



**YAMPA RIVER PARK
STEAMBOAT SPRINGS, CO.**

**JANUARY 10, 2013
ACCOMMODATIONS TAX COMMITTEE**

PROPOSAL

**Accommodations Tax RFP Submittal
Yampa River Park
January 10, 2013**

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Submittal Exhibits

- A. Article, “When the Freeways Came Down”, Urbanist Magazine, February, 2010
- B. Downtown Revitalization Partnership Leadership Team and Gameplan, January, 2013
- C. Broker Opinion of Land Acquisition Costs, Colorado Group Realty, Jan 2013
- D. Bridge over Yampa River at 7th Street estimate, Calcon Contractors, December, 2012
- E. Estimated Annual Maintenance Costs, Ernie Jenkins email
- F. Article, “The Best Small Towns in America”, Smithsonian.com, May, 2012
- G. Article, “The Walkable City”, Washington Post Op-Ed, December, 2012
- H. Article, “Resorts Nurture Growth Season”, Denver Post, December, 2012
- I. Article, “Downtown Parks”, The Trust for Public Land, August, 2007
- J. Bridge over Yampa River at 7th Street plan, Landmark Engineering, December, 2012
- K. Estimated Project Construction costs, Landmarks Engineering, December, 2012



COURTESY: CODY PHILLIPS



**Accommodations Tax RFP Response
Yampa River Park
January 10, 2013**

Summary

“Make no little plans. They have no magic to stir men’s blood.”

Daniel Hudson Burnham, AIA (Sep 4, 1846 – June 1, 1912)

Daniel Burnham was one of America’s greatest architects and land planners. He played a lead role in the creation of master plans for a number of America’s great cities including Washington DC and Chicago, IL. Burnham’s 1906 plan for the City of Chicago created a vision that included numerous lakefront and riverside parks. He believed every visitor to Chicago should enjoy this great waterfront experience. That vision, and its implementation, has helped Chicago become one of America’s great cities.

The city of San Francisco experienced a metamorphosis in the early 90’s following the Loma Prieta earthquake on October 17, 1989 that resulted in severe damage to the Embarcadero Freeway. The freeway lined the downtown San Francisco waterfront creating a barrier. Please see the attached exhibit A article “When the Freeways came down” which describes how very tough political decisions and great vision resulted in the freeway being replaced with parks and a promenade that created a spectacular pedestrian and bicycling experience now enjoyed by visitors from all over the world.

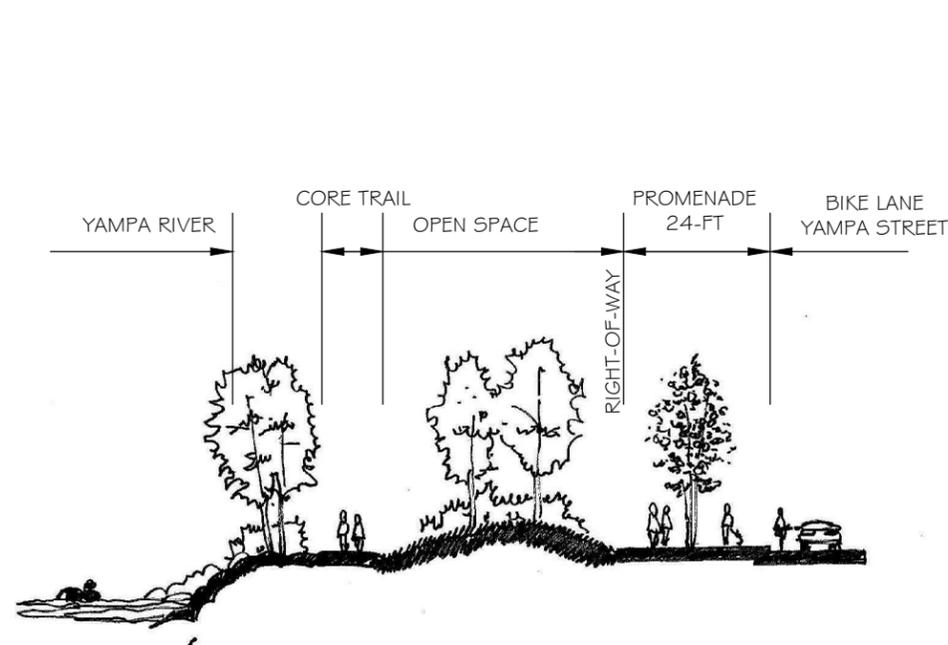
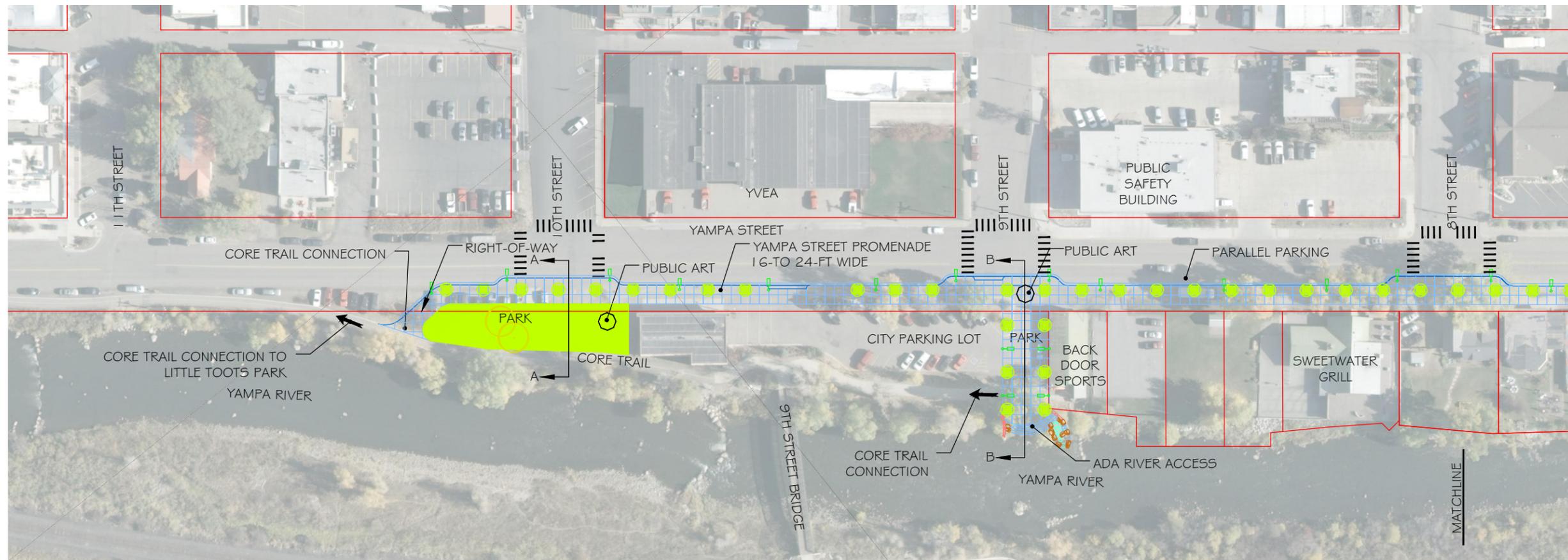
The Downtown Revitalization Partnership (“DRP”) respectfully submits the following “Yampa River Park” proposal for the use of the Accommodation Tax funds that become available in 2014. Yampa River Park is a chain of open spaces along Yampa Street and the Yampa River that are linked by a promenade creating a linear park for visitors to enjoy. Please see the Landmark conceptual plan presented on the following page.

We strongly believe this proposal satisfies all elements of the ballot language (discussed below in detail). Most importantly Yampa River Park appeals to visitors of all ages – from children enjoying the river to young adults at music or bike events to baby boomers fishing or enjoying various cultural events. It is important to note that these funds will be leveraged with Public and Private Grants, the planned implementation of an Urban Renewal Area (URA) and a self-taxing Business Improvement District (BID). Thus the impact will be a multiple of the Accommodations Tax as the ongoing BID funding will provide long-term maintenance funds and URA/TIF financing can be used to evolve additional investment in all of Downtown Steamboat.

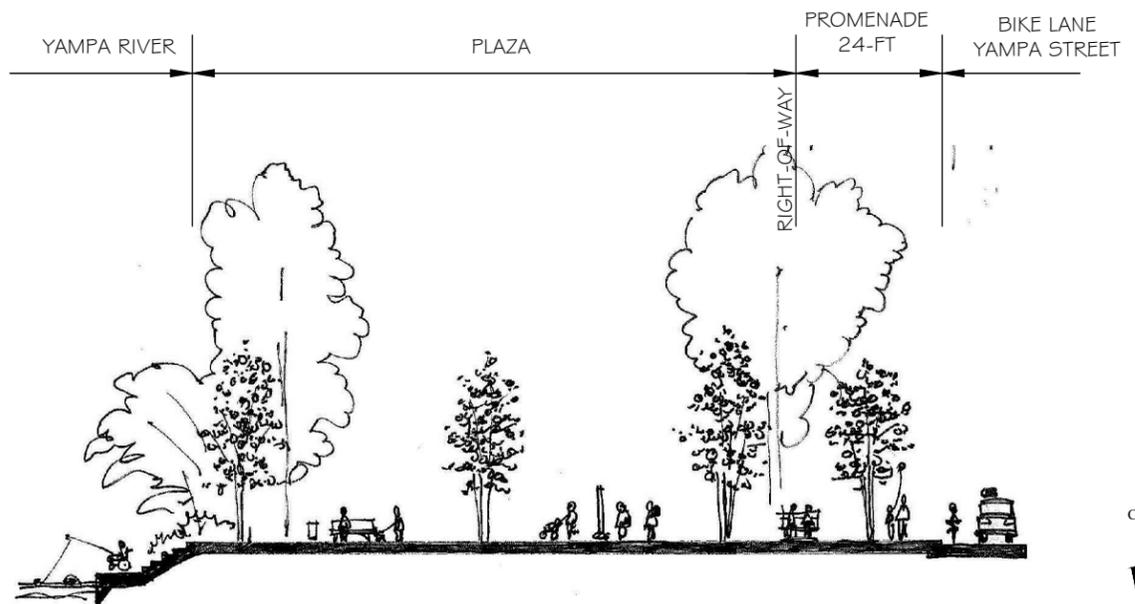
Our funding request will be utilized to create bonds to fund these capital improvements. \$400,000 of annual Accommodations Tax funds for 20 years provides approximately \$5.5 million of capital after fees and expenses. This funding level will allow us to fund and implement the entire plan described herein. The ongoing maintenance costs will be paid with self-taxing downtown BID funds or adjacent property owner agreements. Details are contained herein.

