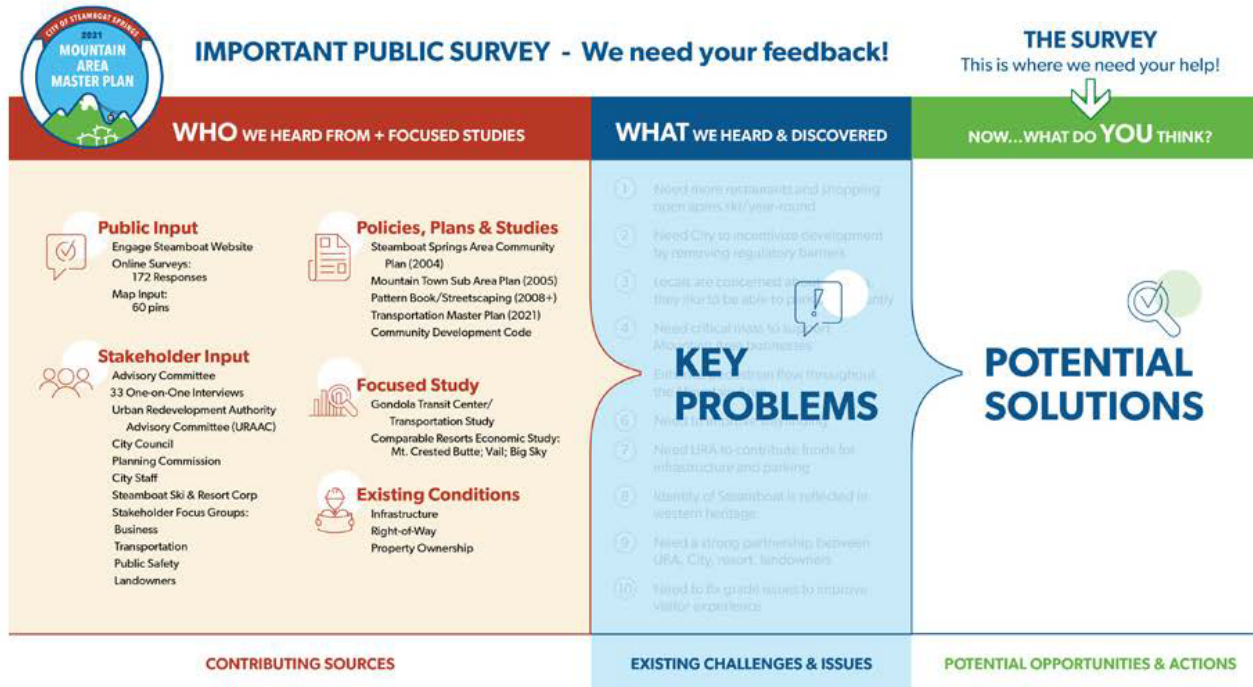
1	Need more restaurants and shopping open apres ski/year-round 	2	Need City to incentivize development by removing regulatory barriers 	3	Locals are concerned about parking, they like to be able to park conveniently 	4	Need critical mass to support Mountain Area businesses 	5	Enhance pedestrian flow throughout the Mountain Area 
6	Need to improve wayfinding 	7	Need URA to contribute funds for infrastructure and parking 	8	Identity of Steamboat is reflected in western heritage 	9	Need a strong partnership b/w URA, City, resort, landowners 	10	Need to fix grade issues to improve visitor experience 

Phase 2 of Community Engagement: March 2021

- Community engagement survey with 401 responses (which included informational boards on what we heard and learned, key problems,

and potential solutions

- Asked the public to prioritize projects
- Additional stakeholder group meetings



Key Problems & Potential Solutions





Actions supported by > 80% participants

- Consolidated pedestrian route from GTC to Gondola
- Designated pedestrian loop connecting commercial nodes
- Identification/protection historic resources
- Ski Time Square streetscape, parking, circulation improvements



Actions supported < 50% participants

- Establishing a Mountain Area Business Improvement District
- Meadows Lot parking structure with **paid parking**

Community Survey Priorities

- Improve pedestrian experience and walkability
- Increase activity, particularly retail & restaurants
- Revitalize 1) Ski Time Square 2) Gondola Plaza
- Meadows gondola
- Skier drop-off



Advisory Committee Priorities

- Improve pedestrian experience and walkability
 - GTC improvements
 - Pedestrian loop to commercial destinations
- Identify & incentivize development opportunities
 - Review design standards
- Identify funding sources, particularly for ongoing maintenance



SHORT-TERM (YEARS 1-3)

Gondola Plaza Enhancements

- A1** Relocate Gondola Base
- A2** Demo. Gondola Building/Renovate Plaza

Ski Time Square Improvements

- B1** STS East End Turnaround
- B2** STS Streetscape Improvements

Gondola Transit Center Redevelopment

- C1** Turnaround, Kiss-n-drop
- C2** Sawtooth, Controlled Access, Ski School Drop

LONG-TERM (YEARS 4-10)

Meadows Lot Redevelopment

- D1** High Capacity Gondola
- D2** Meadows Lot Parking Structure + Shuttle Plaza

ALTERNATIVE OPPORTUNITIES (YEARS 4-10)

- E** Ski Time Square Drive Realignment
- F** Knoll Parking Lots Redevelopment

FIGURE 4: BIG MOVES PHASING

Graphic is for planning purposes only

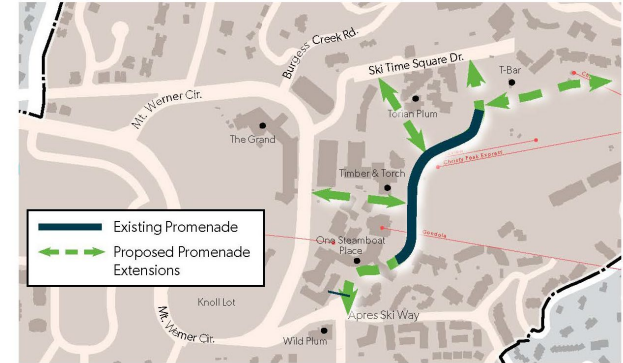
Mobility & Pedestrian Improvements

- Extend Promenade
- Improve emergency access connections
- Implement priority Transportation & Mobility Plan projects

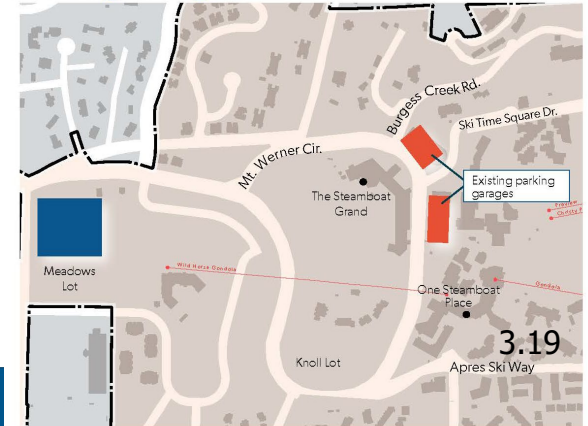
Private Development Opportunities

- Consolidate/improve route from GTC to Gondola Plaza
- Redevelop parcels with parking garages
- Evaluate skier parking demand and traffic impacts

Promenade Extensions



Parking Garages



Economic Development

- Organize economic development & programming committee focused on Mountain Area
- Develop an economic development strategy for Mountain Area
- Improve info packet available for potential investors
- Implement creative placemaking process

Sustainability & Resiliency

- Develop environmental education program with ski resort
- Create education/incentives program for sustainable design & site planning

Funding

- Evaluate potential for extending URA timeline
- Task new committee with evaluating maintenance funding sources

- Update CDC development and design standards for G and RR zoning districts
- Implement recommendations of 2020 Historic Survey of Mountain Area
- Integrate wildfire mitigation policies into CDC and building code
- Incorporate sustainability/resiliency design criteria for URA-funded projects
- Establish policy for creative place-making in publicly funded projects

- Timing of Big Moves
- Timing of Ski Time Square improvements with development
- Ongoing funding
- Future parking demand
- GTC configuration
- CDC Base Area Design Standards

- Final Advisory Committee meeting
- Draft plan for public review and comment period
(Community Engagement Phase 3)
- Draft plan presentation for Planning Commission public meeting
- Draft plan presentation for City Council public meeting
- Final plan recommendation by Planning Commission through public hearing
- Final plan adoption by City Council through public hearing

- Which proposed actions and recommendations are particularly important from Council's perspective?
- Does Council have feedback on the ongoing challenges identified?

ATTACHMENT 2

Mountain Area Master Plan

Themes from Initial Community Engagement (Mar-Aug 2020)

ECONOMIC VITALITY

Development_LU_Process

Implement efficiency/green building incentives/standards for new development

Need public infrastructure improvements

Need for a fiscally realistic and implementable plan for development

Need investment and redevelopment to revitalize Ski Time Square to where it was before 2008

Predicted development of the Mountain Area has not been realized since the original Ski Time Square due to Ski Corps' lack of reinvestment

High density development in the Mountain Area is financially risky and not highly profitable

Need for City to incentivize development by removing regulatory barriers

Different ownership groups/interests make development in the base area complex

Need for higher densities in the Mountain Area

Need to update/remove design guidelines

There needs to be a strong partnership between the resort, URA, City, landowners and developers

Cost of construction and slow absorption rate are barriers to development in the Mountain Area

The City is underfunded due to reliance on sales tax dollars

Need URA to contribute funds for infrastructure and parking to spur development

Funding for projects should come from taxing owners in Mountain Area

Need to move the URA from Engineering to Planning

The There There

Need for a multi-use conference center/large meeting space in the Mountain Area

Need for a hub of economic activity with spokes that reach the surrounding neighborhoods

Need for higher-end hotel options

Community hopes that Alterra will invest in creating a vibrant Mountain Area

Opportunity for the Mountain Area to relieve pressure on downtown in summer

Provide more commercial space for lease

Provide a "sales package" for potential business owners to understand Mountain Area market

Need for more high-end retail in the mountain area

The City should allow marijuana businesses in the Mountain Area

The seasonal market and high rents make it difficult for businesses to survive in the Mountain Area

Need Alterra to tell us what their plans are for lift expansion and development

There is a need for a performing arts center in the Mountain Area

Downtown is already a destination, need to focus attention and funds to the Mountain Area

Daylighting Burgess Creek has created more summer activity/vitality

There is too much retail spread throughout Steamboat - not much more can be supported

24 Hour Activity

Need for more restaurants and shopping open after apres ski/year-round

Need more (multi-generational) family-friendly entertainment options in the Mountain Area

Need critical mass/pedestrian activity to support Mountain Area businesses

Need for more nightlife in the Mountain Area

Housing_Living

Need more affordable/workforce housing

Affordable housing does not belong in the Mountain Area

Need more market-rate housing/a mix of housing in Mountain Area

Housing stock is depleted by the short term rental market

Provide housing in the Mountain Area for location-neutral workers

Supply and demand in the housing market is met by the existing housing stock so adding new inventory is difficult

Work Places and Opportunities

Lack of workforce willing to work service industry jobs

Mountain Area is more economically successful in winter

Incentivize locating more diverse businesses in the Mountain Area

Need for co-working space to accommodate location-neutral workers in the Mountain Area

Businesses in the Mountain Area should complement (rather than compete with) businesses downtown

Need for an organization/staff member overseeing economic development in the Mountain Area

The greatest asset to retaining existing businesses is location

The greatest asset to attracting people into businesses is Mountain Area perception/identity

Need for more office space for lease in the Mountain Area (not first floor)

City needs to implement a business incentive program

IDENTITY

Character of Built Environment

Need to focus on entire Mountain Area as it relates to Steamboat and not just GTC and STS

Need to improve arrival experience

Need for site lines from GTC to the mountain base

Belief that the Mountain Area is already over-developed

Need for enhanced placemaking

There is a disconnect and lack of activity between the Mountain Area and downtown

Destinations in the Mountain Area are spread out and disconnected

The restaurants and bars create a sense of place

The Mountain Area is more modern than downtown Steamboat

The old buildings in the Mountain Area create a sense of place

The Mountain Area lacks a sense of place

Skiing and the mountain base create a sense of place

Buildings in the Mountain Area are outdated and run-down

Need for more public places to hang out, linger, gather

Authenticity

Identity of Steamboat reflected in western heritage, environment and friendliness of its community

The Mountain Area is a kid and family-friendly place

Development of Mountain Area needs to compliment downtown Steamboat

Environmental stewardship should be a priority

Steamboat lacks the pretentiousness of other resort towns like Vail or Aspen

Heritage and Culture

Need for strong reference to cultural heritage of steamboat

Most people in Steamboat live downtown and just recreate in the Mountain Area

Identity needs to be a balance between ski and western heritage

Environmental ethic is not as strong in Steamboat as other resort communities

Need to focus more marketing on "Ski Town USA" and our Olympians

Art

Need for public art in the Mountain Area

MOBILITY

Connectivity

Recent small changes have had positive outcomes
Pedestrian-Vehicle conflict at the GTC
Distance to walk from bus drop off
Lodging shuttle conflict at GTC
Need to avoid right of way vacations where possible
Need for a new skier drop-off area/Uber and Lyft
Need to improve Ski Time Square Drive circulation
Make the GTC a transit-exclusive zone
Need to improve grade issues and remove stairs to improve visitor experience
Need for a high capacity gondola from the Meadows lot to Gondola Square
Need to expand the promenade
Need to improve wayfinding
Consider a gondola between downtown and Gondola Square
Expand/move GTC
Enhance pedestrian flow throughout the Mountain Area
Need to have connectivity between the Mountain Area and downtown
Bus transportation needs to be expanded with later evening hours
Need for bike and e-bike infrastructure
Need to snowmelt the sidewalks in the Mountain Area
Left-hand turns slow traffic flow
Gondola Square needs to be reimaged
Need more direct flights into the airport to bring more people in

Parking

Need to remove parking from high-value parcels in base area and focus it at Meadows Lot
Parking issues vary seasonally
Employees take up valuable spaces in parking areas
Plan for flexibility in parking for potential future redevelopment
Locals are concerned about parking - they like to be able to drive to destinations and park conveniently
Need to make Meadows Lot a parking structure

Open Space and Recreation

Wildfire risk in the Mountain Area and getting people evacuated that are recreating
Need to create a second base area to alleviate congestion in the mornings

SURVEY DETAILS

COMMUNITY ENGAGEMENT SURVEY | MARCH 2021

401 Surveys Completed

YEAR-ROUND VIBRANCY

WHAT WE HEARD

- The Mountain Area needs more restaurants and shopping open year-round and year-round.
- Need critical mass/pedestrian activity to support Mountain Area businesses.
- Need more multi-generational entertainment options in the Mountain Area.
- The seasonal market and high-rents make it difficult for businesses to survive in the Mountain Area.

