

# Steamboat TAP Report

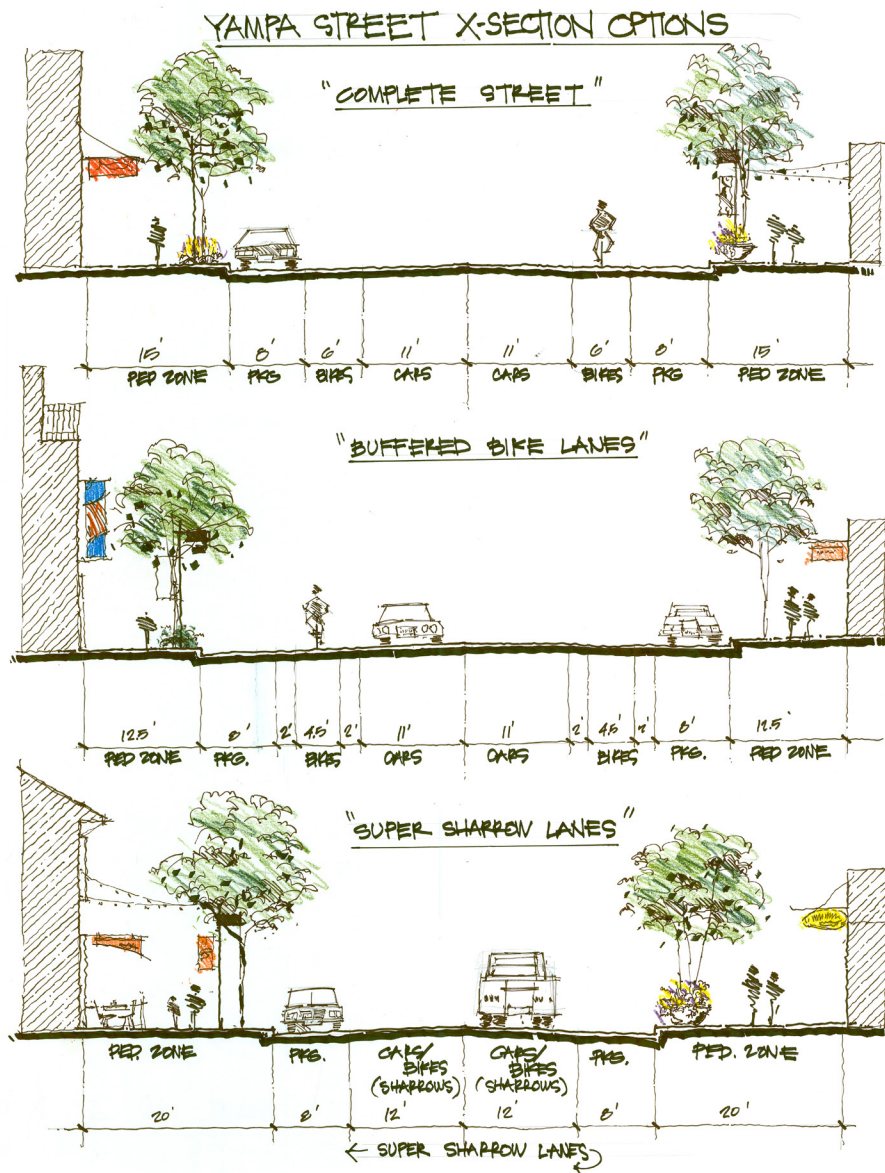
## A Clear, Viable Vision for Yampa Street

Steamboat Springs, Colorado

### ULI Colorado

Technical Advisory Panel (TAP)

July 20-21, 2012



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## *Leadership in Responsible Land Use*

**About the Urban Land Institute ([www.uli.org](http://www.uli.org)):** Founded in 1936, ULI is the preeminent nonprofit research and educational organization addressing land use. ULI's 27,000 members internationally draw from 26 professions including architects, attorneys, brokers, developers, elected officials, and urban planners. District Councils are ULI at the local level supporting best practices in land use. With 800 members, ULI Colorado engages its members to participate in their community through educational programs, advisory panels and mentoring.

**ULI Advisory Services:** Since 1947, the national ULI Advisory Services program has assembled 400+ ULI-member teams to find solutions for issues such as downtown redevelopment, community revitalization, workforce housing, and more. ULI Colorado's Technical Advisory Panels (TAPs) offer the same type of expertise at the local level. Panels consist of qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure objectivity.

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# I. Introduction

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*The ULI Colorado Panel thanks the Steamboat Springs citizens, merchants, developers, volunteers, City Council, members of City boards and commissions, and especially city staff for their impressive organization and generous hosting of this event.*

On July 20-21, 2012, the Colorado District Council of the Urban Land Institute (ULI Colorado) convened a Technical Advisory Panel (TAP) to study the future of Yampa Street in the context of downtown Steamboat Springs. At the city's invitation, the ULI TAP assembled six land-use experts who volunteered to offer objective advice. For the two-day study, the panel reviewed a detailed advance packet of planning and demographic data, toured Yampa Street, interviewed 35 local stakeholders, deliberated, and drafted site plans. **See sections III, IV and V of this report for panel findings and recommendations.**

Yampa Street runs parallel between the Yampa River and Lincoln Avenue, a classic Main Street that is also US Highway 40. Popular for its views of Howelsen Hill, casual gathering, and proximity to the river, Yampa Street has a relaxed and informal

mountain charm the city wants to preserve. It is lined by locally owned outdoor recreation shops and restaurants that open to the river. In recent years two condo projects have brought more of an urban feel to the downtown side of Yampa Street. On both sides of Yampa Street, the City of Steamboat Springs and the Yampa Valley Electrical Association own buildings and land that may come into play for future development.