Key benefits of Yampa River Park:

- 1) **This plan and associated investment will be well managed by a group of local business leaders to be confirmed by city council and partners at city planning with effective city council communication and coordination**
- 2) **Invests scarce visitor tax resources in the hard asset of downtown Steamboat springs riverfront property versus physical improvements that require substantial ongoing maintenance costs**
- 3) **Links visitors from downtown Steamboat to Emerald Mountain and Howelsen Hill amenities**
- 4) **Leverages Steamboat’s greatest asset, the Yampa River, into a permanent part of the Steamboat Springs visitor experience with public access for fishing and swimming and a walking Promenade with public art presentations all in the heart of town along the Yampa river**
- 5) **Creates an 16-24’ wide walking riverfront Promenade providing opportunities for temporary street closures for visitor events including Biketown events, Winefest, farmers market, Art in the Park, outdoor movies, ice skating, small theatre and music presentations and varied cultural events from Shakespeare to balloon animals**
- 6) **Visually links the Yampa River, Howelsen Hill and Emerald Mountain to Lincoln Avenue with vistas down select numbered streets to riverfront parks in the core of town**
- 7) **Improves downtown parking for visitors by providing improved walk path at 9th street bridge and potentially new walk path and bridge at 7th street for employee parking at the Howelsen Hill parking area**
- 8) **The linear promenade will provide a critical bike and pedestrian link from the core trail at 10th street to Howelsen Hill and the 5th street bridge**
- 9) **Provides for visitor/public restrooms**



SECTION A-A: 10th STREET PARK
SCALE 1"=30'



SECTION B-B: 9th STREET PARK
SCALE 1"=30'

CROSS SECTIONS PROVIDED BY:

 STEAMBOAT ARCHITECTURAL ASSOCIATES

Downtown Revitalization
Steamboat Springs, CO

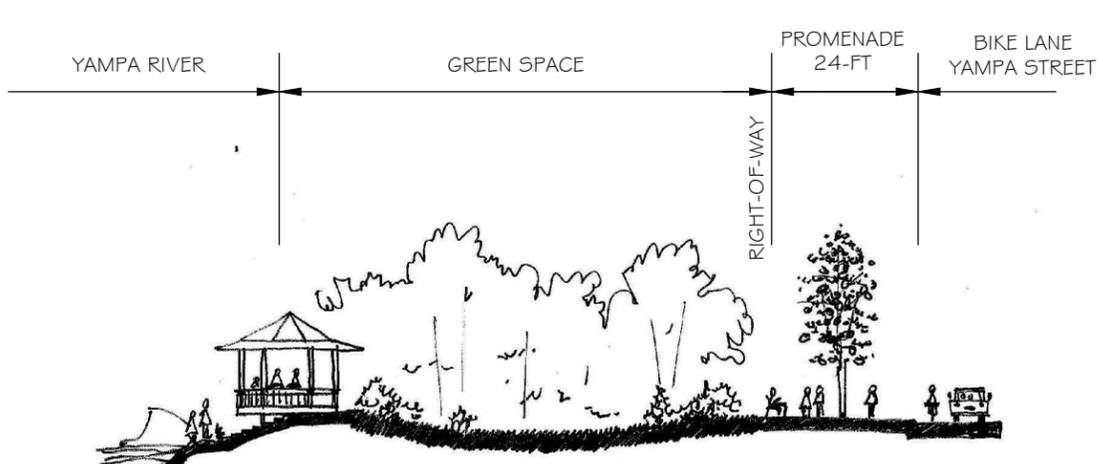
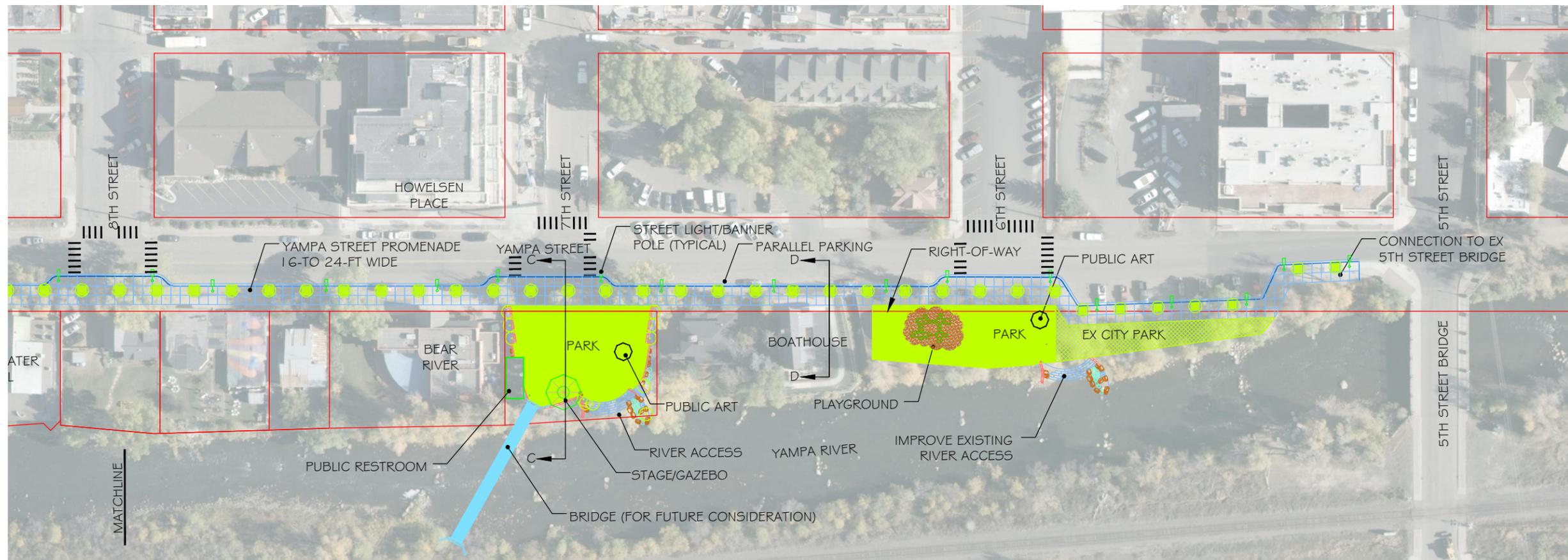
Yampa River Park

DATE: 1-10-13 DGN. BY: RS
 JOB NO. 1340-037 DWN. BY: RS
 DVG. NO. Park SURV. BY: NA

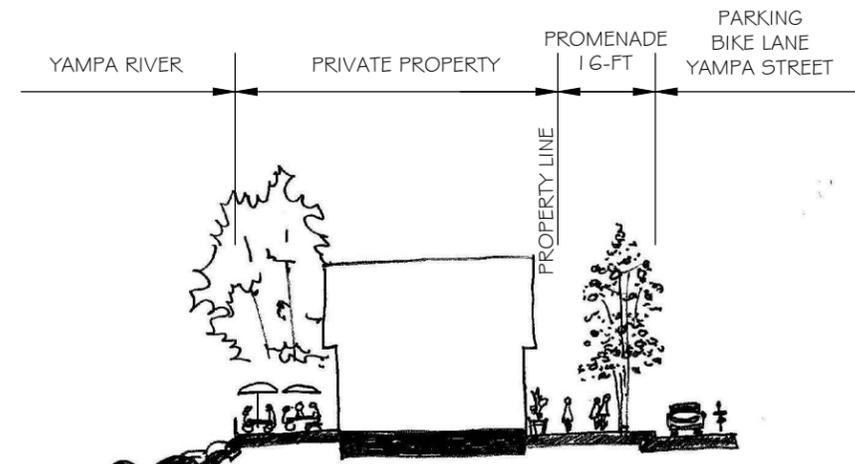
Horizontal Scale
1" = 100'

LANDMARK
CONSULTANTS, INC.

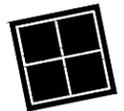
141 9th Street ~ P.O. Box 774943
 Steamboat Springs, Colorado 80477
 Phone (970) 871-9494 ~ Fax (970) 871-9299
 www.LANDMARK-CO.com



SECTION C-C: 7th STREET PARK
SCALE 1"=30'



SECTION D-D: BOATHOUSE
SCALE 1"=30'

CROSS SECTIONS
PROVIDED BY:

STEAMBOAT
ARCHITECTURAL
ASSOCIATES

Downtown Revitalization
Steamboat Springs, CO

Yampa River Park

DATE: 1-10-13 DGN. BY: RS
JOB NO. 1340-037 DWN. BY: RS
DVG. NO. Park SURV. BY: NA

Horizontal Scale

1" = 100'



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Project Name and Proposer Information

The Project “Yampa River Park” is a chain of open spaces along Yampa Street linked by a Yampa Street Promenade creating a linear riverfront park with public river access, public art, benches, bike racks, and gathering areas for Steamboat’s visitors to enjoy. The Yampa River Park will provide a critical link from the core trail at 10th street to Howelsen Hill and the 5th street bridge.

The Downtown Revitalization Partnership (“DRP”) is comprised of 26 Steamboat and Routt County citizens. This group has been meeting regularly for nearly 6 months in an effort to create a unified vision and gameplan for the growth and revitalization of Downtown Steamboat Springs. Please see Exhibit B attached for list of leadership team names and ongoing gameplan with action items.

The DRP team is led by:

- Tyler Gibbs, Director of Steamboat Springs Planning
- Kim Haggerty, Local Business Owner
- Mark Scully, Local Real Estate Owner
- Tracy Barnett, Mainstreet Steamboat Leader
- The members of the administrative entity responsible for governing the Accommodations Tax funds will be selected by City Council and the LMD board

Contact information:

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- tracy@mainstreetsteamboat.com



Description of the Project – The Vision

The Yampa River running through downtown Steamboat Springs is one of the community's greatest assets. The Yampa River Park Project will utilize the Accommodations Tax funding and related grant, URA and BID funding, to purchase, improve, and maintain a linear riverfront park along Yampa Street. As the Landmark aerial presents, there is a unique opportunity to purchase land along the Yampa River today to ensure a unique visitor experience for years to come.

The Yampa River Park provides Steamboat's visitors with a gateway to the Yampa River and access through the wall of private property by converting parcels along the south side of Yampa Street at the terminus of 6th, 7th, 9th and 10th street. The promenade is a tree lined, 16 to 24 feet wide concrete walk with street lights, banner poles, benches, and street furniture linking the open spaces together. View corridors from Lincoln Avenue down the numbered streets to the river will bring public awareness of the river and invite guests and locals to Yampa Street and Howelsen Hill Park to experience the activities the river and the parks have to offer including viewing, tubing, fishing, wading, biking, rodeo, or simply walking along the river. They will also be introduced to the retail, dining and entertainment offerings on Yampa Street. Lastly, the linear Yampa Park and public restroom facilities will significantly help to facilitate the use of Yampa Street as a festival street.