KEY PROBLEMS

- There is a lack of vibrancy in the Mountain Area after apres-ski and during shoulder seasons.
- There is a lack of nightlife that used to exist in the Mountain Area.
- Although the Steamboat Springs Chamber and Steamboat Mountain Village Partnership represent businesses in the Mountain Area, there are not paid staff focused solely on the economic development and programming of the Mountain Area.

WHAT WE LEARNED

- Steamboat Springs has a relatively smaller number of luxury hotel rooms compared to comparable towns.
- Steamboat Mountain Area has fewer hotel rooms than comparable base areas.
- Compared to comparable base areas, Steamboat Mountain Area has a good mix of businesses; however, leaders from those towns said that while a good business mix is needed, year-round programming and events are the most important part of activating their base areas year-round.

BUSINESS MIX | Average Number of Businesses

Steamboat Mountain	Steamboat	Big Sky	Big Sky Center	Big Sky Center	Big Sky Center	Steamboat
30	75	5	35	10	70	170

POTENTIAL SOLUTIONS & OPPORTUNITIES

A Identify development opportunities that bring year-round activity and nightlife to the Mountain Area (ex: a performing arts/conference center, hotel development, event programming)

B Increase year-round programming and branding for the Mountain Area by expanding a dedicated entity focused on its economic development

C Redevelop Gondola Plaza by removing the gondola building and creating a plaza with active amenities

Trade-Offs

- Provides the opportunity for the Mountain Area to fill market gaps in Steamboat Mountain
- Requires funding for a dedicated economic development position
- Requires high cost private investment

HOTEL ROOM ASSESSMENT

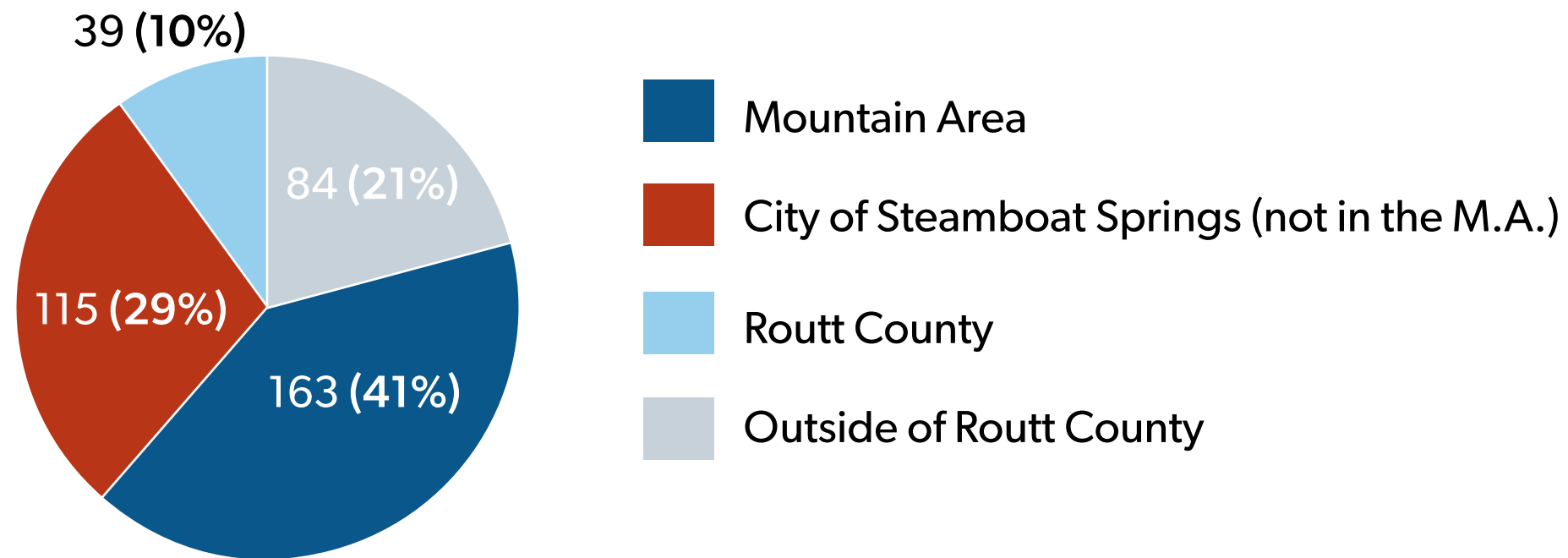
From the Comparable Towns & Resorts Economic Study

We asked questions on a **Likert Scale** to measure public support for the proposed solutions, then asked for open-ended feedback. Below is the number of participants who provided written comments for each of the seven planning topics:

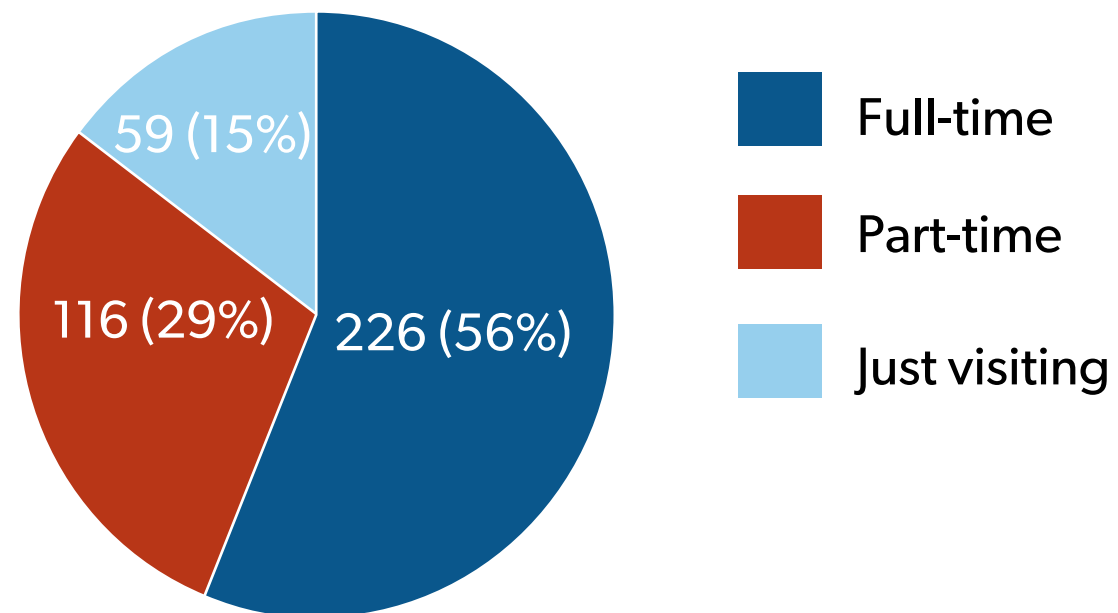
# of Responses	Planning Topic
216	Year-round Vibrancy
189	Character of the Built Environment
187	Parking
133	Gondola Transit Center
130	Funding
118	Identity
100	Navigation & Mobility

Informational Boards presented key problems, what we heard and learned, and proposed solutions

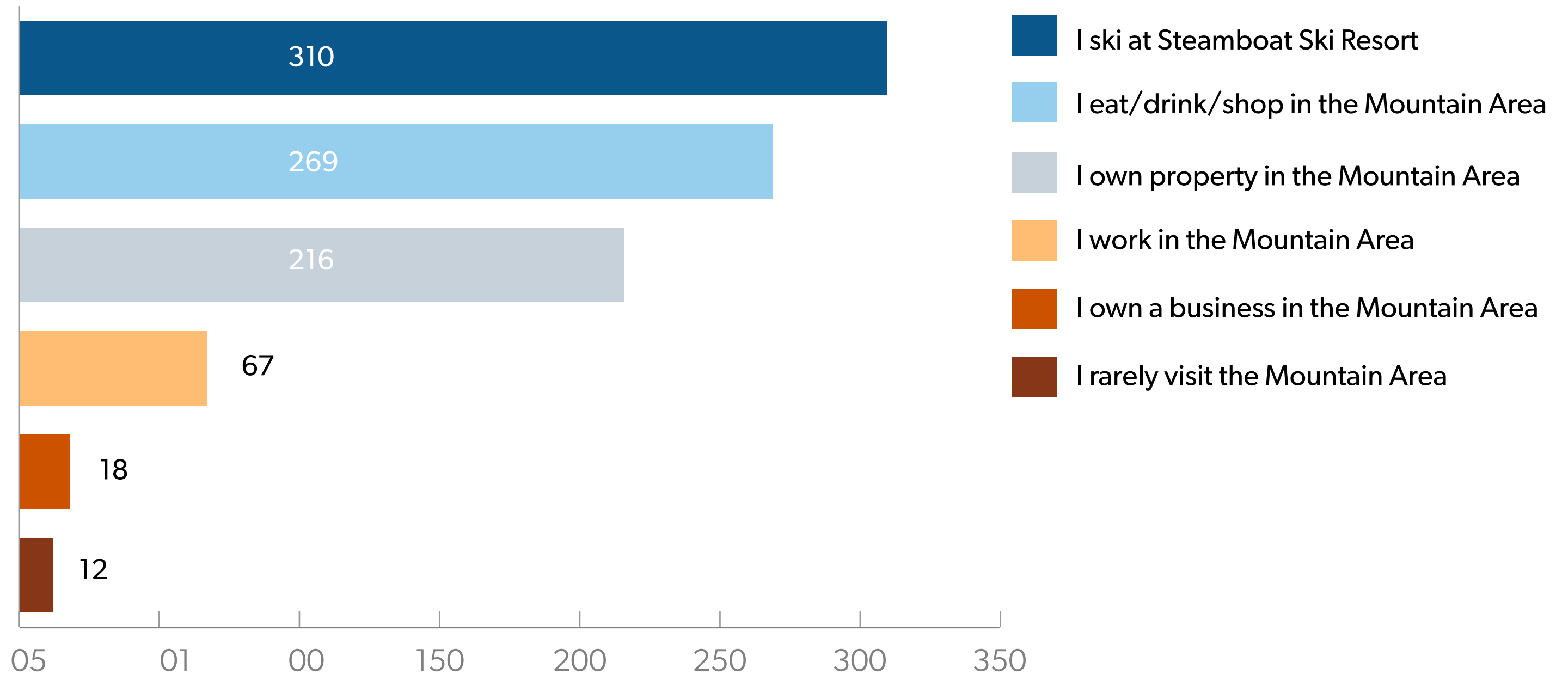
Q1: Where do you live?



Q2: Do you live in Steamboat Springs full-time, part-time, or are you just visiting?



Q3: What is your relationship to the Mountain Area? *(participants could select multiple answers)*





YEAR-ROUND VIBRANCY

WHAT WE HEARD

1. The Mountain Area needs more restaurants and shopping open apres-ski and year-round
2. Need critical mass/pedestrian activity to support Mountain Area businesses
3. Need more multi-generational entertainment options in the Mountain Area
4. The seasonal market and high rents make it difficult for businesses to survive in the Mountain Area

KEY PROBLEMS

- There is a lack of vibrancy in the Mountain Area after apres-ski and during shoulder seasons.
- There is a lack of nightlife that used to exist in the Mountain Area.
- Although the Steamboat Springs Chamber and Steamboat Mountain Village Partnership represent businesses in the Mountain Area, there are not paid staff focused solely on the economic development and programming of the Mountain Area

WHAT WE LEARNED



- Steamboat Springs has a relatively smaller number of luxury hotel rooms compared to comparable towns
- Steamboat Mountain Area has fewer hotel rooms than comparable base areas
- Compared to comparable base areas, Steamboat Mountain Area has a good mix of businesses; however, leaders from those towns said that while a good business mix is needed, year-round programming and events are the most important part of activating their base areas year-round

BUSINESS MIX | Average Number of Businesses 170



POTENTIAL SOLUTIONS & OPPORTUNITIES

A

Identify development opportunities that bring year-round activity and nightlife to the Mountain Area (ex: a performing arts/conference center, hotel development, event programming)

Trade-Offs

- Provides the opportunity for the Mountain Area to fill market gaps in Steamboat
- Requires funding for a dedicated economic development position
- Requires high cost private investment

B

Increase year-round programming and branding for the Mountain Area by expanding a dedicated entity focused on its economic development