Despite the adoption of many kinds of plans for this area over the decades, there has been very little organization or follow-through to ensure that Yampa Street evolves as intended. The changes that have occurred, both positive and negative, have occurred mostly on an ad-hoc basis.

The ULI Panel was asked to study this situation, address a series of questions, and offer additional ideas and opinions formed during this brief visit.



*Today's Yampa Street sees an unusual mix of multiple modes that can be hazardous. Current bike lanes do not meet modern standards and can send cyclists crashing into parked cars.*

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## II. Background and Problem Statement

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“Yampa Street presents Steamboat Springs’s most significant and attainable opportunity to create a pedestrian-oriented, mixed-use district. The envisioned balance of vehicular, pedestrian and bike friendly access will strengthen physical and visual connections between Lincoln Avenue, the Yampa River, and Howelsen Hill Park, as well as provide a unique setting for commercial and residential development. Yampa Street is also envisioned as a flexible venue for a variety of public events. Numerous properties along Yampa are poised for significant redevelopment when the real estate market rebounds. These include several public and private properties that were planned for redevelopment before the current downturn and will likely follow on the momentum of the last round of mixed-use, restaurant and entertainment venues. Most significant in terms of scale is the Riverwalk site, which anchors the street’s eastern end. Riverwalk’s owners are initiating a new development plan after acquiring additional property frontage at 5th and Yampa and 3rd and Lincoln. Several publicly owned properties, including the Police and Fire Building and the Yampa Valley Electrical Association’s headquarters, present additional opportunities between 5th and 12th streets. The Planning Office is assessing the scale and impact of potential redevelopment throughout the length of the street.

Currently, Yampa Street presents an ill-defined public environment with sporadic sidewalks, inconsistent lighting, poor drainage and irregular parking patterns. In addition, there is little public access to the Yampa River and almost no river views from the street.

The City needs a master plan and strategy for assuring timely and cohesive improvement of public infrastructure. An initial streetscape master plan was completed at the same time as Lincoln Avenue’s recent improvements were designed. A project-by-project approach to public improvement will not provide consistent quality nor leverage the opportunity presented by the anticipated redevelopment.”

— City of Steamboat Springs

*How can the plans on the shelf and the community’s desire to maintain the special feel and character of Yampa Street be realized?*

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### III. Major Findings

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The panel drew its findings by reviewing the advance packet, touring Yampa, Lincoln, and Oak streets between 5th and 12th Streets with city staff and local business people, and interviewing more than 35 stakeholders.

- Today's semi-rural, semi-urban Yampa Street character is appropriate and keeps with the spirit of Steamboat in general and downtown in particular.
- Previous Yampa Street plans already contain most of the ideas and methods needed for the City to reach its goals.
- The current zoning of 2:1 floor-area ratio (FAR) on the north side and 1:1 on the river side works as a strategy to preserve Yampa's character while leaving room for future development.
- Public safety concerns include poor lighting, late-night drunkenness (women especially don't feel safe walking alone at night), bike lanes that do not meet standards and may send cyclists into the paths of car doors, and traffic conflicts among cyclists, pedestrians and cars.
- Efforts to make Yampa a "complete street" that balances different modes of transportation will strengthen connections throughout downtown and support the city's economic development objectives.



*Some stakeholders proposed their own designs for local bike racks.*



*Panelist Mark Heller of Golden Urban Renewal Authority argued for a great park on the Yampa River.*

- The downtown parking problem results from outdated parking management program. Previous studies suggest that downtown employees consume 1,800 of 2,800 available spaces, leaving a parking shortage for visitors and shoppers.
- Building structured parking is expensive (up to \$25,000 per space). Any parking improvements should be balanced with multi-modal transportation improvements

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- If the city had to choose among various investments, putting public resources into such options as streetscapes, traffic calming, alternative transit, and public spaces is a better long-term yield rather than building new, expensive parking to be used mainly by employees.
  - However the parking problem must be addressed; either through improved transportation management, public-private partnerships, or a combination of both.
  - During the period when Yampa Street improvements are being planned and built, a variety of land-use options should stay on the table: housing, new parks, hotels, restaurants, and entertainment.
  - The panel noted development challenges. For example, the market to build hotels may be hampered by the availability of condos for short-term rentals. The continued expansion of restaurants/bars/entertainment can create conflicts with downtown residents.
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## IV. Questions for the Panel

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### With Panel Responses Summarized:

#### **Before the TAP, the City posed the following questions to the panel:**

##### **1. Is the vision for Yampa Street clear, viable, and implementable?**

The panel affirmed that Yampa Street has a special character that should be preserved along with street improvements and sensitive infill development. The vision is clear, viable, and implementable. Given the economic and political constraints expected in the coming years, the community will need to work together and consistently over a long period to achieve the vision.