As the attached article, "Downtown Parks" presented by The Trust for Public Land (see Exhibit I) presents, there are numerous visitor benefits to Downtown Parks. We are exclusively focused on the benefits to our visitors and the following list presents some of the visitor benefits:

- 1) Visitor Public Yampa River access for fishing, swimming and Steamboat's unique experience of simply enjoying the Yampa Riverfront. Handicapped access to the river will be provided at 9th street hardscape.
- 2) Presentation of downtown public art framed by a tree lined Promenade and the Yampa River. Wow.
- 3) Summer festivals and cultural events including Bike events, WineFest, Artwalk, All Arts Festival, theatre and music (there is a natural amphitheater on Yampa Street at 7th street looking back towards Lincoln Ave.)
- 4) Winter activities including outdoor ice skating rink, and gatherings around a firepit on the river
- 5) Riverfront relaxation and exercise including meditation, yoga, fitness programs
- 6) Public Restrooms
- 7) Improved Parking downtown for visitors via increased employee parking at Howelsen Hill utilizing the 9th street bridge and proposed 7th street bridge to encourage employee parking at Howelsen Hill. See Ex J.
- 8) The linear promenade will provide a critical bike and pedestrian link from the core trail at 10th street to Howelsen Hill and the 5th street bridge
- 9) Visually links the Yampa River, Howelsen Hill and Emerald Mountain to Lincoln Avenue with vistas down select numbered streets to riverfront parks in the core of town
- 10) The 2013 Leadership Steamboat effort is focused on creating artistic benches along Yampa Street. The benches will be produced by local Steamboat artists, and funded by local private grant monies. This will be part of the wonderful visitor walking experience in downtown Steamboat Springs and will bring visibility to existing amenities including the Walk of Olympians.

The following Yampa River frontage land parcel investments and improvements will be pursued:

- 1) Yampa St @ End of 6th Street – Substantially expand the existing small riverfront Park to the north. Purchase a portion or the entire adjacent site to the north next to Boathouse Pub. 603 Yampa.
- 2) Yampa St. @ End of 7th Street – Create a natural amphitheatre back from the river up 7th street. Purchase the unimproved site next to Cottonwood Grille. 655 Yampa.
- 3) Yampa St. @ End of 9th Street - Convert some existing city owned parking spaces next to Backdoor Sports to hardscape park that provides entry to 9th street bridge and improved access and visibility to the bridge over the Yampa River. This will improve parking access to and from Howelsen Hill for downtown employees.
- 4) Yampa St. @ End of 10th Street – Clear some river views and improve access and visibility to the bridge over the Yampa River. This will improve parking access to and from Howelsen Hill for downtown employees. Pursue small adjacent parcel owned by YVEA and create a riverfront park.

Upon purchase the sites will be owned by the City of Steamboat Springs and maintained by the BID leadership group, or adjacent property owners via agreement that will be completed before any funding occurs. If a Transfer of Density Rights (TDR) zoning change is approved and put in place, the purchase costs will be substantially reduced upon the sale of this density.



Development Project Entities

We have obtained preliminary planning and pricing with the assistance of the following entities:

- 1) Calcon Constructors of Steamboat, Jim Kohler, providing construction budget pricing
- 2) Landmark Consultants, Ryan Spaustat, providing design and construction budget pricing
- 3) City of Steamboat Springs Public Works, Danny Paul providing operations and maintenance guidance
- 4) City of Steamboat Springs Planning, Tyler Gibbs providing design oversight
- 5) Colorado Group Realty, Chris Paoli, providing land acquisition pricing estimates

Estimated Purchase, Development, Ongoing Capital and Maintenance Costs

Purchase (See exhibit C details)

1) 6 th Street Park	\$675,000	-	\$1,000,000	603 Yampa
2) 7 th Street Park	\$1,250,000	-	\$1,400,000	655 Yampa
3) 9 th Street Park	\$0			city owned
4) 10 th Street Park	\$400,000	-	\$1,000,000	YVEA site
TOTAL	\$2,325,000	-	\$3,400,000	

Development (See exhibit K details)

1) Parks, River Access, Sidewalks	\$397,000			
2) Public Restrooms	\$350,000			
3) Gazebo/Stage	\$100,000			
4) Linear Promenade	\$1,204,000			
5) Fees/ 15%Contingency			\$769,125	
TOTAL	\$2,051,000	-	2,820,125	

Ongoing Capital

Our plan is to utilize URA/TIF and grant funds for any ongoing capital needs. For example, through a private downtown public art grant, artistic benches are being produced by the 2013 Leadership Steamboat committee for placement along Yampa street this summer 2013. Additional downtown public art will be funded by this same source – The Downtown Public Art Fund that is created by a perpetual .25% transfer fee for all sales at Alpenglow and Howelsen Place. The proposed URA/TIF dollars will provide ongoing capital and will support improved streetscapes in all of downtown.

2015 and beyond

Per Exhibit J, the longer term vision is to build a bridge at 7th and Yampa street over the River to Rodeo Grounds and parking. This further integrates downtown with the Emerald Mountain and Howelsen Amenities. It also provides additional walking paths to downtown employee parking. Could be paid for with monies from sale of transferrable density rights and/or implementation of paid parking downtown.

Maintenance

We will reach out to local garden clubs to encourage an “Adopt a Park” program to help mitigate costs and improve the public visitor experience. Per Ernie Jenkins, see Exhibit D email, the basic costs are estimated to be \$3,000 - \$6,000 per year per park area for a total annual budget amount of \$20,000. The Promenade is designed to be efficient with modest landscaping and lighting and is estimated at \$40,000 annually. The ongoing maintenance costs will be borne by the Downtown BID and/or alternatively we will create a maintenance agreement with adjacent property owners; in either case the maintenance funding agreement with they city will be in place prior to construction. The Downtown Public Art Fund will be used to maintain the public art and art benches.

Project Timeline from Conception to Construction to Operation

2014	Finalize design, financing and Land Acquisition	
2015	Bid work	Jan, 2015
	Commence work	April, 2015
	Commence operation	July, 2015

Longer Term Vision

Per exhibits J and D, build a bridge at 7th and Yampa over River to Rodeo Grounds and parking. This further integrates downtown with the Emerald Mountain and Howelsen Amenities. It also provides additional walking paths for downtown employee parking. To be paid for with monies from sale of transferrable density rights and/or implementation of paid parking downtown.

Yampa River Park meets all Accommodation Tax criteria and ballot elements.

- 1) **Only a Capital Project will qualify.** The purchase of the Yampa River Parks is exclusively a Capital Project and is similar to past uses of the tax funds for Haymaker Golf Course, the Tennis Bubble, and The Strings. In fact, given the substantial investment in riverfront land versus physical improvements, this is a superior investment.
- 2) **The project must promote tourism in Steamboat Springs.** As the attached Denver Post article (see Exhibit H) titled, “Resorts nurture growth season” presents, “Summer tourism is rising faster than winter’s as ski towns shift their tourism strategy.” These downtown Yampa River Parks clearly support the enhanced and unique summer visitor experience while also supporting the year round experience. Most importantly, by having valued summer and winter experiences we attract and retain the multi-trip visitor, our most valued and influential customer. Exhibit F from Smithsonian.com titled, “Best Small Towns in America”, is another example of how the cultural walking experience is being prioritized by our target visitor, and these rankings reflect that priority.
- 3) **The project must enhance the community identity and vitality of Steamboat Springs as a destination resort.** People choose Steamboat because it is an authentic town with authentic people who live and work here providing an authentic western mountain experience. The word “resort” does not do justice to the experience our visitors are looking to achieve.

Multiple events including Winefest, Artwalk, Music Festivals, Chef Festivals, Bike Festivals, and cultural events will be hosted at the Yampa River Park. One of Steamboats greatest assets is the Yampa River. This effort will bring the Yampa River experience to our guests and create an experience that cannot be matched amongst its peers. Jim DeFrancia, Vice-Chairman of Lowe Enterprises, current Aspen resident and future resident of Marabou in Steamboat states, “There are comparable ski mountains to Steamboat but there is no town with a beautiful river running through it like the Yampa River runs through downtown Steamboat Springs, CO. The attached Smithsonian.com article “The Best Small Towns in America”(see Exhibit F) reminds us again that our visitors value a cultural outdoor experience.

- 4) **The project must enhance the environmental desirability of Steamboat Springs, CO.** As the attached exhibit B Op-Ed from the Wall Street Journal titled, “The Walkable City” presents, today’s Millenials and Baby Boomers vastly favor urban communities with active street life, entertainment and stimulation. A walkable city is the most significant step the city of Steamboat Springs can take towards becoming an environmentally smart town.
- 5) **The project must enhance the economic health of Steamboat Springs.** It is important to note that investment in Yampa St. is fully supported as a top priority identified in the first phase of the Area Community Plan update during which the community emphasized the importance of investing in existing core areas first, economically and environmentally sustainable development patterns and efficient land use.

The Request

We request an allocation of \$400,000 a year for 20 years. These funds will be leveraged with conservative bond financing creating \$5.5 million of capital to acquire and build out strategic parcels of land at the end of select numbered streets on Yampa Street and a Promenade creating Yampa River Park – a chain of open spaces along Yampa Street and the Yampa River; linked by a Promenade, creating a linear park for Steamboat’s visitors to enjoy.....forever.

The Budget Summary is:

Land Parcel Acquisition	\$2,325,000 - \$3,400,000
Promenade and Park Improvements	\$2,051,000 - \$2,820,125
Total Project Cost	\$4,376,000 - \$6,220,125

EXHIBIT A

ARTICLE



Tweet

This article appears in the February 2010 issue of Urbanist.

When the Freeways Came Down

Rebuilding after Loma Prieta

On October 17, 1989 a magnitude 6.9 earthquake on the San Andreas Fault near the Santa Cruz Mountains rocked the Bay Area. In San Francisco alone, 12 people were killed, thousands of housing units were damaged, and fires raged in the Marina District. It was a dark moment for the city. And yet, out of this darkness, the possibility for change emerged.

Two of San Francisco's most unfortunate pieces of transportation infrastructure—the Embarcadero Freeway and the Central Freeway—were severely damaged in the Loma Prieta earthquake. While San Francisco citizen activists had a long-storied history of successfully opposing new freeways, there was no precedent for actually taking them down altogether.

The earthquake gave San Franciscans the opportunity to demolish the freeways and replace them with something better. This was not an easy process, nor a short one. A mayor lost an election. Fights were waged at the ballot box. And yet, looking back, it is undeniable that San Francisco took a tragic situation and turned it into one of the greatest urban planning success stories of the past twenty years: the creation of Embarcadero and Octavia Boulevards and all the land-use changes catalyzed by the demolition of the freeways.