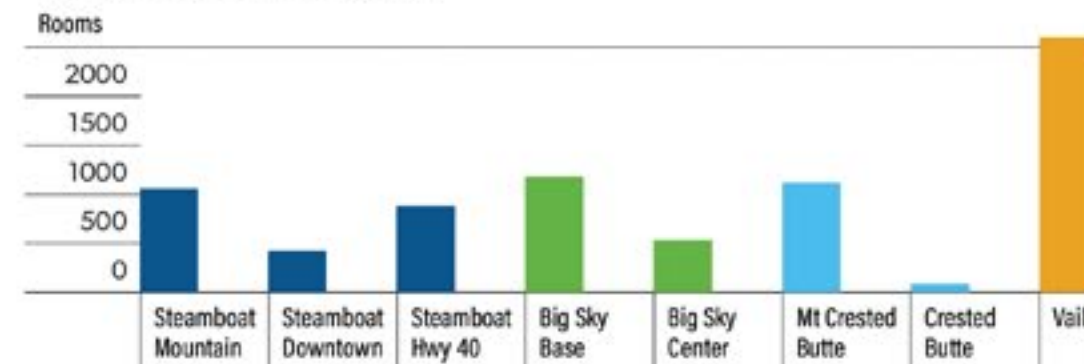
C

Redevelop Gondola Plaza by removing the gondola building and creating a plaza with active amenities



Schematic Site Plan for Gondola Plaza Redevelopment by Design Workshop

HOTEL ROOM ASSESSMENT

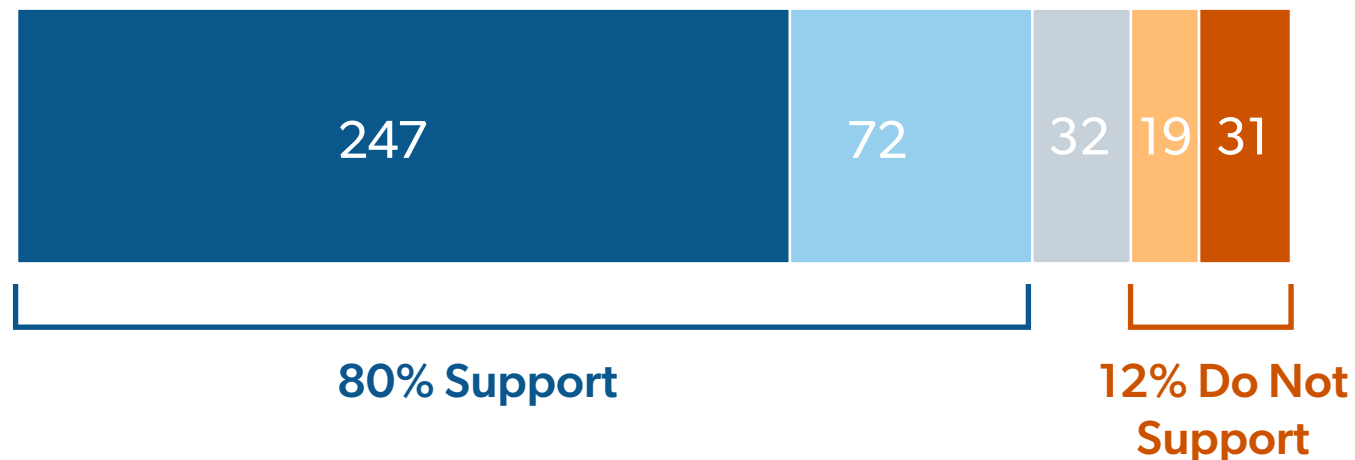


From the Comparable Towns & Resorts Economic Study

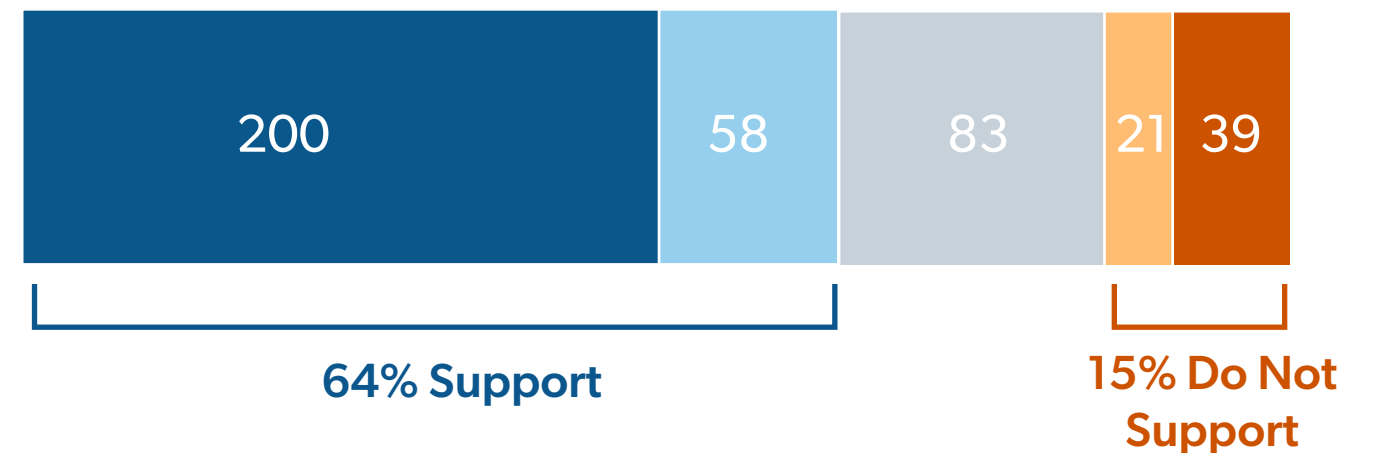
Q4: To what extent do you support the following solutions to bring year-round vibrancy to the Mountain Area?

■ I support
 ■ I mostly support
 ■ I neither support nor disagree
 ■ I mostly do not support
 ■ I do not support

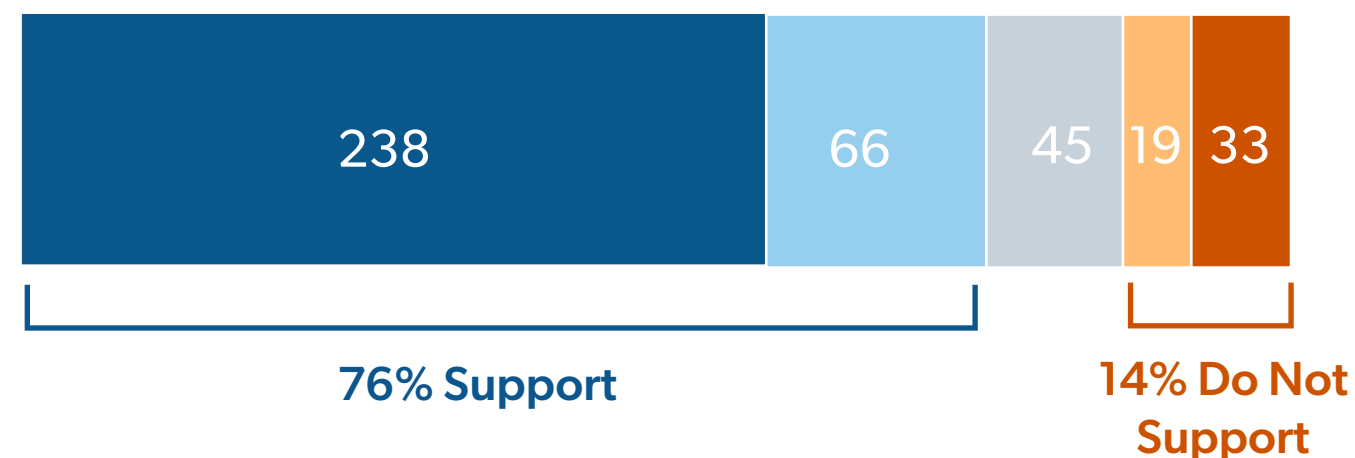
A Identify development opportunities that bring year-round activity and nightlife to the Mountain Area (ex: a performing arts/conference center, hotel development, event programming)



B Increase year-round programming and branding for the Mountain Area by expanding a dedicated entity focused on its economic development



C Redevelop Gondola Plaza by removing the gondola building and creating a plaza with active amenities



Most common responses from open-ended question (Q5):

1. Support for bringing more restaurants, bars and nightlife to the Mountain Area
2. Dislike the ice rink in Gondola Plaza (creates more congestion)
3. Support the idea of a luxury hotel in the Mountain Area - fills a market gap
4. Would like to see more fire pits and lounge chairs in public spaces

CHARACTER OF THE BUILT ENVIRONMENT

WHAT WE HEARD

1. Need for City to incentivize development by removing regulatory barriers
2. Buildings in the Mountain Area are run-down and outdated
3. Need reinvestment and redevelopment to revitalize Ski Time Square to where it was in 2008

KEY PROBLEMS

- Reinvestment/redevelopment has not occurred in Ski Time Square since the demolition in 2008.
- The economic conditions (cost of construction, lengthy approvals, high land costs) make new development financially risky.
- Fractured property ownership means large-scale change is difficult and costly and some buildings will remain outdated.
- Design standards are outdated and compliance can be difficult for developers

WHAT WE LEARNED



Conditions that may inhibit investment in the Mountain Area :

- Cost of construction is high in the Yampa Valley, and the high land value and slow rate of unit absorption make development in the Mountain Area financially risky (some lenders won't go for it, project dies)
- Development approvals can take months. Projects may seek variances to development and design standards, which adds more uncertainty (time = \$)
- Compared to other ski resort base areas, land ownership in Steamboat is more fractured among different entities.

Based on conversations with local developers and City staff, and the Comparable Resorts Economic Study

POTENTIAL SOLUTIONS & OPPORTUNITIES

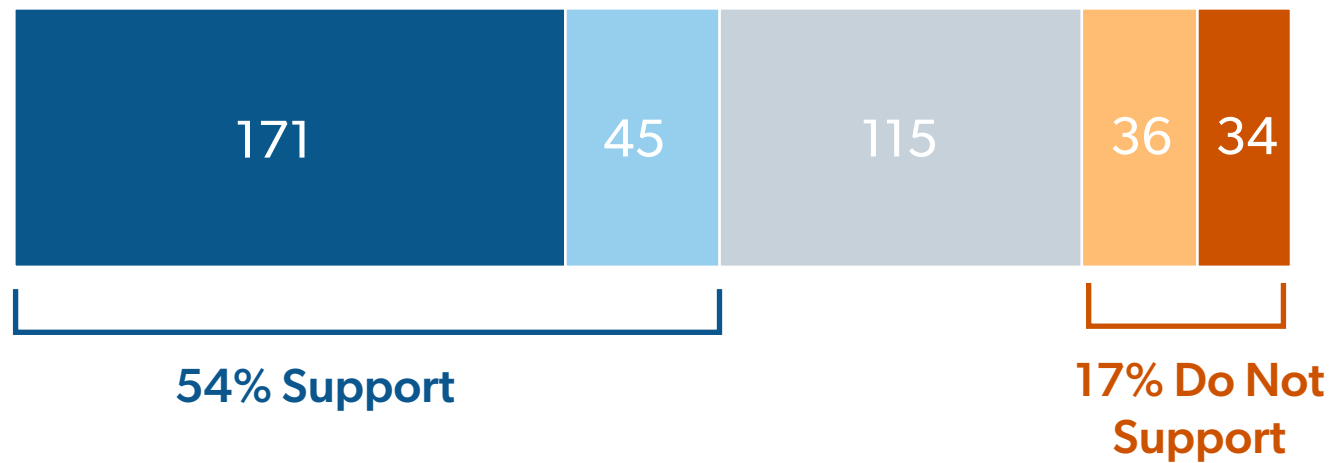
A	B	C	D
<p>Review the City's design standards for the base area and update to be less prescriptive</p> <p>Trade-Offs</p> <ul style="list-style-type: none"> • Increases flexibility for developers • Increases the likelihood of investment in vacant parcels in the short-term • No consistent character and identity required of new development 	<p>Consolidate and add parking at the Meadows Lot, replacing the two outdated private parking structures (Ski Time Square and Gondola Square) with new development</p> <p>Trade-Offs</p> <ul style="list-style-type: none"> • Opens up high-value parcels for development • Removes blighted buildings • Opportunity to improve street-level vibrancy • Potential loss of short-term parking • Requires private investment 	<p>Realign Ski Time Square Drive to connect to a roundabout at Burgess Creek Road, opening up a larger parcel for redevelopment to replace existing parking garages</p> <p>Trade-Offs</p> <p>Same trade-offs as B, plus:</p> <ul style="list-style-type: none"> • Creates a larger, more impactful development opportunity • Preserves new roundabout at Ski Time Square Dr. and Mt. Werner Cir. • Requires small acquisition of private land or swap with right-of-way • Simplified, more intuitive street layout 	<p>Improve streetscape, parking, access and circulation in Ski Time Square Drive to help facilitate redevelopment</p> <p>Trade-Offs</p> <ul style="list-style-type: none"> • Improves pedestrian safety • Improves vehicle circulation • Enhances the visitor experience • Improvements may spur development, but also could require reconstruction once development occurs



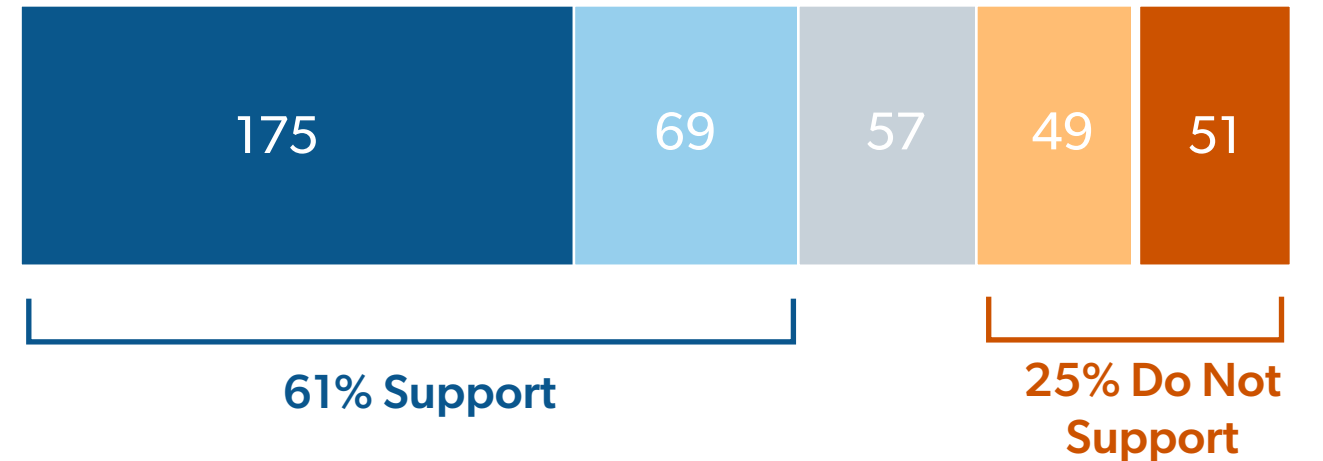
Q6: To what extent do you support the following solutions to improve the character of the built environment in the Mountain Area?