The Embarcadero Freeway created a tremendous barrier between the city and its waterfront, including the now much beloved Ferry Terminal. Of its demolition, San Francisco Chronicle reporter Carl Nolte wrote: "(t)he freeway that brooded over the Embarcadero with all the grace of a double decker prison wall is finally gone."

FoundSF



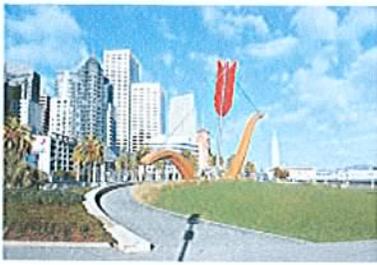
The new freeways. The Embarcadero Freeway, like the Central Freeway, was part of a larger plan to build a freeway network throughout San Francisco, called the "Trafficways Plan." San Francisco citizen activists began protesting the continued construction of freeways soon after their initial appearance in the city and by 1959 had halted seven out of ten proposed freeways.

SPUR archive, De Leuw Cather and Company



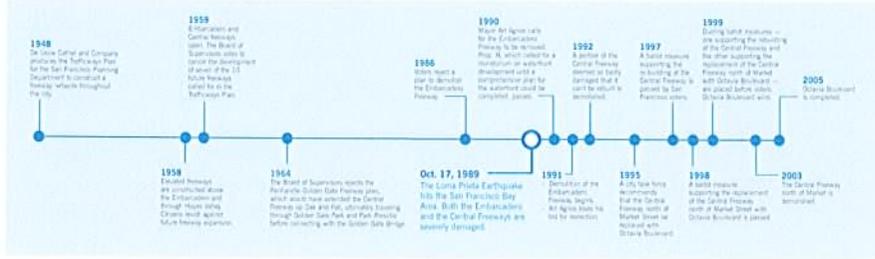
The Central Freeway was a scar that cut through Hayes Valley and the Western Addition. After it was damaged in the Loma Prieta Earthquake, neighborhood activists began agitating for its removal. Three separate ballot measures ensued. Ultimately the portion of the freeway north of Market street was removed.

Robin Levitt collection



Rincon Park. After it was damaged in the Loma Prieta earthquake, San Francisco Mayor Art Agnos called for the demolition of the Embarcadero Freeway. A political battle ensued between those who wanted the freeway torn down and those who wanted it repaired in order to ensure continued automobile access to Chinatown and Fisherman's Wharf. In 1991 the Freeway was replaced with a promenade that created miles of spectacular walking and bicycling paths. The Ferry Building was lovingly refurbished, parks and open spaces were created and the city was reunited with its waterfront.

[Wikimedia Commons](#)

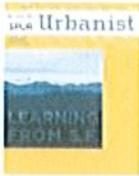


[Scroll to view the whole timeline](#)

ABOUT THE AUTHORS

Sarah Karlinsky is deputy director of SPUR.

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EXHIBIT B

Leadership Team

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Gameplan Action Items per Committee

1/8/13

Committee/Subject	Action Items	Key Dates	Responsible Person
1.	Strategic Data supporting downtown investment a. Identify Downtown priorities	ongoing	Team
2.	Leadership Steamboat 2013 Plan a. Project vision, goals and gameplan/schedule b. Project Fund Raising i. Howelsen Place/Alpenglow Downtown Public Art Fund ii. Matching Funds, Grants	1/8/13	Allen, others
3.	2013 Yampa Street Live Event Plan a. Light up Yampa Street for Holidays b. Farmers Market? Winefest? September event? Third Thursday events? c. Integrate events with Mtn – June Summer Music Festival	1/8/13	Barnett Haggerty Barnett Duty, Sanders
4.	Accommodations Tax RFP response – Yampa River Parks Gibbs, Others? a. RFP priorities: Visitor experience, capital improvement b. Estimated Park Costs and ongoing maintenance costs c. RFP Response outline d. Meet with Committee members – discuss RFP draft e. Yampa Street Park Vision Schematics f. Comparable Mainstreet Urban Park visuals g. Bonding levels estimates from experts h. Public Outreach	1/10/13 complete 12/15/12 12/15/12 12/31/12 12/30/12 12/30/12 12/15/12 NOW	Scully, Barnett, Haggerty, Scully, Kohler, Spaustat Barnett, Scully Barnett, Scully Spaustat, Kinghorn, Gibbs Barnett Weber Team
5.	Tax Increment Financing (URA/DDA/TIF) submittal a. TIF meeting with Golden Attorney Carolyann White b. BID meeting with 2007 consultant Anna Jones c. TIF meeting with consultant Anne Ricker d. Engage consultant and conduct TIF financial study i. City Funding Required - \$25,000 loan to committee? ii. Meet with City Manager e. Public Outreach (City Council, Pilot, Lincoln, Yampa, Oak Street owners) i. Online database of information ii. Lincoln Ave owners iii. Yampa Street owners iv. Oak Street owners f. URA amendment passed by City Council	TBD complete complete complete 1/15/13 complete ongoing TBD TBD ongoing 6/15/12	Lacy, Gibbs Lacy, Gibbs Lacy, Gibbs Lacy, Gibbs Lacy, Gibbs Team Lewis Duty Haggerty Lewis Lacy, Gibbs, Scully
6.	Business Improvement District (BID) submittal a. Meeting with previous BID consultant (Anna Jones) b. Review BID/City documents c. BID constituent benefit summary and economics d. Create BID budget and revenue forecast e. Populate BID board f. BID public vote	ongoing complete complete 4/30/13 11/5/13	Haggerty, Barnett Consultant - TBD
7.	TIF, BID Capital Improvements and Maintenance Costs Plan a. 2013 Summer Improvements i. Benches, Signage, Crosswalks/Stop signs b. Longer Term Improvements and maintenance plan c. BID details (maintenance) d. TIF details (Capital Improvements) e. Consolidated summary of all improvements and costs	12/15/12 12/31/12 4/30/13 4/30/13 4/30/13 4/30/13	Gibbs, Spaustat, Paul Paul, Gibbs
8.	Downtown Transfer Development Rights (TDR) Plan	12/31/12	Gibbs
9.	Federal, State, Local and Private Grants a. Identify opportunities i. Federal Parking Loans – TIFIA ii. Green Energy Grants – FPL CEO support	12/15/12 1/31/13	Duty, Winnie Duty
10.	Paid Parking summary economics – Aspen study	12/31/13	Scully Anderson

EXHIBIT C



Introduction:

Downtown Steamboat and more specifically Yampa Street have been the focus of recent redevelopment discussions. A panel of ULI (Urban Land Institute) members made Yampa Street the focus of a weekend panel discussion in 2012. One of the main recommendations from the panel was to take advantage of the unique asset of the Yampa River. To accomplish this, the concept of offering public access to the river at the end of numbered streets was presented.

Public access is not a new concept for the redevelopment of downtown. Today, the funding mechanism and critical mass in the downtown area are available to make this tremendous opportunity a reality. The goal of this analysis is to quantify the potential cost of acquiring the property necessary to create the public parks at the end of numbered Streets.

Comparable Sales:

Downtown Steamboat has seen only a few commercial transactions on Yampa Street in the past few years. Recently, the owners of the land between Sweetwater Grille and Backdoor Sports subdivided their parcel into four lots. Two sold for \$550,000, providing the best comparable for Yampa Street land values. Below is a spreadsheet showing past transaction on Yampa Street since January 1, 2009.

Sites Address	Sale Price	Sale Date	Land Size	Sale price/sqft
635 Yampa St	\$1,600,000.00	5/1/2009	0.159	\$231.01
735 Yampa St	\$1,200,000.00	6/8/2009	0.22	\$125.22
811 Yampa St	\$1,900,000.00	10/30/2009	0.23	\$193.58
841 Yampa st	\$550,000.00	5/7/2012	0.1	\$126.26
Sweetwater Lot	\$550,000.00	5/7/2012	0.13	\$97.13

The average sale price per Square foot for the two lot sales on Yampa is \$111. In today's market, this is a reasonable budget estimate to use for Yampa Street, river frontage land pricing.



603 Yampa at the bottom of 6th:

Property type: Single Family
Acres: .14



603 Yampa is currently a single family home with a detached garage. This site has the benefit of a city park to the east, offering close overflow parking and space. This parcel comes with a number of challenges for future development due to current setback requirements from the Yampa river. The existing home offers a unique living opportunity in the downtown area and most likely represents one possibility for a potential purchaser. In this location, the land value far exceeds the value of the home.

Land value (assuming the existing structures offer no value):

a. $0.14 \text{ acres} * \$111 * 43,560 \text{sqft/acre} = \$676,922$

Due to significant redevelopment risk a range of \$675,000 to \$1,000,000 is recommended for budgeting purposes.



655 Yampa street at the bottom of 7th:

Property Type: Commercial

Acres: 0.26

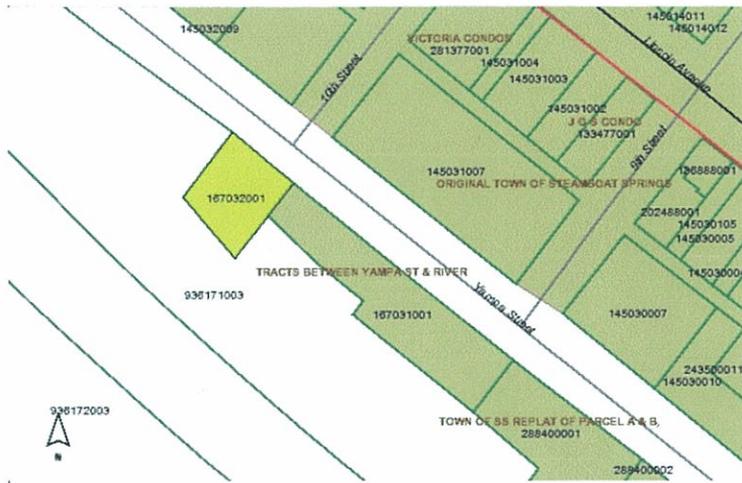


655 Yampa is one of the most desirable, undeveloped parcels on Yampa Street. The current owners have a full development plan in place and the lot offers a large amount of Yampa River frontage. Using the average price per sqft of \$111 from the most recent land sales yields a value of \$1,257,141. This is a fairly reasonable expectation for a sale in today's market. 655 Yampa offers ample flexibility for future development and for budgeting purposes a range of \$1,250,000 to \$1,400,000 is recommended.



Yampa Valley Electric Parcel at the bottom of 10th:

Property Type: Vacant Land
Acres: 0.22



Using the same value for vacant land as above, $0.22 \text{ acres} * \$111/\text{sqft} * 43,560 \text{ sqft}$ yields a value of \$1,063,735. It is unclear as to the zoning for this parcel and potential uses. Should this property have the same development criteria/potential as other parcels on Yampa, a sale price range of \$900,000 to \$1,100,000 is reasonable.

Due to significant redevelopment risk a range of \$400,00 to \$1,000,000 is recommended for budgeting purposes.



Conclusion

Below is a chart showing a potential range of values for each property:

Sites Address	Numbered Street	Sale Price
603 Yampa St	6 th Street	\$675,000 - \$1,000,000
655 Yampa St	7 th Street	\$1,250,000 - \$1,400,000
YVEA Parcel	10 th Street	\$400,000 - \$1,000,000
Total		\$2,325,000 - \$3,400,000

Sincerely,

Chris Paoli
Broker/Owner
Colorado Group Realty
chris@mybrokers.com
970.819.1432

"This opinion or appraisal was prepared solely for the client, for the purpose and function stated in this report and is not intended for subsequent use. It was not prepared by a licensed or certified appraiser and may not comply with appraisal standards of the uniform standards of professional appraisal practice."

EXHIBIT D

EXHIBIT E

Subject: Fw: Fwd: Maintenance cost?
Date: Friday, December 21, 2012 10:04 AM
From: Mark Scully <MarkScully@greencourtepartners.com>
To: Mark Scully <mark@scullypartners.com>

Mark E. Scully
Managing Director
Green Courte Partners, LLC
312 446 5533 c
970 870 0552 o

From: Tyler Gibbs <tgibbs@steamboatsprings.net>
To: Mark Scully
Sent: Thu Dec 20 12:07:57 2012
Subject: Fwd: Maintenance cost?

Sent from my iPhone

Begin forwarded message:

From: Ernie Jenkins <ejenkins@steamboatsprings.net>
Date: December 18, 2012, 4:36:46 PM MST
To: Tyler Gibbs <tgibbs@steamboatsprings.net>
Cc: Chris Wilson <cwilson@steamboatsprings.net>
Subject: RE: Maintenance cost?

Re: Draft of Accommodations Tax RFP

Ty

Here is some info based on a couple of "pocket parks" we already maintain. A small "nothing fancy, just grass" park like the ones on 5th & Yampa or 7th & Yampa are less than ¼ acre of grass to mow. They have very basic amenities, a picnic table, park bench, trash can and a bike rack. No restroom like Dr. Rich Weiss Park. No winter maintenance or plowing. The maintenance cost is around \$6,000 per year. Skip the grass (mowing, watering, fertilizing, aerating, winterizing and maintaining a sprinkler system) that's half your costs. Omit the trash can (they are emptied almost everyday Memorial Day to Labor Day) you probably save another \$2,000 but keeping an urban park clean is the biggest challenge. We mow once a week but we pickup trash almost everyday. Hope this helps. Ernie

Ernie Jenkins
Parks Supervisor
City of Steamboat Springs
Parks, Open Space and Recreation
245 Howelsen Parkway/PO Box 775088
Steamboat Springs, CO 80477
970-879-4300 ext. 325
www.steamboatsprings.net <<http://www.steamboatsprings.net>>

From: Chris Wilson
Sent: Tuesday, December 18, 2012 11:24 AM
To: Ernie Jenkins
Subject: FW: Maintenance cost?

EXHIBIT F

The 20 Best Small Towns in America

From the Berkshires to the Cascades, we've crunched the numbers and pulled a list some of the most interesting spots around the country

Like 65k Tweet 1,012

By Susan Spano and Aviva Shen
Smithsonian magazine, May 2012

1 of 22 | Next »»



The 20 Best Small Towns in America

There are lists of the best places to get a job, retire, ski, golf and fall in love, best places lists for almost everything. We think any best place worth traveling to should have one quality above others: culture.

To help create our list, we asked the geographic information systems company Esri to search its data bases for high concentrations of museums, historic sites, botanic gardens, resident orchestras, art galleries and other cultural assets common to big cities. But we focused on towns with populations less than 25,000, so travelers could experience what might be called enlightened good times in an unhurried, charming setting. We also tried to select towns ranging across the lower 48.

There is, we think, something encouraging about finding culture in small-town America. Fabled overseas locales, world-class metropolises—you expect to be inspired when you go there. But to have your horizon shifted in a town of 6,000 by an unheralded gem of a painting or a song belted out from a band shell on a starry summer night, that's special. It reinforces the truth that big cities and grand institutions per se don't produce creative works; individuals do. And being reminded of that is fun.

EXHIBIT G

Denver Post, The (CO)

The "walkable city"

December 2, 2012

Section: PERSPECT

BY NEAL PEIRCE , Washington Post Writers Group

Jeff Speck's new book -- "Walkable City" -- starts off with a chilling quote as he laments the fate of the many American cities plagued by "fattened roads, emaciated sidewalks, deleted trees, fry-pit drive-thrus, and 10-acre parking lots." Speck has seen a lot of urban disasters in his career advising cities on their development choices. But the thrust of his book is anything but downbeat. Rich rewards, he argues, await cities that move to tame traffic and put pedestrians first, create attractive streetscapes, mix uses, foster smart transit, and create unique, quality places. In another word, truly walkable places.

Currently only a handful of American cities are making all those moves correctly. Speck mentions New York, Boston, Chicago, San Francisco, Portland and Seattle, with Denver and Minneapolis close runners-up.

But the formula of those top cities is precisely what today's "millennials" -- born after 1981 -- vastly favor: urban communities with active street life, entertainment, stimulation. Or, as demographer William Frey puts it, "A new image of urban America is in the making. What used to be white flight to the suburbs turning into 'bright flight' to the cities."

And it needn't just be the millennials: "Empty nesters" (the vast-post World War II generation) include millions tired of maintaining their suburban homes and ready, in many cases, to opt for walkable, livable communities.

So opportunities for cities are exciting. Though, Speck argues, this means reining in specialists who don't see the whole city's needs. He singles out school departments that push for larger facilities instead of cheaper-to-maintain neighborhood schools. Or public works departments that insist neighborhoods be designed principally around trash and snow removal.

He reserves special criticism for transportation departments that keep pushing wide roadways to let traffic move more rapidly -- roadways so big and dangerous they trigger vast numbers of serious accidents (adding to America's world-leading total of 3.2 million traffic fatalities).

The nation's sprawling development patterns mean that autos get used not just for long commutes but also for rounds of small daily errands. Vast wealth flows out of communities to pay for gasoline. Sedentary auto-dependent lifestyles exacerbate obesity levels that throw a dark shadow over our national future.

The solution Speck carries to cities: "Put cars in their place." Discourage big new roads. Tear down obsolete urban freeways. Recognize that "free" or low-cost streetside and employer parking gets paid for in taxes, goods, meals or services paid for by everyone, drivers or not. Stop minimum parking requirements for office, shopping and housing complexes because they just trigger more costs and sprawl. Put subsidies instead into public transit -- the golden complement to walking.

Speck does favor welcoming cars (as long as they pay a fair parking price) on shopping-area streets -- they bring customers, real city income. But for vibrant street life, he advocates pushing ugly open-air parking lots and garages some blocks away from major shopping areas. But for a truly walkable, accessible, friendly American streetscape, Speck adds two other key factors: trees and bikes.

Speck argues that "cycling has got to be the most efficient, healthful, empowering, and sustainable form of transportation there is." With the same amount of energy as walking, a bicyclist can travel three times farther. Bike commuters get the exercise car drivers don't. And happily, city bike riding is on a dramatic upswing right now.

From New York, Minneapolis, Portland, Tucson and other cities, Speck amasses evidence that biking is less dangerous, reduces accidents, and saves more money than popularly thought.

Could we really have less motorized, calmer, quieter, truly livable global cityscapes? Two feet, on the ground or on pedals, may be our best formula ever -- and now.

EXHIBIT H

Denver Post, The (CO)

Resorts nurture growth season

December 2, 2012

Section: BUSINESS

Page: 8K

Jason Blevins

Jason Blevins, The Denver Post

Summer business in resort towns is growing at a faster rate than winter, revealing both a recovering economy and a shift in resort tourism. While Colorado's high country will always rely heavily on skiers, mountain towns are seeing more summer vacationers in a trend that promises swifter growth than downhill skiing -- especially if weak snowfall continues in the high country.

"This is a very big deal for us," said Michael Martelon, chief of the Telluride Tourism Board, which last summer achieved a longtime goal with summer spending in the box canyon eclipsing winter for the first time ever. Telluride's taxable sales activity set monthly records in July, August and September.

Martelon said the towns of Telluride, Mountain Village and Montrose worked together to boost regional tourism, expanding Telluride's festivals and reaching out to visitors who tend to visit the area regularly.

"I call it microtargeting," he said. "We are talking to people who we know love Telluride, and getting them to come more often is getting us to a place where we are actually able to grow our base."

Telluride joins Winter Park, Aspen, Vail, Steamboat Springs, Breckenridge and Crested Butte in posting strong summers this year, with most of those communities surpassing the pre-recession glory days of 2007. In all seven resort communities, spending from June through September is growing much faster than winter spending.

While last winter's weak snowfall could have pinched spending as fewer vacationers gathered for ski holidays, ski-town winter spending increased in six of the seven resort communities even though visitation plummeted 10 percent, the steepest drop in decades.

Still, summer revenues grew faster.

Ford Frick, the managing director of Denver-based BBC Research and Consulting, thinks the warm, snowless weather of last winter likely helped summer business as flatlanders and urbanites fled the heat by flocking to the high country.

"I think weather was a big influence," Frick said.

While summer is growing, it's still a fraction of winter business in the big resort communities such as Breckenridge, Aspen and Vail. But winter business seems to be inching more than surging and has yet to climb back to pre-recession levels.

There are a number of trends slowing winter's recovery and spurring summer, Frick said. Aging baby boomers and second-home owners are finding summer in the high country more amenable, and growing numbers of Front Rangers pursuing close-to-home vacations -- or economically driven "staycations" -- are visiting the mountains for brief bursts in the summer.

"It's a combination of small factors behind this" summer growth, Frick said. "Summer is growing more rapidly, but I think there's a ways to go until summer fills the gap on winter."

Most resort communities have seen summer spending climb past high marks set in 2007. (Winter Park and Steamboat Springs have yet to reach 2007 levels.) Winter spending, though, is lagging, with only Vail surpassing the 2007-08 season. All seven resort communities together are pacing about 7 percent behind the 2007-08 winter season, while summer spending is 3 percent ahead of the once-record 2007 levels.