■ I support
 ■ I mostly support
 ■ I neither support nor disagree
 ■ I mostly do not support
 ■ I do not support

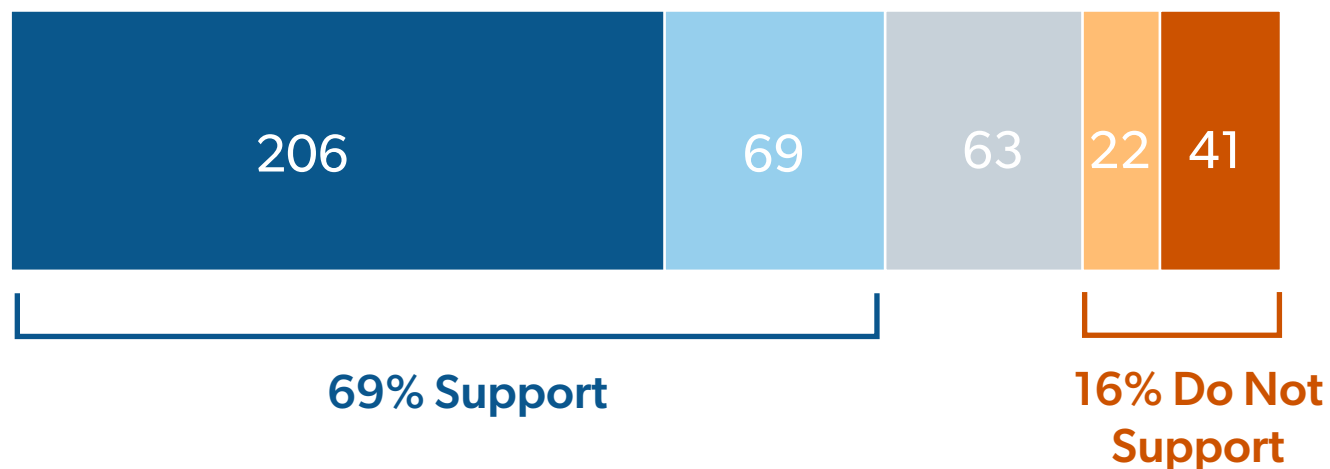
A Review the City's design standards for the base area and update to be less prescriptive



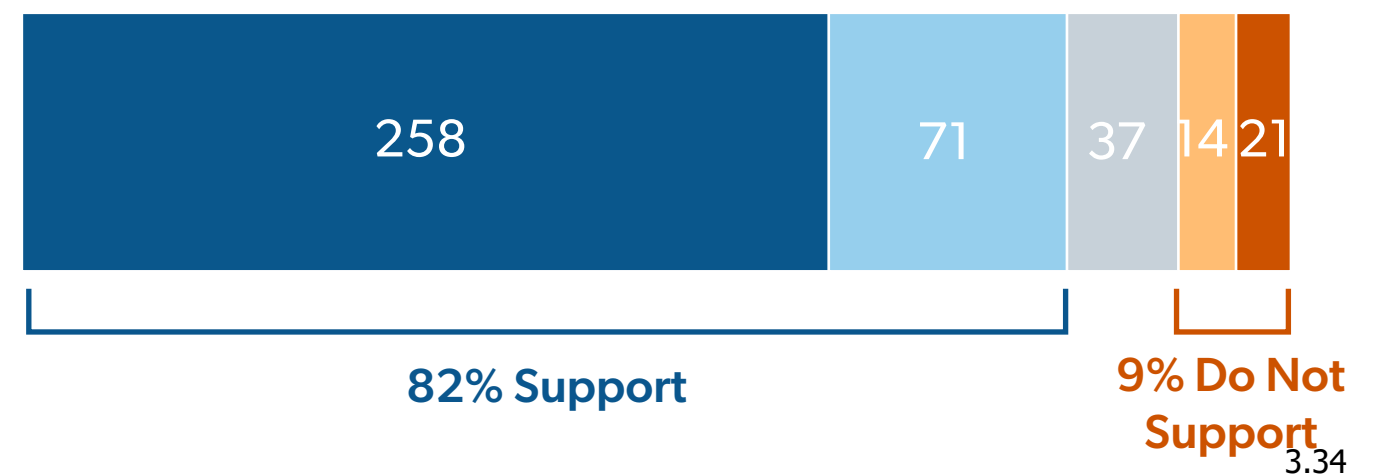
B Consolidate and add parking at the Meadows Lot, replacing the two outdated private parking structures (Ski Time Square and Gondola Square) with new development



C Realign Ski Time Square Drive to connect to a roundabout at Burgess Creek Road, opening up a larger parcel for redevelopment to replace existing parking garages



D Improve streetscape, parking, access and circulation in Ski Time Square Drive to help facilitate redevelopment



Most common responses from open-ended question (Q7):

1. Support for removing the parking garages
2. Concern that if design standards are relaxed, development will not be cohesive
3. Desire to maintain short-term parking on Ski Time Square Dr and near commercial areas
4. If parking garages are removed, that parking needs to be replaced somewhere closer than Meadows

GONDOLA TRANSIT CENTER

KEY PROBLEMS

- The GTC is the primary transit stop for access to the ski resort base area for the City bus system, parking shuttles and lodging shuttles. The GTC is overcrowded, inefficient, and unsafe for pedestrians.
- The GTC does not provide an attractive or intuitive arrival experience to the ski resort or Mountain Area.

WHAT WE LEARNED



- Public safety officials are concerned about insufficient access for emergency responders in the Mountain Area
- Improving the safety, functionality, and user experience in the GTC is a top priority of stakeholders in this plan.

WHAT WE HEARD

1. The GTC is chaotic - lodging shuttles, parking shuttles, transit, private vehicles and pedestrians all converge and there are frequent traffic back-ups
2. The crossing at the Steamboat Grand hotel in the GTC is unsafe

Movement occurring **per hour on peak days** at:
Mount Werner Cr. crossing @ the Grand



From the GTC/Transportation Study (2019)

POTENTIAL SOLUTIONS & OPPORTUNITIES

A

Reconfigure GTC to create a pedestrian priority zone with efficient bus and shuttle drop-off and turnaround. Restrict private vehicle access but provide convenient, designated skier drop-off areas. See traffic flow map to right.

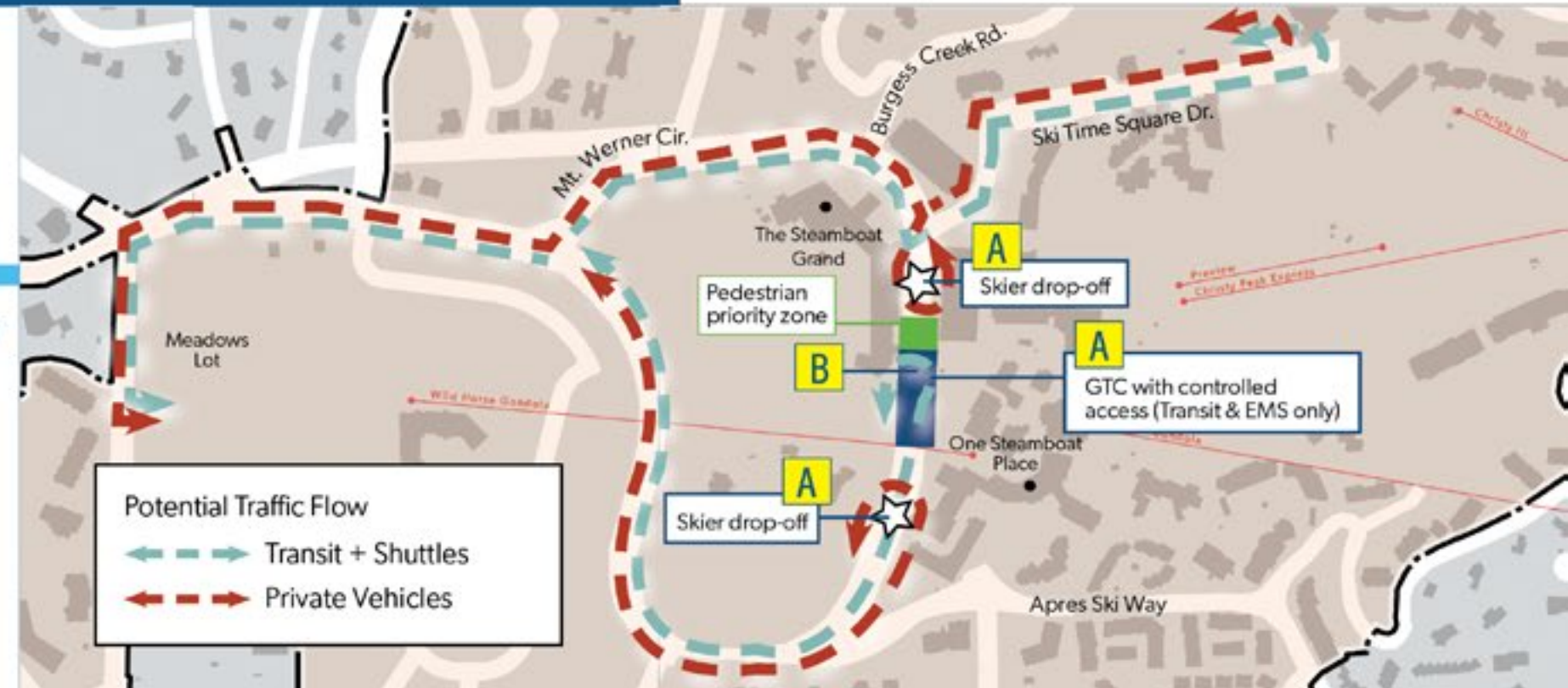
Trade-Offs

- Improves pedestrian safety and access
- Increases transit efficiency and reduces conflicts
- Improves access for emergency vehicles
- Allows site redevelopment to achieve multiple goals
- Requires partnership between City and Ski Resort due to land ownership
- Requires wayfinding signage, convenient skier drop-offs and vehicle turnarounds, and significant operational changes to provide transit service to Ski Time Square

B

Install more crosswalks and enhanced pedestrian safety features at the GTC such as additional signage, lights, raised paths

- Improves pedestrian safety
- Less expensive
- Does not improve transit efficiency or offer benefits of other improvements such as arrival experience, updated layout, etc.

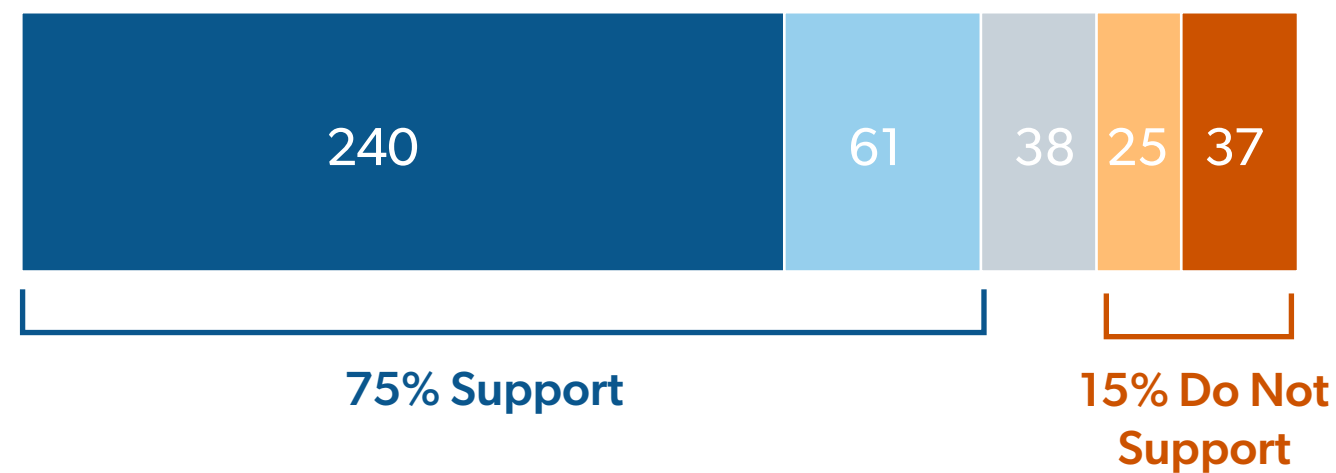


Q8: To what extent do you support the following solutions to improve the GTC?

■ I support
 ■ I mostly support
 ■ I neither support nor disagree
 ■ I mostly do not support
 ■ I do not support

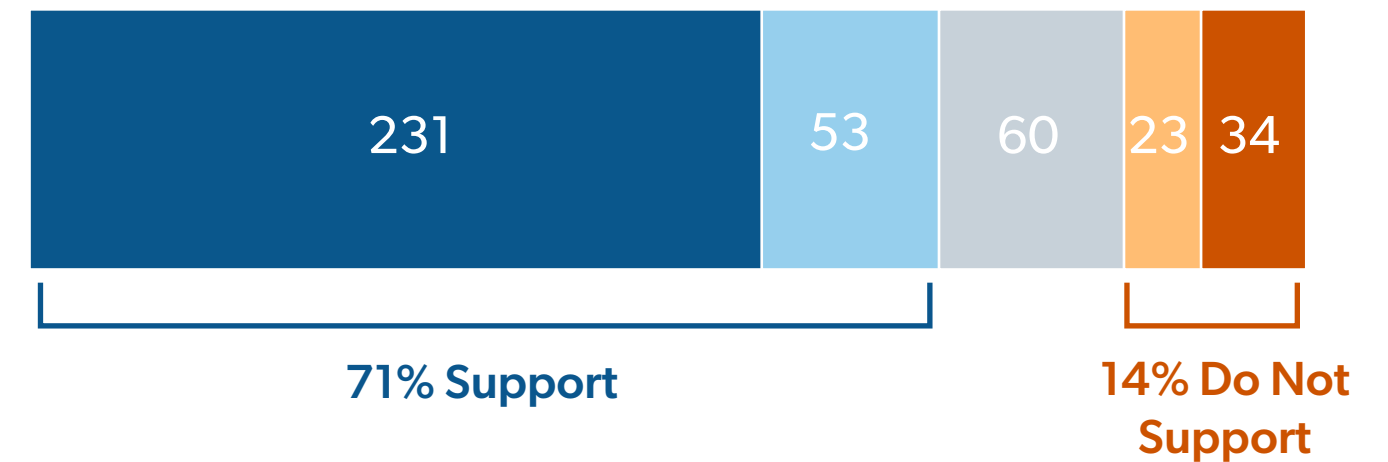
A

Reconfigure GTC to create a pedestrian priority zone with efficient bus and shuttle drop-off and turnaround. Restrict private vehicle access but provide convenient, designated skier drop-off areas.



B

Install more crosswalks and enhanced pedestrian safety features at the GTC such as additional signage, lights, raised paths



Most common responses from open-ended question (Q9):

1. Closing Mount Werner Circle to private vehicles will increase confusion
2. Additional skier drop-offs are needed
3. Support for the proposed new traffic flow to alleviate congestion in the GTC
4. Support for pedestrian safety features



NAVIGATION & MOBILITY

WHAT WE HEARD

1. Navigating through the Mountain Area is confusing, need to improve wayfinding
2. Need to address grade issues and remove stairs to improve the visitor experience

KEY PROBLEMS

- The Mountain Area is confusing to get around, especially for visitors.
- There are multiple portals from the Gondola Transit Center (GTC) drop-off to the base lifts (creates confusion).

WHAT WE LEARNED



"It's difficult to find the businesses in the Mountain Area. Confusing layout of streets and pedestrian areas"

"Lack of sidewalks, too many stairs, wayfinding is awful, the whole area needs reactivation"

"All the stairs to get from the bus to the mountain are awful."

- Quotes from public survey

POTENTIAL SOLUTIONS & OPPORTUNITIES

A

Extend the Promenade walkway to the northeast and to the south

B

Consolidate and enhance a designated pedestrian route from the GTC to the gondola and lifts that improves grade issues

C

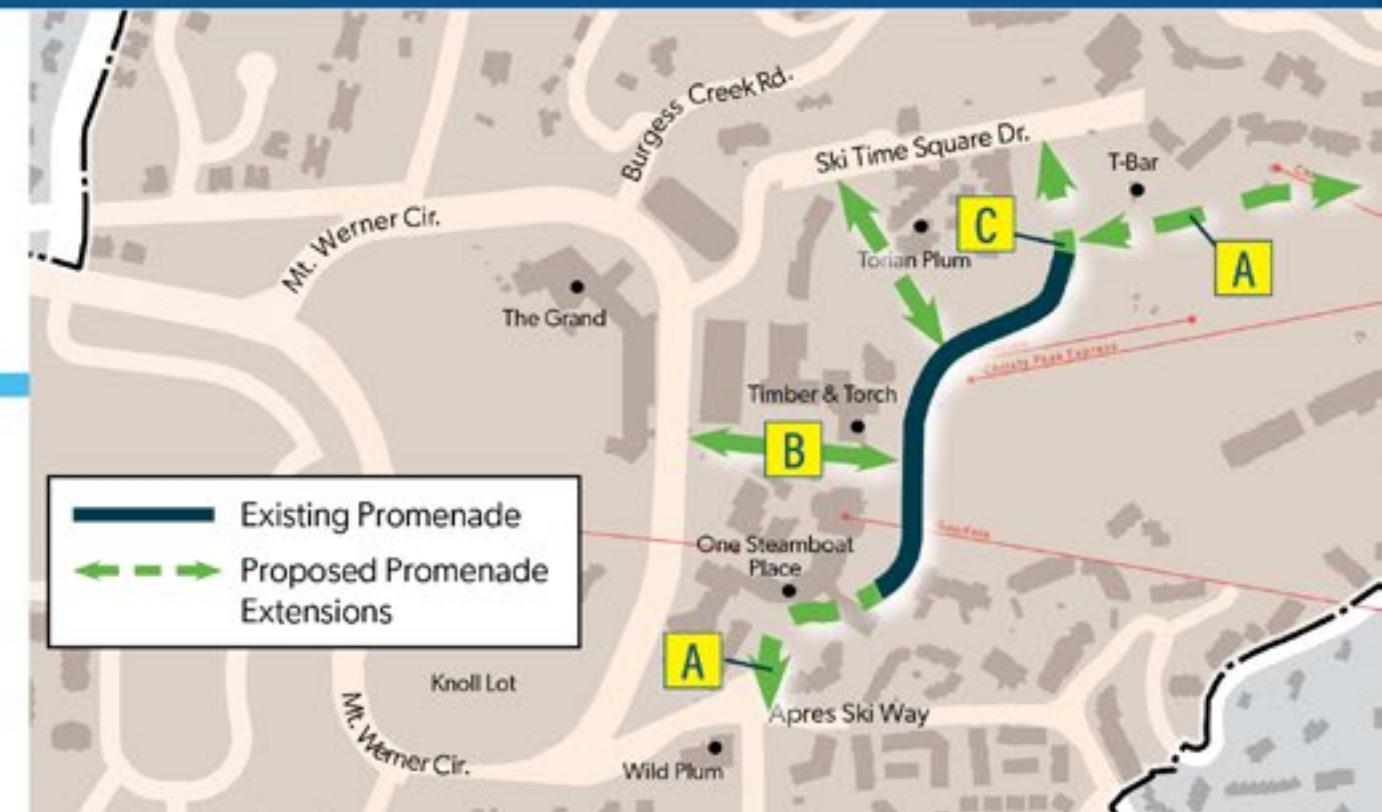
Establish a pedestrian and emergency vehicle route from the Promenade to Ski Time Square Drive

D

Develop a pedestrian loop connecting commercial destinations in the Mountain Area such as Ski Time Square, Torian Plum Plaza, Gondola Plaza, Village Center, & Shops at the Grand.

Trade-Offs

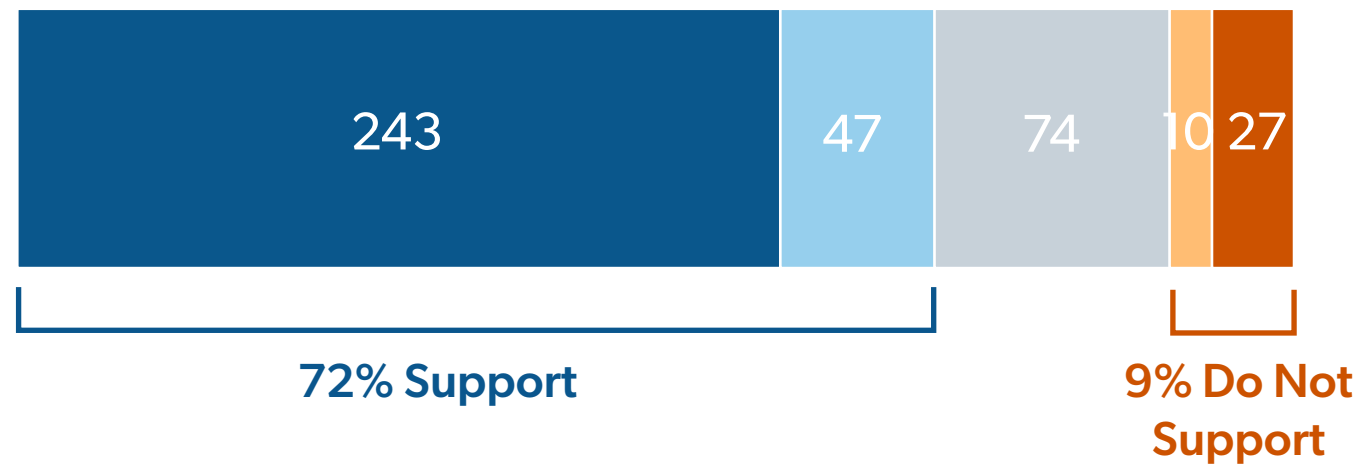
- Reduces confusion and improves circulation
- Improves visitor experience
- Reduces vehicle trips and emissions
- Improves access and vitality to commercial areas
- Requires easements across private lands
- High cost for infrastructure improvements



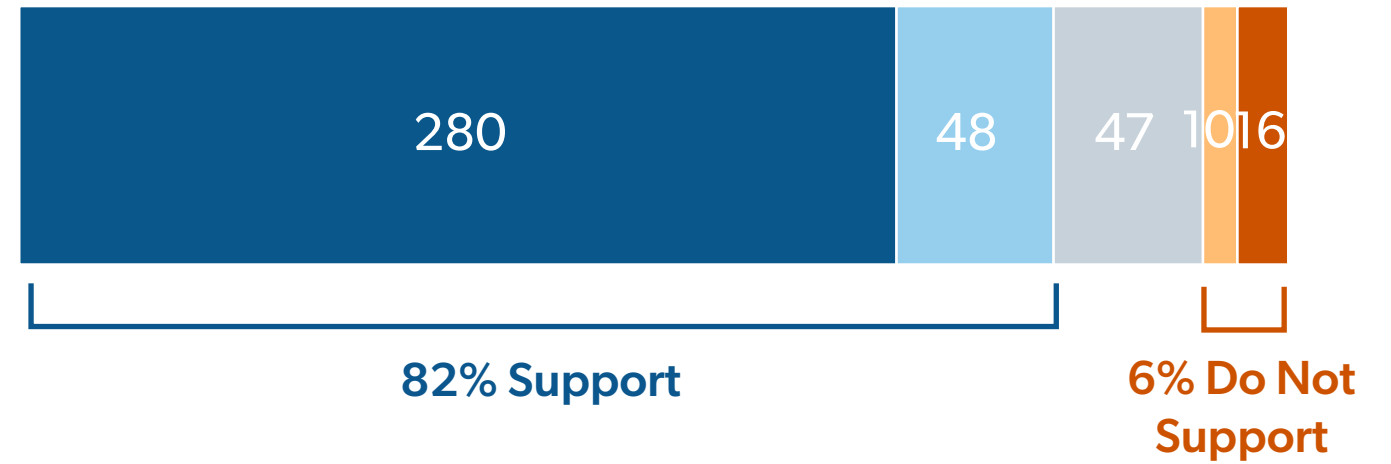
Q10: To what extent do you support the following solutions to enhance navigation & mobility in the Mountain Area?

■ I support
 ■ I mostly support
 ■ I neither support nor disagree
 ■ I mostly do not support
 ■ I do not support

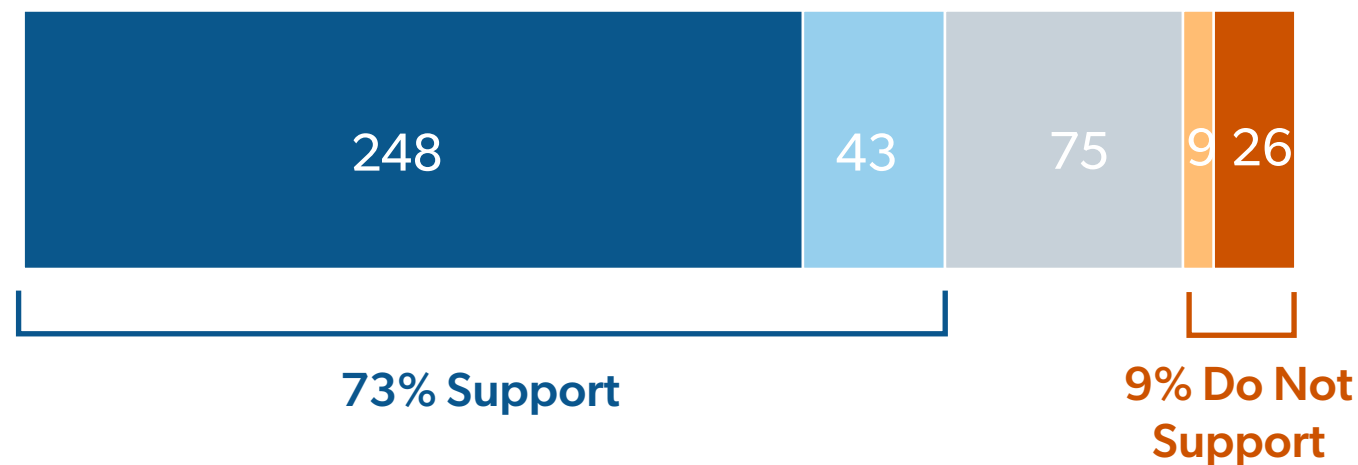
A Extend the Promenade walkway to the northeast and to the south



B Consolidate and enhance a designated pedestrian route from the GTC to the gondola and lifts that improves grade issues



C Establish a pedestrian and emergency vehicle route from the Promenade to Ski Time Square Drive



D Develop a pedestrian loop connecting commercial destinations in the Mountain Area such as Ski Time Square, Torian Plum Plaza, Gondola Plaza, Village Center, & Shops at the Grand.