Resorts have been focusing on their warm-weather seasons for several years, and those marketing programs are finding footing. Federal legislation from last year encourages the Forest Service to work with resort companies on federal land to develop summer amenities and stir local economies. Vail Resorts, for example, last summer proposed a comprehensive interactive project that would install alpine slides, ropes courses and zip lines alongside educational programs on Vail Mountain.

"We are definitely seeing mountain communities working to drive the summer season with either events or more attractions," said Tim Gagen, the town manager for Breckenridge, where 2012 summer spending was up 10 percent over last year. "I think summer continues to be an expanding opportunity. We get to the point where we are talking about a couple holidays being too busy, like July Fourth."

Gagen said close study of his town's tax revenue shows retail, lodging and restaurants leading Breckenridge's climb back from recession. He points to warm weather in Denver driving city folk to the hills and a resurgence in group traffic. Plus the weak snow last winter saw vacationers spending more time -- and money -- in town.

"For this year, our retailers are seeing more and more positive signs," Gagen said. "People are coming in and actually spending money."

Jason Blevins: 303-954-1374, jblevins@denverpost.com or twitter.com/jasontblevins

PHOTO: Main Street in Breckenridge was crowded as shoppers came out for Black Friday, traditionally the biggest shopping day of the year, on the day after Thanksgiving. Mark Fox, Summit Daily

EXHIBIT I

Downtown Parks

A report on the users, uses and features of successful downtown parks for the Minneapolis Downtown Greening Initiative

The Trust for Public Land

Minnesota State Office
St. Paul, Minnesota

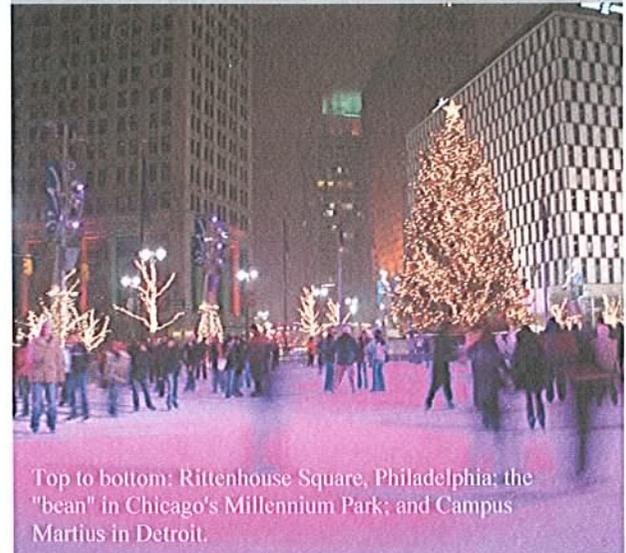
Center for City Park Excellence
Washington, D.C.

August 24, 2007



THE
TRUST
for PUBLIC
LAND

CONSERVING LAND FOR PEOPLE



Top to bottom: Rittenhouse Square, Philadelphia; the "bean" in Chicago's Millennium Park; and Campus Martius in Detroit.

Minneapolis Deserves a Downtown Signature Park

Almost every major city in America has a downtown signature park, a place that serves as a central public gathering place, a point of local pride and a status symbol that acts as a city's public heart. These are places that belong to everyone – the rich, the poor, the young, the old, the educated, the non-educated, the employed, the unemployed, residents and out-of-towners.

Minneapolis is at the center of a dynamic 2.5-million-person metropolitan area. Approximately 163,000 people work downtown. In addition, there are conventions which regularly bring in upwards of 5,000 visitors and hotel occupants per day, not to mention transit users, restaurant frequenters, sports and cultural event attendees and others. Moreover, a downtown housing boom has increased downtown residents to an estimated 28,000, with a projection of 30,000 by 2010.¹

Yet, despite this large and vibrant population, and the city's national reputation for a great park system, there is no signature park in downtown Minneapolis. Many people believe that an outstanding new park would add great environmental, cultural and economic value to the center and the city as a whole.

How do People Use Downtown Parks?

While signature urban squares and parks often have outstanding trees, lawns, flower gardens and other ecological amenities, the true measure of success comes from being people-intensive. Users engage in activities that involve other individuals – meeting friends, eating, enjoying a concert, stumbling upon an unexpected exhibition, talking with strangers or just people watching. (*For specific activities, see Table 1.*)

People use these parks as part of an urban experience that combines interests in recreation, socialization, environment and education while also allowing interpretation of cultural, natural and historic resources.

Of course, many users engage in contemplative activities, even despite the hustle and bustle. People relax on a bench with their eyes closed, read a book, or gaze at a fountain. Though not necessarily experiencing nature, they are enjoying a respite in an "urban paradise" – an island of tranquility in a sea of activity.

Famed urban observer Jane Jacobs painted a detailed picture of the "ballet" that takes place in a well-designed and well-used urban park. Referring to a downtown park near a residential neighborhood in Philadelphia, she wrote in *The Death and Life of Great American Cities*:

First, a few early-bird walkers who live beside the park take brisk strolls. They are shortly joined, and followed, by residents who cross the park on their way to work out of the district. Next come people from outside the district, crossing the park on their way to work within the neighborhood. Soon after these people have left the square the errand-goers start to come through, many of them lingering, and in mid-morning mothers and small children come in, along with an increasing number of shoppers. Before noon the mothers and children leave, but the square's population continues to grow because of employees on their lunch hour and also because of the people coming from elsewhere to lunch at the art club and the other restaurants around. In the afternoon mothers and children turn up again, the shoppers and errand-goers linger longer, and school children eventually add themselves in. In the afternoon the mothers have left but the homeward-bound workers come through – first those leaving the neighborhood, and then those returning to it. Some of these linger. From then on into the evening the square gets many young people on dates, some who are dining out nearby,

Table 1. How Do People Use Signature Downtown Parks?

Eat at outdoor restaurants	Feed pigeons	Watch or listen to entertainment
Drink beverage or eat food brought from outside the park	Play musical instruments	Skateboard
Buy food or item from open-air market	Talk on cell phones	Ice Skate
Relax in the sun or shade	Play chess, play bocce	Read
Converse with others	Throw a Frisbee, toss balls	Listen to music with headsets
Congregate with others	Walk through the park en route to work	Panhandle
Meet someone	Walk through the park en route to other destination	Attend public celebration
People watch	Rest in between destinations	Attend protest/political event
Gaze at/listen to fountain	Pose for or take photos	Attend a class
Walk dogs or use dog run	Use toilet facilities	Read historical marker
Tend infants, toddlers	Sleep	Surf the Internet or work on laptop computer
Run around, kick or throw balls, play tag (mainly children)	Kiss, hug, or both	Jog through as part of route
View public art	Exercise	Waiting for the bus, streetcar or light rail
Explore labyrinth	Use play equipment or feature	Park a bike

some who live nearby, some who seem to come just because of the nice combination of liveliness and leisure. All through the day, there is a sprinkling of old people with time on their hands, some people who are indigent, and various unidentified idlers.ⁱⁱ

Jacobs' observations were taken a step further by urban design consultant Jan Gehl. Gehl, who studied public spaces for over 30 years and helped enliven Copenhagen, Denmark into a city of wonderful public spaces, came up with a five-part classification system:

- Everyday users. People who live and work in the area;
- Visitors and customers. People who visit the area from beyond;

- Passersby. People passing through the area, going or coming from other places;
- Recreational visitors. Those visiting a park for its beauty or for recreation; and
- Visitors to events. People who come for special programs.ⁱⁱⁱ

Urban sociologist William H. Whyte determined from his studies of New York City plazas in the late 1970s that the "market area" from which park users will travel is within three blocks – and that 80 percent of users will originate from this area. In downtowns, workers may not visit a park during lunchtime to have a sandwich, watch a musical performance, or meet a friend unless they are within a five-minute walk, given an hour or less for lunch. The same goes for

residents, visitors and the like. A study by the Center for City Park Excellence indicated that most people are unwilling to walk more than a quarter-mile to a park, and some will go no farther than one-eighth of a mile.

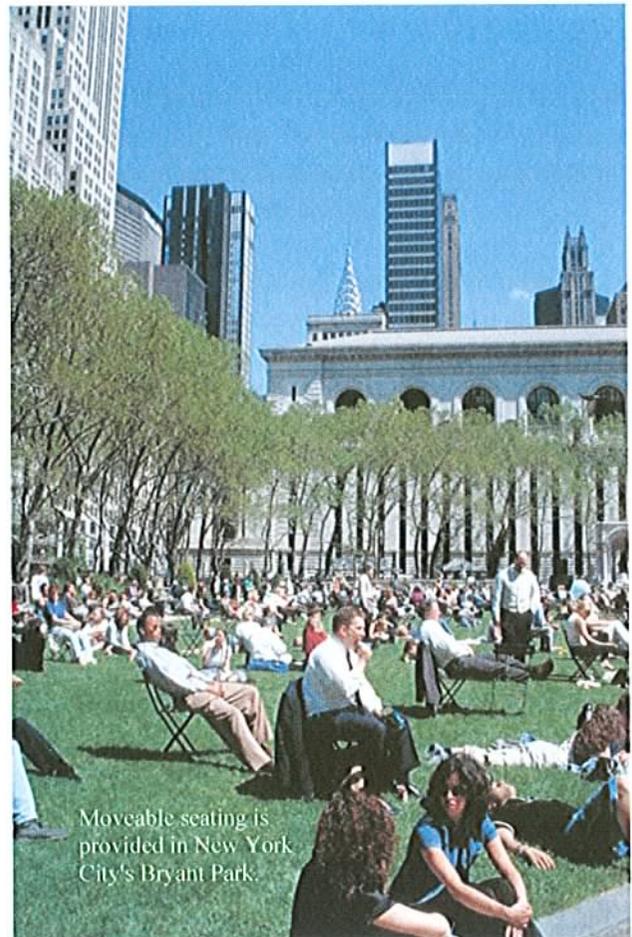
What Features and Amenities are Found Within Successful Downtown Parks?

It is important to recognize that there are two different kinds of downtown parks – *signature* parks which are designed to appeal to the entire city and region (and to attract tourists); and *neighborhood* parks aimed primarily at local residents living in lofts, condos and apartments on the fringe of the business district. In Minneapolis there is room for both – one within the central business district and one a few blocks away, perhaps in the North Loop neighborhood.

Of the two, the downtown signature park is likely to be the more expensive and difficult to define and design – which is why it is important to have a city-wide conversation about it.

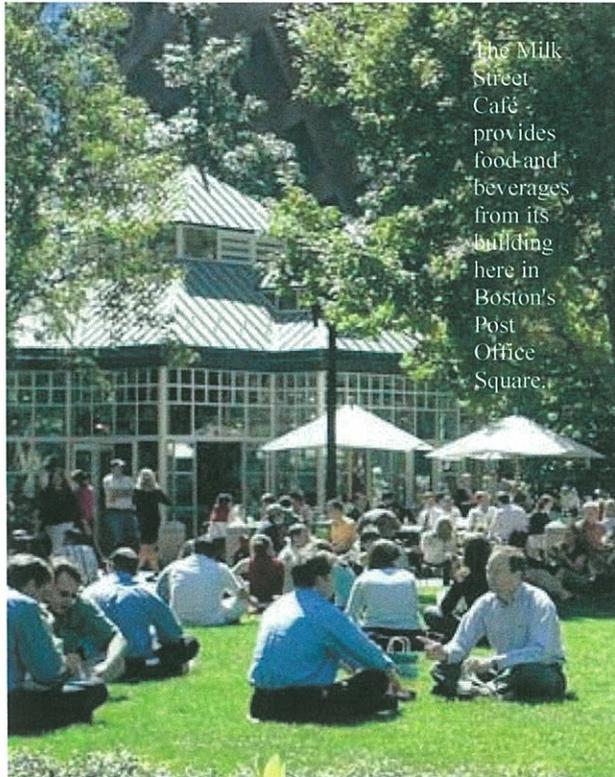
In the last 20 years cities have invested a great deal of thought into signature facilities, and some of them have become extraordinarily successful. A review of those reveals several themes in features and amenities, from the gastronomical to the whimsical. (See Table 2 for a full list of different features and the Appendix for a glance at five downtown parks.)

Entertainment & Events. Parks attract people by incorporating places for live music, theater and speakers. Portland's Pioneer Courthouse Square has a speaking lectern built into the park for events. The square also was built so that the circular steps also act as an amphitheater for

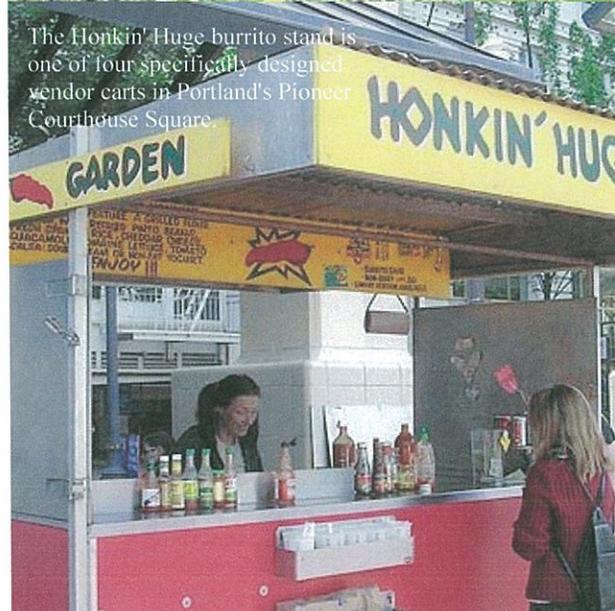


events. Campus Martius Park in Detroit has a stage that recedes into the ground when not in use.

Rest & Relaxation. William H. Whyte observed that one of the most important components of a successful space is how it provides seating. In Bryant Park, moveable chairs are provided to park-goers who are free to place them wherever. As in the past, parks continue to showcase fountains and other water features that are fun to watch or soothing to hear. In St. Paul, Rice Park has a fountain and Mears Parks a stream that diagonally crosses the park. Post Office Square and Campus Martius both have fountains, small and large, respectively. Post Office Square also has a trellis-covered area for lounging in the shade.



The Milk Street Café provides food and beverages from its building here in Boston's Post Office Square.



The Honkin' Huge burrito stand is one of four specifically designed vendor carts in Portland's Pioneer Courthouse Square.

Arts & History. Signature downtown parks are usually pieces of history themselves or are built atop land rich in city history, and the features of parks reflect this. Pioneer Courthouse Square features the entrance columns of the former hotel that graced the site. As central locations of civic activity, the parks also feature symbolic public art or statues. Pioneer Courthouse Square

also has a statue of a man offering his umbrella – reflecting Portlanders spirit and climate. Millennium Park in Chicago features a giant silver sculpture that cost over \$10 million and Chicagoans affectionately have nicknamed it "the bean" for its shape.

Eating & Drinking. Parks provide food carts and actual sit-down cafes on their grounds – some are locally-owned, others are national chains. Post Office Square features the Milk Street Café. Bryant Park has the Bryant Park Grill and four kiosks with different foods and beverages. Pioneer Courthouse Square and Campus Martius have chains, Starbucks Coffee and Au Bon Pain, respectively. A variety of vendor carts is common, too – Pioneer Courthouse has specially designed carts for hot dogs and burritos.

Education. Some parks leverage other nearby civic centers and incorporate them into usage. Bryant Park, next to the New York Public Library offers an outdoor reading room, with moveable chairs and carts carrying books, magazines and periodicals. Children gather for planned reading sessions during the lunch hour and after school.

Recreational. While downtown parks are often small in land area and often not more than two acres, recreational amenities are often provided. Chessboards are common – taking up little space and usually attracting a variety of users. Ice skating rinks are common in colder climates. Space for sports like bocce ball can be provided, and leagues organized. Bryant Park provides a "boule board," a French cousin of bocce.

Logistics. A park could not be safe, clean, accommodating or comfortable without the basic features – lighting at night, signage to explain things, and receptacles for trash. These basic items are not always as boring and routine as they seem, however. Trash receptacles and

Table 2. Features of Downtown Parks

Eating & Drinking

- Vending carts
- Coffee shops
- Cafés
- Restaurants
- Farmers' markets

Recreational

- Ice rinks
- Dog runs
- Spraygrounds
- Playgrounds
- Bocce courts

Transportation

- Bike racks & garages
- Transit stops
- Car parking garages

Logistical

- Trash bins
- Lighting for day & night
- Signage
- Wireless Internet

Arts & History

- Public art
- Weather mains
- Statues & monuments
- Outdoor art galleries

Rest & Relaxation

- Benches & seating
- Fountains & water
- Gardens
- Trees & grass

Entertainment & Events

- Stages
- Speaking lecterns
- Amphitheaters

Educational

- Outdoor classrooms
- "Reading rooms"

lighting can also be designed to be attractive and encourage use.

Transportation. Many parks feature services or uses related to transportation. Parking garages are constructed under several downtown parks, such as Post Office Square in Boston, Union Square in San Francisco, Mellon Square in Pittsburgh, and Memorial Plaza in Cleveland. Bike racks are common and in Chicago's Millennium Park a bike garage, complete with showers, lockers, and staffing provides parking for 300 bikes. Other parks feature transit. Pioneer Courthouse Square has a light rail station and is the center of several bus routes. Tri-Met, the regional transit agency, operates an information and ticketing office within the park. Other parks may enhance existing bus stops.

Different Times of Day. Successful downtown parks provide features and amenities that respond to both daytime and nighttime uses. Campus Martius has a multi-colored ice rink in the winter that changes a normal ice rink into a holiday wonder. Cafes can stay open after dark. Stages can be built with lighting and equipment so that events can be conducted after dark. One of the most popular events in New York City is the HBO-sponsored Monday night movie in Bryant Park, where attendance regularly reaches a whopping 10,000 people.^{iv}

Winter in Downtown Parks. Providing year-round features and uses is integral to a downtown park. Jan Gehl, from work in the Nordic climate of Denmark, says that when he started promoting more public spaces in the 1960s, locals remarked that Danes are not Italians and will not venture out into public spaces, partly because of the cold. It turned out they did – and part of that recipe is enticing usership.^v Ice skating rinks are probably the best-known and most reliable way. Other draws include selling hot soups, coffee, tea, hot chocolate, and cider. Post Office Square's café is open year-round. Parks also bring in Rockefeller Center-like holiday trees, often next to an ice rink, as in Campus Martius. Stages can be built with heaters, concerts or other events kept short and marketed on cold-weather kitsch. In St. Paul, the Winter Carnival ice sculptures are often located in downtown's Rice Park.

Whimsical. Lastly, successful downtown parks feature fun. From the weather guide in Pioneer Courthouse Square to the "bean" and interactive fountains in Millennium Park to the specially-designed Bryant Park chairs, users are fascinated by the playful features provided in these downtown parks.

ⁱ 2007 Adopted Budget. (2007.) City of Minneapolis.

ⁱⁱ Jacobs, Jane. (1961). *The Death and Life of Great American Cities*. New York: Random House.

ⁱⁱⁱ Houston, Lawrence O. Jr.. (October, 2006). "Ingredients for Successful Public Spaces."

Urban Land.

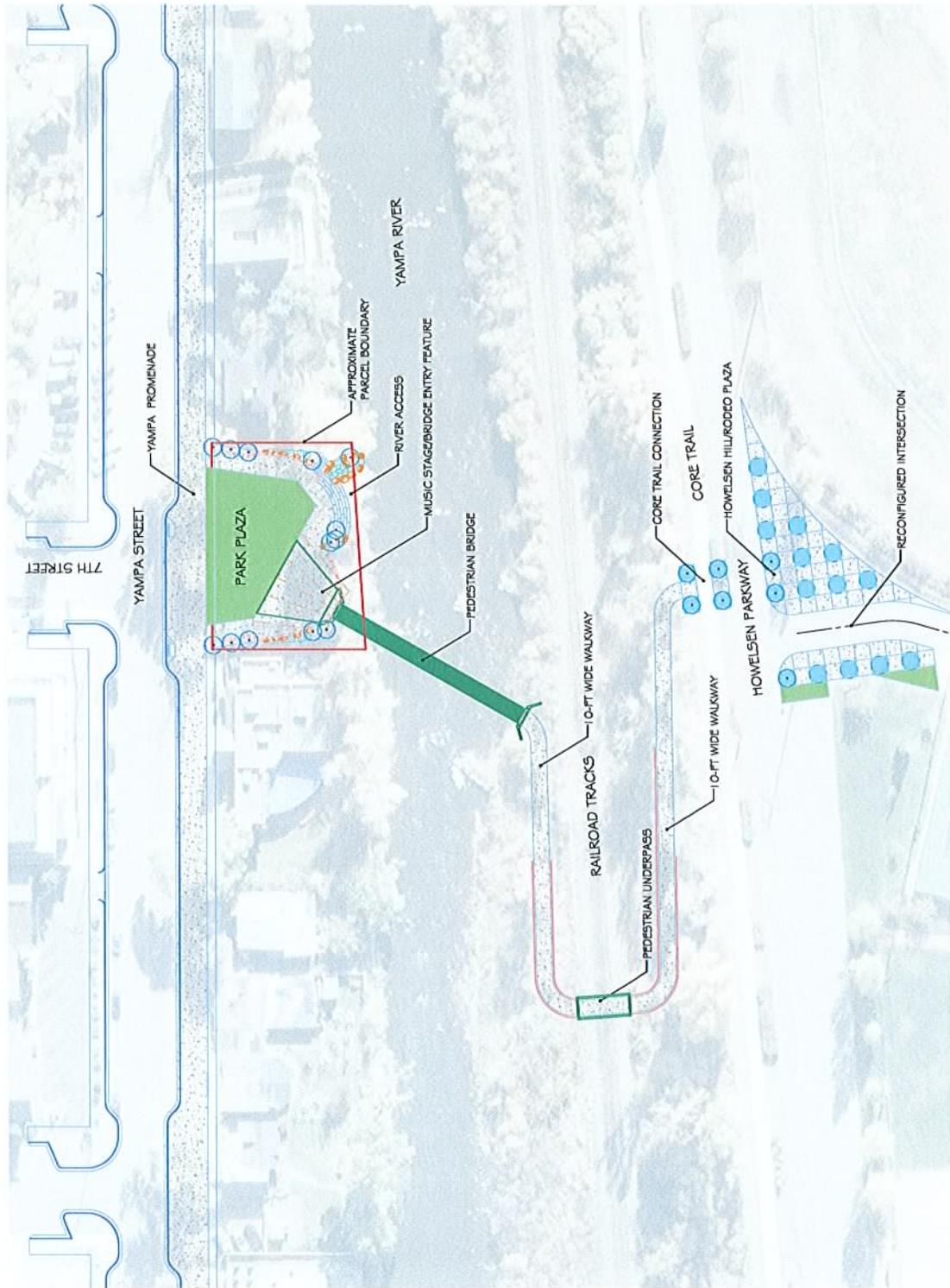
^{iv} Ryzik, Melena. (July 27, 2007). "Midsummer Night's Screen." *The New York Times*.