Most common responses from open-ended question (Q11):

1. Support for reducing stairs and improving grade issues
2. Support for expanding the Promenade
3. Support for consolidating the route from the GTC to the gondola
4. Support for a pedestrian loop connecting businesses in the Mountain Area



PARKING

WHAT WE HEARD

- Locals are concerned about parking - they want to be able to drive to destinations and park conveniently
- Need to remove parking from high-value parcels and concentrate it at the Meadows Lot

KEY PROBLEMS

- Public parking is spread out in 5 different areas, taking up high-value land that could be put to more beneficial use.
- Vehicles drive between lots on busy days creating congestion.
- Future demand will require more parking.

WHAT WE LEARNED



- Steamboat's current parking is sufficient (except on peak days), but future demand will require additional parking
- Parking is less accessible in Steamboat than in comparable resort communities

PARKING ANALYSIS



	Estimated # of Stalls	Paid or Free?
Steamboat		
< 5 min walk	670	Paid
5+<10 min walk	610	Paid
10+<20 min walk	1,740	Free
Big Sky Mountain Village		
< 5 min walk	670	Free
5+<10 min walk	1,270	Free
10+<20 min walk	500	Free
Mt. Crested Butte		
< 5 min walk	260	Paid
5+<10 min walk	960	Paid
10+<20 min walk	0	N/A
Vail Village		
< 5 min walk	0	N/A
5+<10 min walk	2,210	Paid
10+<20 min walk	410	Paid

POTENTIAL SOLUTIONS & OPPORTUNITIES

A

Redevelop Meadows Lot (owned by Steamboat Ski Resort) with a parking structure and institute paid parking to pay for investment and other mobility improvements

Trade-Offs

- Consolidates parking to one place
- Likely requires paid parking to pay for high cost investment
- Potential for public-private partnership

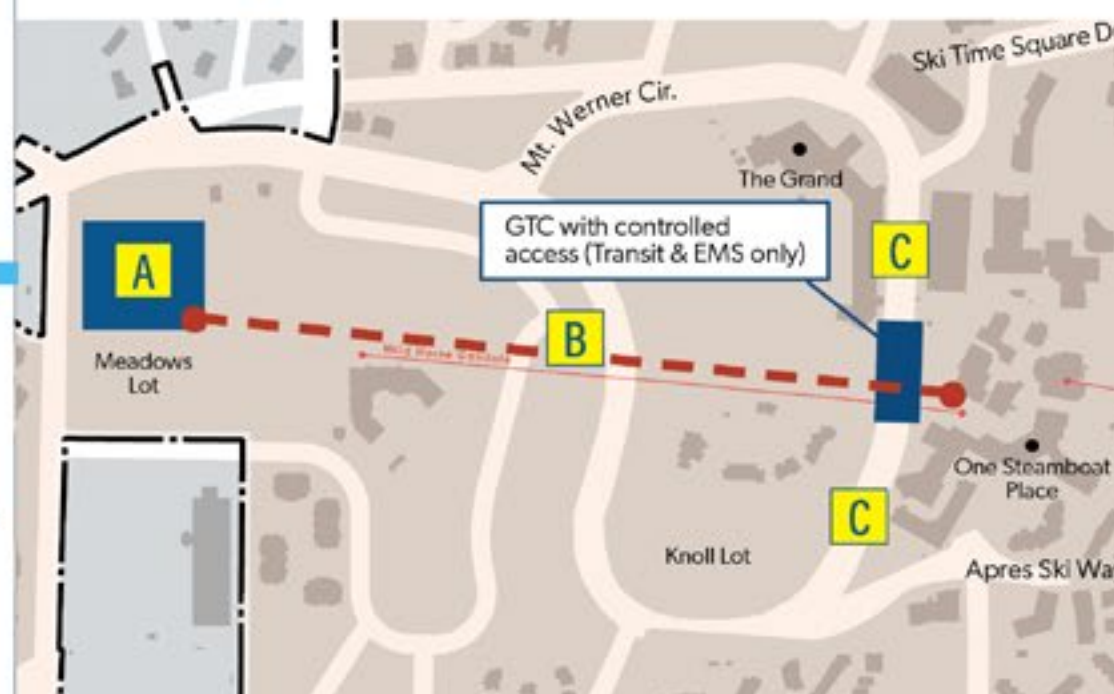
B

Build a high-capacity gondola from the Meadows Lot to ski resort base area

- Moves people efficiently from parking to the lifts
- Provides an elevated visitor arrival experience
- Relieves parking congestion closer to the resort base
- Requires high cost private investment

C

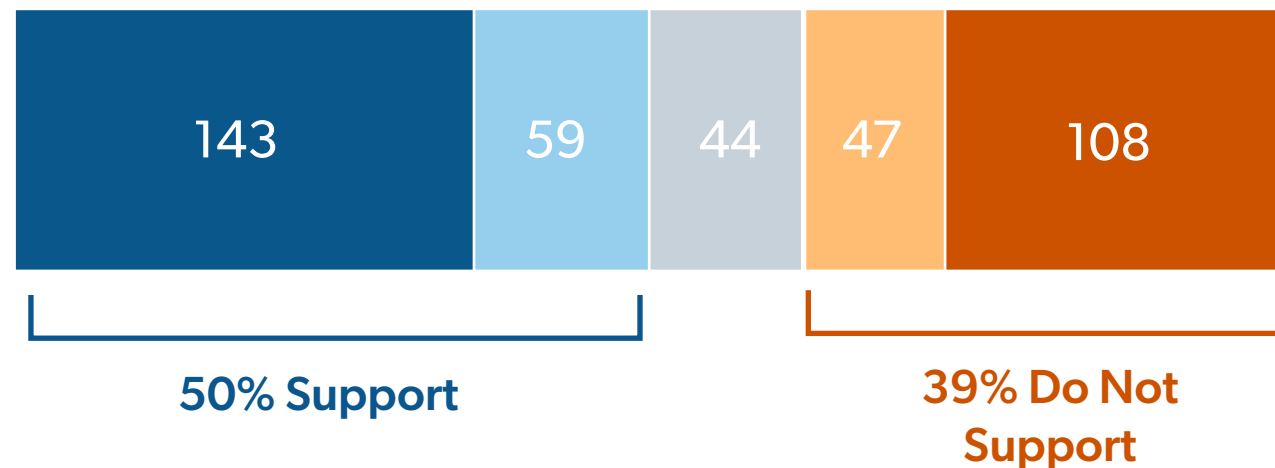
Provide 2 designated skier drop-offs on the north and south of the GTC



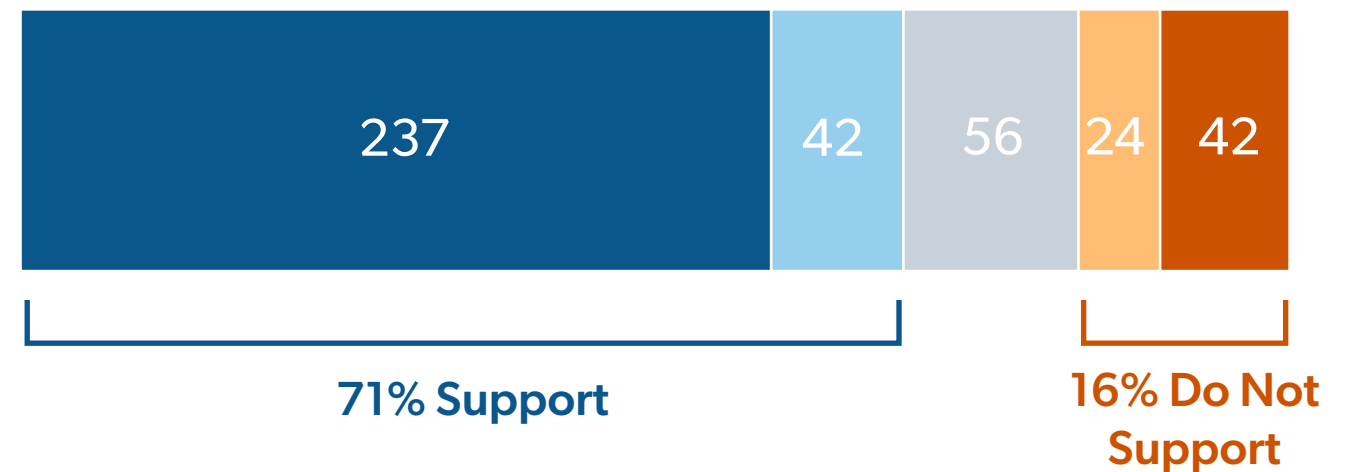
Q12: To what extent do you support the following solutions for parking in the Mountain Area?

■ I support
 ■ I mostly support
 ■ I neither support nor disagree
 ■ I mostly do not support
 ■ I do not support

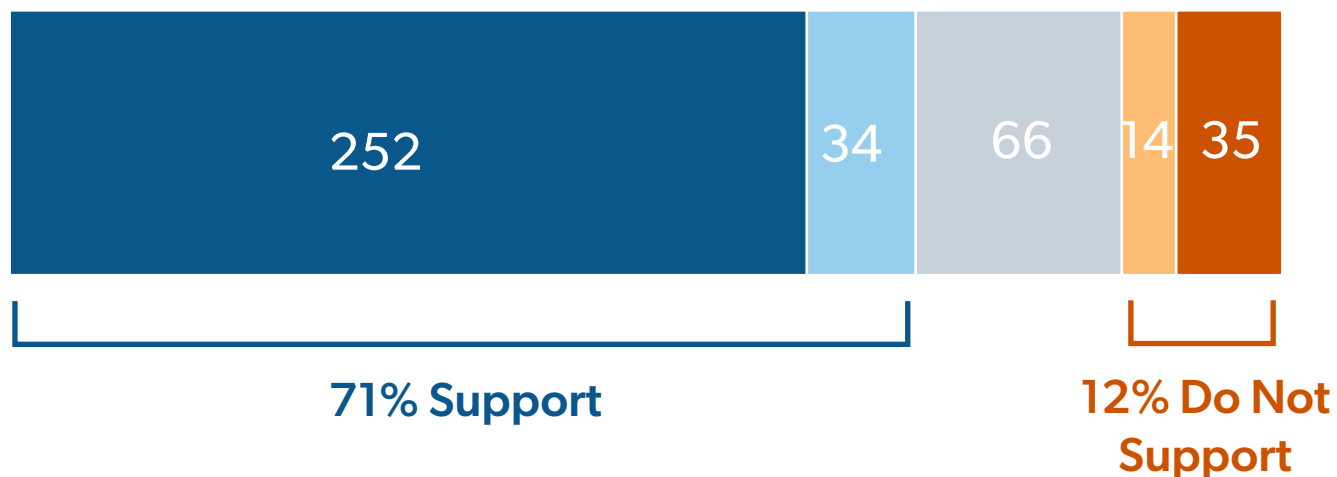
A Redevelop Meadows Lot (owned by Steamboat Ski Resort) with a parking structure and institute paid parking to pay for investment and other mobility improvements



B Build a high-capacity gondola from the Meadows Lot to ski resort base area



C Provide 2 designated skier drop-offs on the north and south of the GTC



Most common responses from open-ended question (Q13):

1. Do not support paid parking at Meadows
2. Support for the gondola from Meadows to GTC
3. Support for a parking structure at Meadows
4. If parking has to be paid at Meadows, free satellite parking should be provided further from the base



IDENTITY

KEY PROBLEMS

- Growth and new development put Steamboat at risk of losing its eclectic and authentic western identity

WHAT WE LEARNED



“Very friendly people but missing some of the niceties of other resort areas”

“Out of town friends and family love it. To them, it is a special and unique place.”

“The Arnold Barn is a welcome historic and directional landmark. The rest of the area is confusing to navigate and not well planned”

“It’s at risk of having a Disneyland feel - less genuine, western heritage setting.”

- Quotes from public survey

WHAT WE HEARD

1. The identity of Steamboat is reflected in its western heritage, environment and the friendliness of the community
2. The Mountain Area is a kid and family-friendly place
3. The Mountain Area and Downtown Steamboat should complement each other

POTENTIAL SOLUTIONS & OPPORTUNITIES

A

Identify areas to promote dense, walkable, mixed-use development through development and design standards

Trade-Offs

- Allows for a diverse mix of retail sizes and types
- Encourages a mix of housing types and more housing opportunities for locals
- Creates more activity and vibrancy
- May be less economically feasible in the short-term

B

Identify and protect historic structures in the Mountain Area that contribute to Steamboat’s identity

C

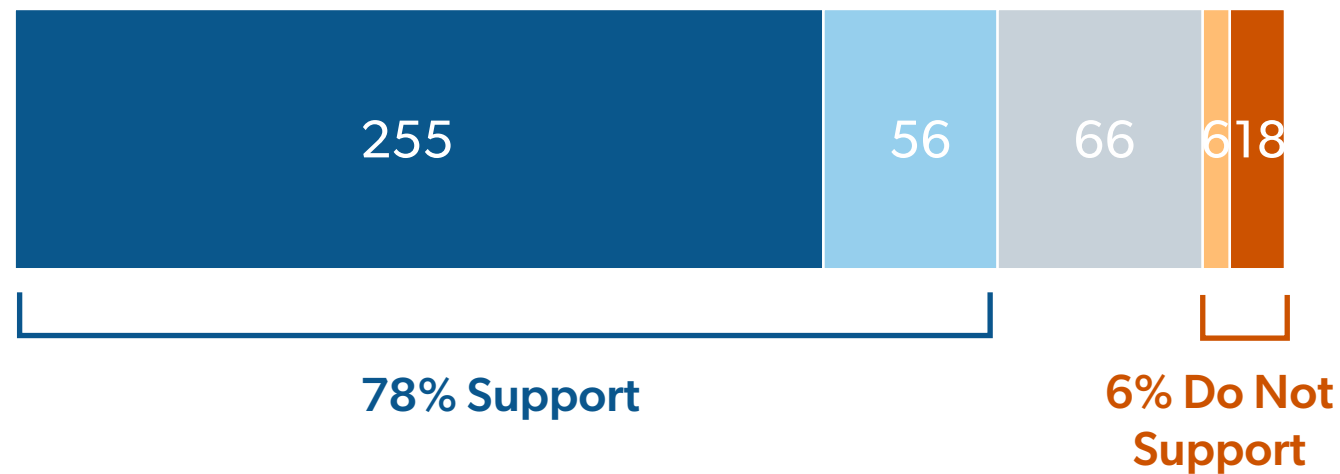
Pursue opportunities to incorporate public art in the Mountain Area



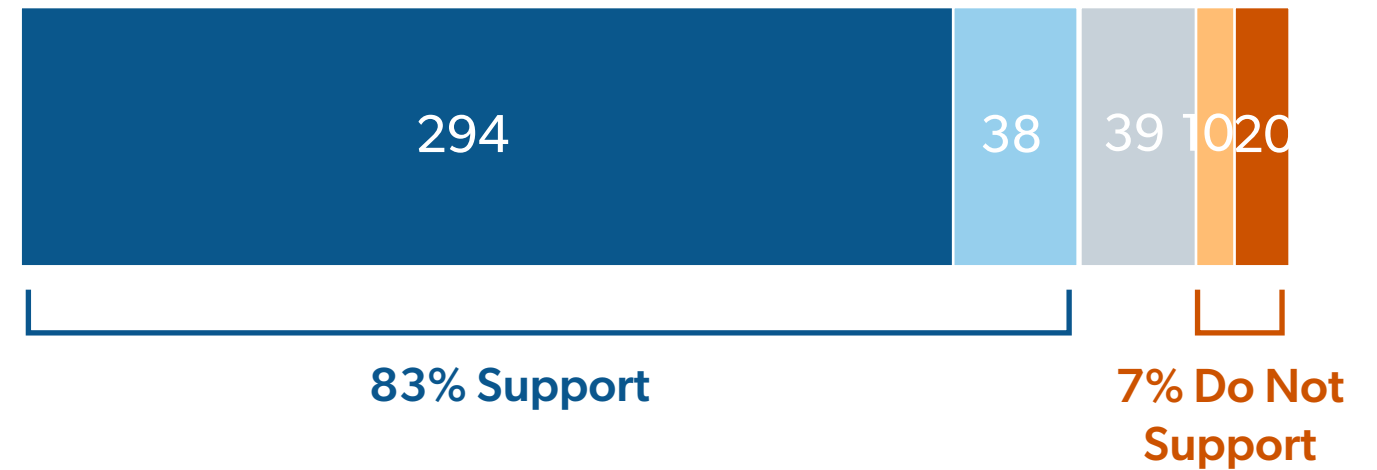
Q14: To what extent do you support the following solutions to preserve/enhance the identity of the Mountain Area?

■ I support
 ■ I mostly support
 ■ I neither support nor disagree
 ■ I mostly do not support
 ■ I do not support

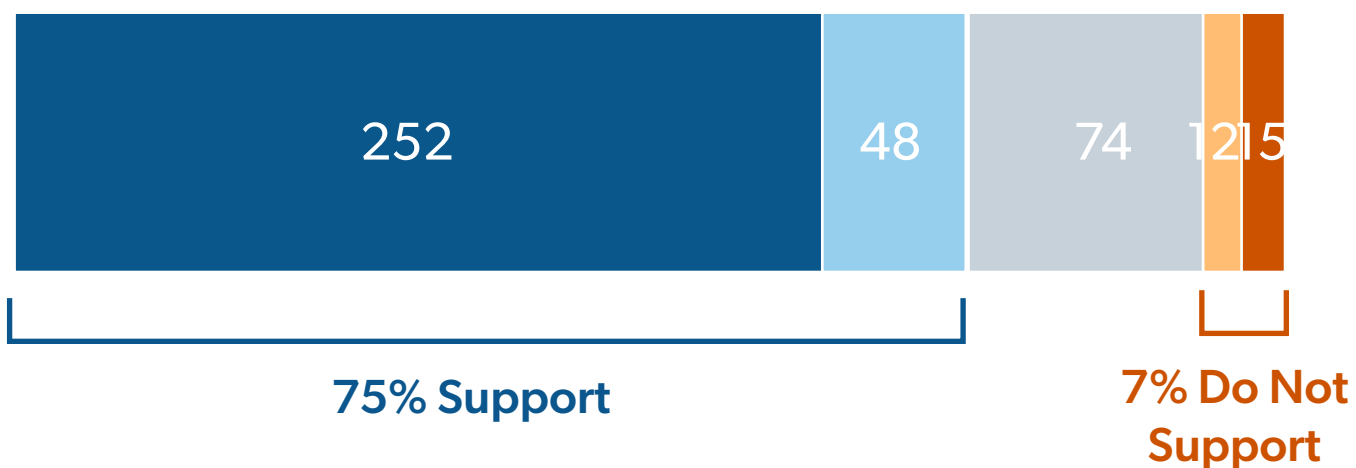
A Identify areas to promote dense, walkable, mixed-use development through development and design standards



B Identify and protect historic structures in the Mountain Area that contribute to Steamboat's identity



C Pursue opportunities to incorporate public art in the Mountain Area



Most common responses from open-ended question (Q15):

1. Desire for new development to promote the western identity of Steamboat
2. Concern about loss of authenticity
3. Support for protecting historic structures
4. Design standards need to be effective without adding regulatory barriers to development



FUNDING

WHAT WE HEARD

1. Need URA to contribute funds for infrastructure and parking to spur development
2. There needs to be a strong partnership between the resort, URA, City, landowners and developers
3. Need for public infrastructure improvements

KEY PROBLEMS

- There is not a sustainable, long-term public funding source for Mountain Area improvements and for ongoing operations and maintenance
- Steamboat Springs does not have a property tax or lift tax, funding sources that comparable resorts use to help fund improvements.
- The Urban Renewal Authority, the main source of funding for Mountain Area improvements such as the Promenade and the daylighting of Burgess Creek, is sunseting in a few years.

WHAT WE LEARNED



No existing property or lift tax



The Urban Renewal Authority (URA), a tax-increment financing district, has made \$20 mil of improvements since 2004. The URA has a 25-year life span and will end in 2029.



Lack of a Business Improvement District in the Mountain Area

POTENTIAL SOLUTIONS & OPPORTUNITIES

A	B	C
<p>Develop public-private partnership (P3) projects to help fund public improvements</p> <p>Trade-Offs</p> <ul style="list-style-type: none"> • Private funding helps bring more capital • Requires strong partnership and management 	<p>Establish a Business Improvement District in the Mountain Area - property owners pay a special tax or mill levy to fund projects and for operation/maintenance costs in the area.</p>	<p>Renew the URA and the tax increment financing district encompassing the Mountain Area to continue projects addressing blighted conditions</p>
<ul style="list-style-type: none"> • Provides ongoing funding for operation and maintenance of public improvements • Additional cost for business and property owners • Must be approved by election by property owners in the proposed district 	<ul style="list-style-type: none"> • Creates long-term funding source for redevelopment projects to address problems and produce community benefits • Cannot be used for ongoing operations and maintenance • May direct revenue away from other services • Must meet state laws 	



Public improvements like the Promenade (left) and the daylighting of Burgess Creek (right) were funded by the URA, which will end in 2029

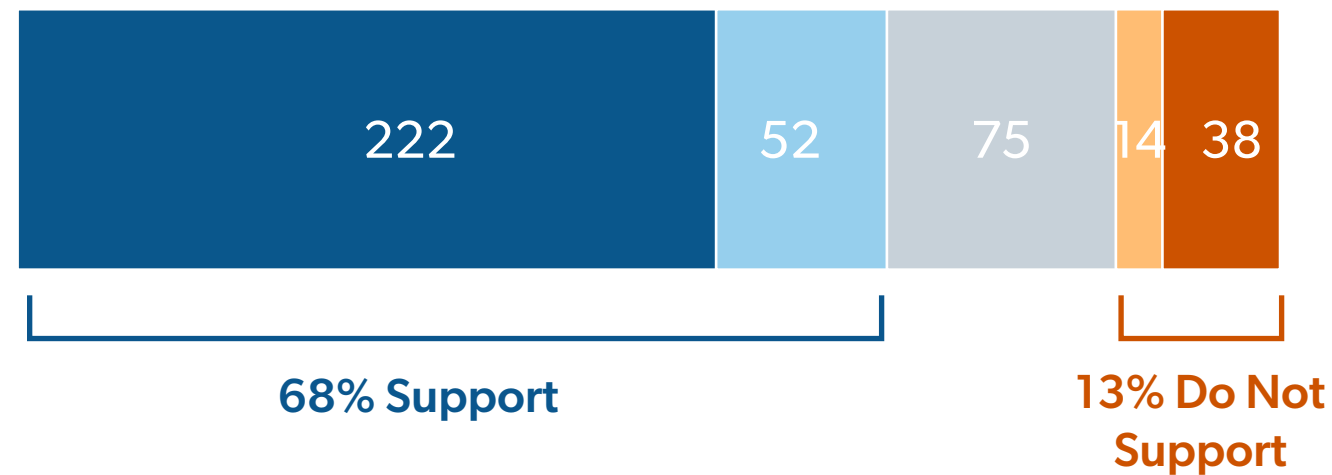


LIMITED FUNDING SOURCES

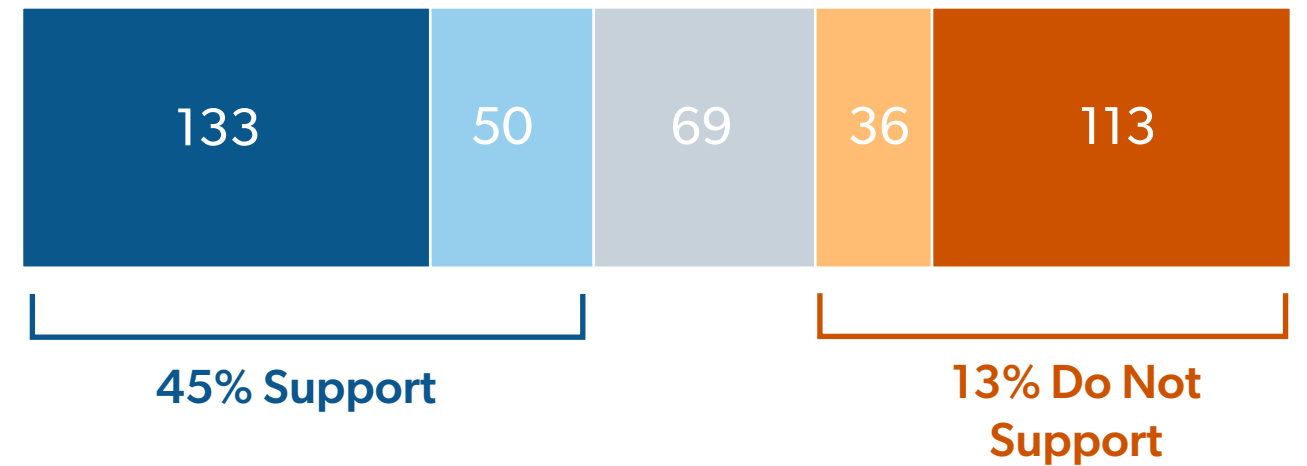
Q16: To what extent do you support the following funding solutions for the Mountain Area?

■ I support
 ■ I mostly support
 ■ I neither support nor disagree
 ■ I mostly do not support
 ■ I do not support

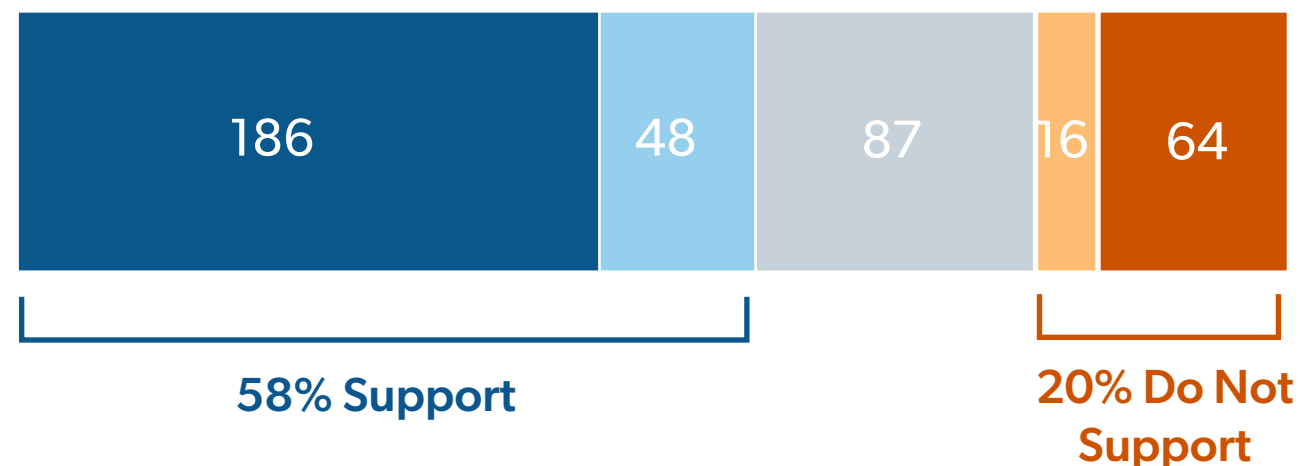
A Develop public-private partnership (P3) projects to help fund public improvements



B Establish a Business Improvement District in the Mountain Area



C Renew the URA and the tax increment financing district encompassing the Mountain Area to continue projects addressing blighted conditions



Most common responses from open-ended question (Q17):

1. A lift tax should be considered to fund Mountain Area improvements
2. Do not support a BID - would burden Mountain Area business owners
3. Support for renewing the URA
4. Ski Corps should contribute more towards improvements

Q11: Out of all the solutions/opportunities asked about in this survey, which do you think should be the community’s highest priorities? List up to 3.