^v Vogel, Jennifer. (April, 2006.) "The Long Walk." *The Rake Magazine*.

Appendix: The Basics of Five Successful Downtown Signature Parks

Park	City	Size (acres)	Description of Park's Location	Management Structure	Features	Brief History
Pioneer Courthouse Square	Portland, Ore.	1.56	Heart of downtown, adjacent to historic courthouse, retail, major transit crossing	Management Agreement between the City and a 501(c)3 non-profit organization; separate downtown BID provide cleaning and security.	75-seat surround sound theater; a sculpture of a man offering his umbrella called "Allow Me"; bronze chess boards, amphitheater, sign posts showing distances to Portland's nine sister cities, the former Portland Hotel entry gate, waterfall fountain, the "keystone" lectern for speaking events, a weather machine that shows different symbols for different weather, Portland Oregon Visitor Information Center (includes visitor information, a tour service, Tri-Met transit customer assistance); Starbucks coffee shop, Bank of America ATM, wireless internet, and vending carts for flowers, Philly cheese steaks, hot dogs and burritos.	Formerly home to historic Portland Hotel; then parking garage; opened in 1986.
Post Office Square	Boston, Mass.	1.7	Heart of financial district, between Boston Common and harbor.	Privately managed by the Friends of Post Office Square (which also runs parking garage)	Milk Street Café, moveable chairs, a 24-hour staffed underground parking garage, benches, a garden trellis, two "fountain sculptures," a small open lawn, shoe shining, trees, decorative garden, park designed for performances using the open lawn, " and an information kiosk.	Cobblestone plaza until 1954; then four-story parking garage; in 1981 garage demolished; Friends of Post Office square successfully built parking garage underground and park above.
Bryant Park	New York, N.Y.	8	Midtown Manhattan, next to the New York Public Library.	Managed by the Bryant Park Restoration Corp. (part of Bryant Park Business Improvement District); improvements approved by the City's Landmarks Commission.	Bryant Park Grill & Café, wireless internet, chess tables, gardens that include seasonal planting displays, a "boule" board, moveable chairs, a "Reading Room" (custom designed carts have books and newspapers, and children's and other programs are offered at lunch time and after work), a carousel, four kiosks that separately host coffee & hot beverages, creamery, soups & salads, and sandwiches, and a 170' by 100' ice rink.	Designated as a public space as far back as the 1700s; Bryant Park named in 1884; in 1980 Bryant Park Restoration Corporation created to manage park; in 1988 construction of two restaurant pavilions and four concession kiosks; most used park per square foot in country.
Millennium Park	Chicago, Ill.	24.5	Between the Loop and lakefront, near art museum, transit hub	Division of the Chicago Department of Cultural Affairs; aided by non-profit partner, the Millennium Park, Inc.	Underground parking, commuter rail station, band shell and large amphitheater lawn, music theater, interactive fountain with projected images, pedestrian bridge, the "Cloud Gate" sculpture, a landscaped promenade, various gardens with native plants, an ice rink, and restaurant	For years the site of railroad tracks and parking lots; in 1997 Mayor Richard M. Daley directed plans for a new music venue to be built over the active tracks and new parking garage; evolved into mega-project costing over \$400 million; opened in 2004.
Campus Martius	Detroit, Mich.	1.6	Employment center, at confluence of the City's main street, Woodward Avenue, Michigan Avenue, and Fort and Monroe Streets.	Managed, maintained and operated under a long-term contract with the City of Detroit by the non-profit Detroit 300 Conservancy.	Ice rink, holiday tree, wireless internet, park café, fountain, "water wall" near sitting areas, Michigan Soldiers & Sailors Monument, two 22 foot stainless steel "corner markers," two performance/event stages that recess into the ground when not in use.	Detroit's original central gathering point; lost to expanded roads; civic group Detroit 300 and City targeted area for legacy project in 1990s; plan approved in 2000 to redesign streets, create park; opened in 2004.

EXHIBIT J



NO.	DATE	DESCRIPTION	BY

Maintainer:
Steamboat Springs, CO

7th & Yampa Park & Pedestrian Bridge

DATE: 11.28.18
 JOB NO.: 1805-007
 SHEET NO.: 205-000-000
 DRAWN BY: JAC
 CHECKED BY: JAC
 CONTROLLER: JAC

Horizontal Scale
 1" = 60'



141 8th Street, Suite 200, Steamboat Springs, CO 80687
 Phone: (970) 861-1111
 Fax: (970) 861-1112
 www.landmarkconsultants.com

SHEET NO.
 1
 OF 1

EXHIBIT K

ENGINEER'S OPINION OF PROBABLE COSTS

Project: Conceptual Yampa Park
 Project No: 1340-037
 Original Date: January 10, 2013

Prepared By: Landmark Consultants, Inc
 Ryan Spaustat

Revision No.	Date
1	
2	
3	
4	

Item No	Improvement Description	Unit	Estimated Quantity	Estimated Unit Price	Subtotal Cost	Category Subtotal
A Promenade						
1	24" HDPE Storm Sewer	LF	510	\$ 75	\$ 38,250	
2	Storm Sewer Inlet	EA	6	\$ 5,000	\$ 30,000	
3	Demolition & Removal of Existing Surface Materials	SY	4200	\$ 10	\$ 42,000	
4	Grade & Shape Sub Grade	SY	4200	\$ 10	\$ 42,000	
5	8" Sub Base Course	CY	250	\$ 35	\$ 8,750	
6	4" Base Course	CY	150	\$ 50	\$ 7,500	
7	2 2" Asphalt Lifts	SY	1125	\$ 80	\$ 90,000	
8	Street Light	EA	28	\$ 5,000	\$ 140,000	
9	Catch Curb	LF	2100	\$ 35	\$ 73,500	
10	2" Caliper Tree & Tree Grate	EA	60	\$ 1,200	\$ 72,000	
11	Concrete Sidewalk	SY	3700	\$ 100	\$ 370,000	
12	Pedestrian Ramp	EA	10	\$ 500	\$ 5,000	
13	Irrigation System	EA	1	\$ 60,000	\$ 60,000	
14	Street Bollards	EA	10	\$ 2,500	\$ 25,000	
15	Conduit for Underground Utilities	LF	1200	\$ 25	\$ 30,000	
16	Tree Lighting Conduit & Wiring	LF	2000	\$ 35	\$ 70,000	
17	Tree Lighting Meter & Sensor	LS	1	\$ 15,000	\$ 15,000	
18	Pedestrian Lighting Conduit & Wiring	LF	2000	\$ 35	\$ 70,000	
19	Pedestrian Lighting Meter & Sensor	LS	1	\$ 15,000	\$ 15,000	
Subtotal						\$1,204,000
B Parks						
20	Clear & Shape	SY	2333	\$ 15	\$ 34,995	
21	2" Caliper Tree	EA	50	\$ 500	\$ 25,000	
22	2" Caliper Tree & Tree Grate	EA	6	\$ 1,200	\$ 7,200	
23	Concrete Sidewalk	SY	500	\$ 100	\$ 50,000	
24	Tree Lighting Conduit & Wiring	LF	300	\$ 35	\$ 10,500	
25	Lighting Conduit & Wiring	LF	300	\$ 35	\$ 10,500	
26	Light	EA	16	\$ 5,000	\$ 80,000	
27	Playground	LS	1	\$ 35,000	\$ 35,000	
28	River Access	EA	3	\$ 40,000	\$ 120,000	
29	Public Restroom	EA	1	\$ 350,000	\$ 350,000	
30	Gazebo/Stage	EA	1	\$ 100,000	\$ 100,000	
31	Sod	SF	21000	\$ 2	\$ 42,000	
32	Irrigation System	EA	3	\$ 50,000	\$ 150,000	
33	Site Furniture	EA	20	\$ 2,500	\$ 50,000	
Subtotal						\$847,000
C General Conditions, Professional Services, and Contingency						
34	General Conditions (Mobilization, Traffic Control, ect...)	%	15%	\$307,650	\$307,650	
35	Professional Services	%	7.5%	\$153,825	\$153,825	
36	Contingency	%	15%	\$307,650	\$307,650	
Subtotal						\$769,125
D Grand Total						\$2,820,125

Notes

This Opinion of Probable Construction Cost represents Landmarks Consultants' best judgment as the engineer familiar with the construction industry. However, Landmark Consultants has no control over the cost or availability of labor, equipment or materials, or over market conditions or the Contractor's method of pricing. Therefore, Landmark Consultants cannot and does not guarantee that proposals, bids, or the construction cost will not vary significantly from the Opinion of Probable Cost. The quantities included in this Opinion of Probable Cost are based on conceptual plans including the Downtown Streetscape Revitalization Plan prepared by Britian Design Group, Yampa Street Conceptual Grading & Layout Plan & Profile prepared by Landmark Consultants, and the Yampa Street Utility Relocation Underground prepared by Landmark Consultants. Additionally, the quantities are also based on City of Steamboat Springs GIS and Utility Mapping Information. Actual construction quantities and type and scope of improvements included in the Final Design may vary.