% of Participants listing the solution	Summary of Solutions/Opportunities listed most commonly by participants	Solution referenced in survey
48.6%	Navigation, Mobility & Wayfinding	
27.9%	Improve the pedestrian experience	
7%	Extend the Promenade	10.A
3.5%	Pedestrian safety improvements	8.B
4.2%	Improve vehicle congestion / traffic flow	
3.2%	Escalators / improve grade issues	6.B.1
1.5%	Consolidate routes from the GTC to the gondola	6.B.2

Q11: Out of all the solutions/opportunities asked about in this survey, which do you think should be the community’s highest priorities? List up to 3.

% of Participants listing the solution	Summary of Solutions/Opportunities listed most commonly by participants	Solution referenced in survey
46.1%	Year-round Vibrancy	
9.2%	More restaurants and retail are needed in the Mountain Area	
7.2%	Redevelop Gondola Plaza	4.C.1
4.5%	Move the gondola building + gondola up the mountain	4.C.2
4.2%	Bring nightlife back to the Mountain Area	
4.2%	Year-round programming	
3.5%	Provide multi-generational and year-round activities and entertainment	
1.5%	Performing arts/conference center	
1.5%	Ice skating rink	
1.25%	Increase year-round programming with a dedicated entity for economic development	4.B

Q11: Out of all the solutions/opportunities asked about in this survey, which do you think should be the community’s highest priorities? List up to 3.

% of Participants listing the solution	Summary of Solutions/Opportunities listed most commonly by participants	Solution referenced in survey
44.6%	Parking	
8.5%	Build a high-capacity gondola from Meadows to GTC	12.B
5.0%	Maintain free parking at Meadows	
5.0%	Redevelop Meadows Lot with a parking structure - not paid	12.A.1
1.75%	Institute paid parking at the future Meadows parking structure	12.A.2
1.5%	Maintain short-term parking close to commercial area if parking structures are removed	

Q11: Out of all the solutions/opportunities asked about in this survey, which do you think should be the community’s highest priorities? List up to 3.

% of Participants listing the solution	Summary of Solutions/Opportunities listed most commonly by participants	Solution referenced in survey
27.9%	Character of the Built Environment	
8.5%	Redevelop Ski Time Square	
4.2%	Replace two parking structures with new development (Gondola Square and Ski Time Square)	6.B
3.0%	Review the City’s design standards and update to be less prescriptive	6.A
2.7%	Improve streetscape, parking and circulation of Ski Time Square Drive	6.D
1.5%	Realign Ski Time Square Drive	6.C
1.25%	Placemaking and public space improvements	

Q11: Out of all the solutions/opportunities asked about in this survey, which do you think should be the community's highest priorities? List up to 3.

% of Participants listing the solution	Summary of Solutions/Opportunities listed most commonly by participants	Solution referenced in survey
23.9%	Redesign the GTC	
5.5%	Provide additional and convenient skier drop-off areas	12.C
3.0%	Close Mt. Werner Cir. to private vehicles and make a pedestrian-prioritized area	8.A
18.5%	Maintain and promote Steamboat's western identity / culture	
2.7%	Identify areas to promote dense, mixed-use, infill development	14.A
2.5%	Incorporate public art	14.C
1.25%	Protect historic structures	14.B
8.5%	Determine funding for future improvements and maintenance	
1.5%	Renew the URA	16.C
1.0%	Establish a Business Improvement District (BID)	16.B
1.0%	Establish a lift tax	

Of the specific solutions proposed in the survey, the following were listed most often by survey participants in response to Q18:

% of Participants listing the solution	Summary of Solutions/Opportunities listed most commonly by participants	Solution referenced in survey
8.5%	Build a high-capacity gondola from Meadows to GTC	12.B
7.2%	Redevelop Gondola Plaza	4.C.1
7.0%	Extend the Promenade	10.A
5.5%	Provide additional and convenient skier drop-off areas	12.C
5.0%	Redevelop Meadows Lot with a parking structure - not paid	12.A.1
4.5%	Move the gondola building and gondola up the mountain	4.C.2
4.2%	Replace two parking structures with new development (Gondola Square and Ski Time Square)	6.B
3.5%	Pedestrian safety improvements	8.B
3.2%	Escalators / improve grade change	10.B.1
3.0%	Review the City's design standards and update to be less prescriptive	6.A
3.0%	Close Mt. Werner Cir. to private vehicles and make a pedestrian-prioritized area	8.A
2.7%	Identify areas to promote dense, mixed-use, infill development	14.A
2.7%	Improve streetscape, parking and circulation of Ski Time Square	6.D

Of the specific solutions proposed in the survey, the following were listed most often by survey participants in response to Q18:

% of Participants listing the solution	Summary of Solutions/Opportunities listed most commonly by participants	Solution referenced in survey
2.5%	Incorporate public art	14.C
1.75%	Institute paid parking at the future Meadows parking structure	12.A.2
1.5%	Realign Ski Time Square Drive	6.C
1.5%	Renew the URA	16.C
1.5%	Consolidate routes from the GTC to the gondola	10.B.2
1.25%	Protect historic structures	14.B
1.25%	Increase year-round programming with a dedicated entity for economic development	4.B
1.0%	Establish a Business Improvement District (BID)	14.B

ATTACHMENT 4



Steamboat Springs Mountain Area Master Plan Strategic Framework

VISION

Definition: A statement of the kind of place the community wants the Mountain Area to be in the future.

“The Mountain Area is a colorful, spirited and friendly gathering place that – while rooted in recreation – is a vibrant social hub with activities, housing, hospitality and commerce that caters to visitors and locals alike.”

GUIDING PRINCIPLES

Definition: A set of values for identifying objectives, prioritizing actions, and making decisions to achieve the vision.

1. Preserve and enhance the authentic identity and uniqueness of the Steamboat Springs Mountain Area experience.
2. Promote and enable sustainable, high-quality development and redevelopment that complements the organic and eclectic character.
3. Offer an exceptional year-round experience to visitors and locals from a diversity of socio-economic backgrounds.
4. Cultivate long-term partnerships between public, private, and non-profit stakeholders to develop collaborative solutions and strengthen the economic vibrancy of the Mountain Area.
5. Proactively implement strategies for environmental sustainability and community resiliency that will be responsive to changing future conditions.
6. Advance City-wide goals and create long-term benefits for the greater community.

PLAN ELEMENT OBJECTIVES

Definition: Aspirational strategies for how to achieve the community’s vision for each of the three priority elements addressed in the plan.

Identity	Mobility	Economic Vitality
I.1 Encourage high-quality development but maintain the authentic and diverse character of the Mountain Area	M.1 Improve multi-modal connectivity in the Mountain Area	E.1 Improve economic development and programming efforts for the Mountain Area
I.2 Identify and preserve the historic buildings and structures in the Mountain Area	M.2 Provide safe, efficient, year-round access to the ski resort base area for a variety of users	E.2 Promote the redevelopment of underused and vacant parcels, particularly along Ski Time Square Drive



Identity	Mobility	Economic Vitality
I.3 Implement a creative placemaking approach to enhance the sense of place and incorporate public art	M.3 Simplify parking facilities and plan for future parking demand with flexibility for emerging transportation technologies and services.	E.3 Implement strategic capital improvements to incentivize private development
I.4 Preserve and enhance the natural environment and outdoor recreational opportunities	M.4 Develop and install signage and wayfinding to improve branding and reduce confusion	E.4 Identify long-term funding source(s) for operations and maintenance of public improvements
I.5 Improve the visitor arrival experience to the Mountain Area and the ski resort base area	M.5 Provide effective emergency access and egress within Gondola Square, Ski Time Square, and Mt Werner Circle	E.5 Incorporate sustainability and resiliency principles into Mountain Area development and infrastructure improvements

ACTIONS

Definition: Specific projects and activities that demonstrate progress toward achieving the objectives and can be assigned tasks, timelines, and responsible parties.

Actions will be included in the action implementation matrix in the plan document.

AGENDA ITEM #4.

CITY COUNCIL COMMUNICATION FORM

FROM: Gary Suiter, City Manager
THROUGH: N/A
DATE: January 11, 2022
ITEM: Discussion on COVID/City Efforts.

_____ DIRECTION
 INFORMATION
_____ ORDINANCE
_____ MOTION
_____ RESOLUTION
_____ PROCLAMATION

I. REQUEST/ISSUE & BACKGROUND INFORMATION:

City Council requested a 30-minute discussion on the status of coronavirus and efforts the city has made in dealing with the pandemic. Since March 2020, the City Council has elected to leave the medical decisions to the County Board of Health and the medical experts that support them. During this period, the city has initiated or conducted multiple efforts to combat the coronavirus pandemic including:

- Extensive participation in the Emergency Operation Center at all levels
- Utilized our media outlets, including Channel 6, to provide daily updates to the public along with an exhaustive media campaign
- In partnership with the Steamboat Pilot, established a series of Town Hall meetings on relevant topics
- Modified the Community Development Code to allow for outdoor seating in public right of ways
- Implemented more liberal liquor laws allowing take out and open containers in designated areas
- Participated in county-wide stakeholder meetings that included all local governments, school districts, Steamboat Chamber, hospital, property managers, Steamboat Ski Resort, and others

- Purchased necessary equipment and provided technical support to city workers for remote work
- Acquired state grant funds and purchased large amounts of personal protective equipment and distributed to local businesses
- Applied for and received state and federal dollars to support our transit system, airport, ongoing operations, and loss of revenue due to the pandemic
- Acquired and distributed covid rapid tests to city employees
- Implemented multiple federal and state policies granting benefits to employees and their families due to the pandemic
- Developed and implemented a remote work policy
- Communicated with employees on a regular basis to encourage vaccinations, boosters, continued use of masks, and covid safety protocols
- Continue to apply for covid-related relief funds from state and federal governments

II. SUMMARY AND ALTERNATIVES:

Not applicable.

III. STAFF RECOMMENDATION:

Staff recommends that the city continue to take proactive measures to best deal with the impacts from the pandemic.

IV. FISCAL IMPACT:

Given the short notice for this agenda item, staff did not have time to prepare a full fiscal analysis of revenues and expenditures related to the pandemic.

V. LEGAL ISSUES:

Not applicable.

VI. CONFLICTS OR ENVIRONMENTAL ISSUES:

Not applicable.

VII. CONSISTENCY WITH COUNCIL GOALS AND POLICIES:

Part of our mission is to provide a safe environment for residents and visitors.

ATTACHMENTS:

None.

From: noreply@civicplus.com
To: [City Council](#)
Subject: Online Form Submittal: City Council Contact Form
Date: Wednesday, January 5, 2022 9:34:13 AM

CAUTION: EXTERNAL EMAIL - Do not click links or open attachments unless you recognize the sender and know the content is safe.

City Council Contact Form

Step 1

Note

All communications to City Council through this website shall be deemed public documents and are subject to the Colorado Open Records Act. This includes email addresses and any personal information that you included in your email. A notation of "Confidential" on the communication does not protect the document from public review. The City Manager, City Attorney and City Clerk are copied on all emails.

Contact Information

First Name	Henry
Last Name	Maestas
Email Address	enrikeser@gmail.com

Questions or Comments

Please select the department(s) you want to contact:	City Council
--	--------------

Please leave your comments or questions below.

Dear Steamboat Springs City Council,

In all, there are 5 issues that I wish to bring to your attention.

- Issue#1: Proclamation of Indigenous Peoples for Steamboat Springs
- Issue #2: Threat of White Terrorism against American Indians in Steamboat Springs
- Issue #3: Yellow Zone public transportation
- Issue #4: Covid issue on the Red and Blue Lines
- Issue #5: Need for Support for People of Color Who Have Been Discriminated Against

First of all, you all receive a "C" for your First Amendment Audit for your President being inflexible when the whole city knows that Public Comment is at 7pm. When you change the rules and are inflexible in ways that exclude and silence us, the people, you

are always in the wrong. In addition, send an officer of the law to try and obstruct my First Amendment rights was the wrong move and I appreciate the majority of the City Council and the officer himself for engaging in effective de-escalation and showing respect and attentiveness for what I had to say. For that I thank those of you who remained present.

Addendum: The behavior of City Council President on 1/3/2022 was an abuse of power when she stopped the meeting so as to refuse to formally allow me my 3 minute public comment. This is a civil liberties problem and my experience with Steamboat Springs City Council has been that measures have been taken to silence me and hide behind arbitrary rules. This has been a problem in each and every visit that I have made to city council. If such measures continue it may be necessary to report this to agencies and organizations for a legal review of process and behavior. My principle is to try and work this out locally but I am certainly willing and ready to bring in outside oversight if necessary as you will see in my report on discriminatory actions by Yampatika. Please deal with Public Comment participants with more compassion and respect.

Second, congratulations to all of you for your City Council seats and positions. I hope that you all do a good job and get us on the right track, especially regarding climate action and social justice. I did bring a number of issues that are in dire need of your attention. I will be as brief as I can.

Issue #1: Proclamation for Indigenous Peoples

I worked with the previous City Council to make a Proclamation for Indigenous Peoples that was proclaimed on November 14, 2020. However, afterwards actions were taken and I was notified that another Proclamation was proclaimed that excluded all Indigenous peoples except Ute, or Nuche people. It should be noted that Ute people do not live in Steamboat and more importantly, the City Council has now engaged in excluding every other Indigenous person in our city. This is terrible and an example of Anti-Indian Racism. If you disrespect us...You can expect us! I have questions. I would appreciate it if someone would send me responses to these questions.

- Does the original 2020 Proclamation of Indigenous Peoples still stand or

Please add attachments here.

Field not completed.

Email not displaying correctly? [View it in your browser.](#)