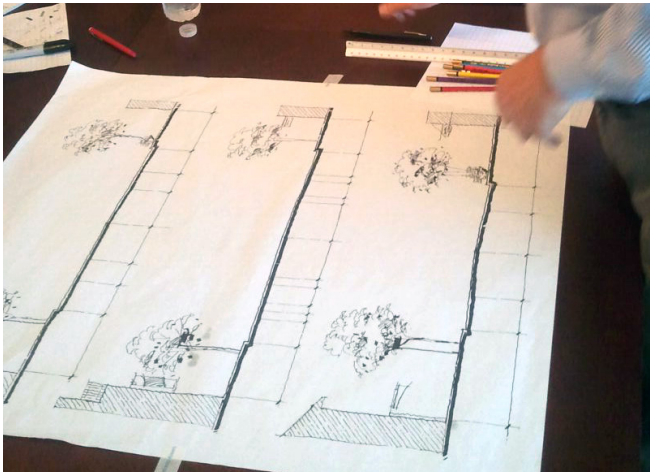
##### **2. Where does it need further elaboration or reconsideration?**

The panel recommends a comprehensive approach to all of downtown. The panel envisions downtown Steamboat 2030 consisting of three well-articulated and thriving pieces. The heart is retail-oriented Lincoln Avenue. Oak Street remains a transition zone to neighborhoods anchored by local service companies such as lawyers and architects. Yampa Street mingles local and visitor activities in a safe, attractive, multi-modal, multipurpose environment. This includes improved streetscapes and lighting; new public spaces and improved river access; and infill that preserves a relaxed, riverfront feel. Numbered streets and creeks draining into the Yampa complete a network of open spaces, access and multimodal transit corridors linking these three areas.

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### **3. How can the natural amenities such as access to the Yampa River and Howelsen Hill recreation area be leveraged to add value to Yampa Street?**

Along with better sidewalks, modern parking management, improved cycling facilities, pocket parks and an additional pedestrian bridge over the Yampa will knit together Lincoln with Yampa Street and Howelsen Hill. Improved streetscapes for numbered streets can also improve access throughout downtown from Oak Street to the riverfront. Improved lighting, bike lanes, sidewalks and crossings are a “must.”



### **4. How should public river access be accomplished?**

This is perhaps one of the most difficult and important questions. There is very little public access and public land along the river. To improve public access to the river, it will be necessary to craft a public/private partnership that aims to and consolidate private development around public spaces such as multiple small pocket parks providing river access. (As an alternative a larger, consolidated, riverfront park can be considered, although it would pose challenges to acquire the land. A concept of such a redevelopment is appended to this report.) This concept assumes a voluntary partnership that respects private property rights and interests. Zoning incentives such as transfers of development rights should also be considered.

### **5. What types of businesses, amenities and events on Yampa Street may best complement, enhance and expand upon the community’s established businesses and activities?**

Future development possibilities include restaurants and outdoor cafes, housing, hotels, and select retail that complements (rather than competes with) Lincoln Avenue. Multi-purpose parking structures may also fit the mix when financially feasible, possibly as a component of a public/private partnership. Yampa Street could

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be upgraded to host the farmer’s market. Needs for the popular market include shade, power, lighting, restrooms, parking and access. A dedicated Farmers Market space also can host festivals that require street closings.

Some stakeholders mentioned a Riverwalk concept loosely based on San Antonio’s successful entertainment district concept adapted to and scaled for Yampa Street. This idea makes some sense but must be balanced with the residential growth downtown. Already there are conflicts between late-night rowdiness and condo residents.

## **6. What is the appropriate balance of pedestrian, pedaled, and motorized access and parking?**

To balance these modes, Yampa Street must be made safer with up-to-standard bike lanes or perhaps the “super-sharrow” lane designation approach, traffic calming measures, and improved pedestrian crossings. Improving parking would encourage drivers to “park once” when visiting downtown and to use biking, transit and walking within downtown.

## **Implementation**

### **1. What amenities and supporting infrastructure are needed to realize the vision of Yampa Street as a venue for multiple activities?**

The Britina Design Group streetscape plan (2008) offers an excellent guide for what kinds of infrastructure might be needed. To become a fully capable event space, the panel also recommends installing an electrical and water system that could support dozens of users, tent anchors embedded in the street, retractable closures to facilitate alcohol or fee enforcement during special events.

### **2. How would you recommend managing the physical real estate assets owned by the city, specifically relating to timeline for investment in public infrastructure, assets sales, and alternative funding sources?**

This question is mostly beyond the panel’s scope. However the panel urges a relatively quick timeline so that the city can position itself to take advantage of economic recovery. Delay on this measure risks losing the opportunity to set and fulfill community priorities.

### **3. What mechanisms (including funding) are needed to implement the infrastructure and amenity improvements in a cohesive manner?**

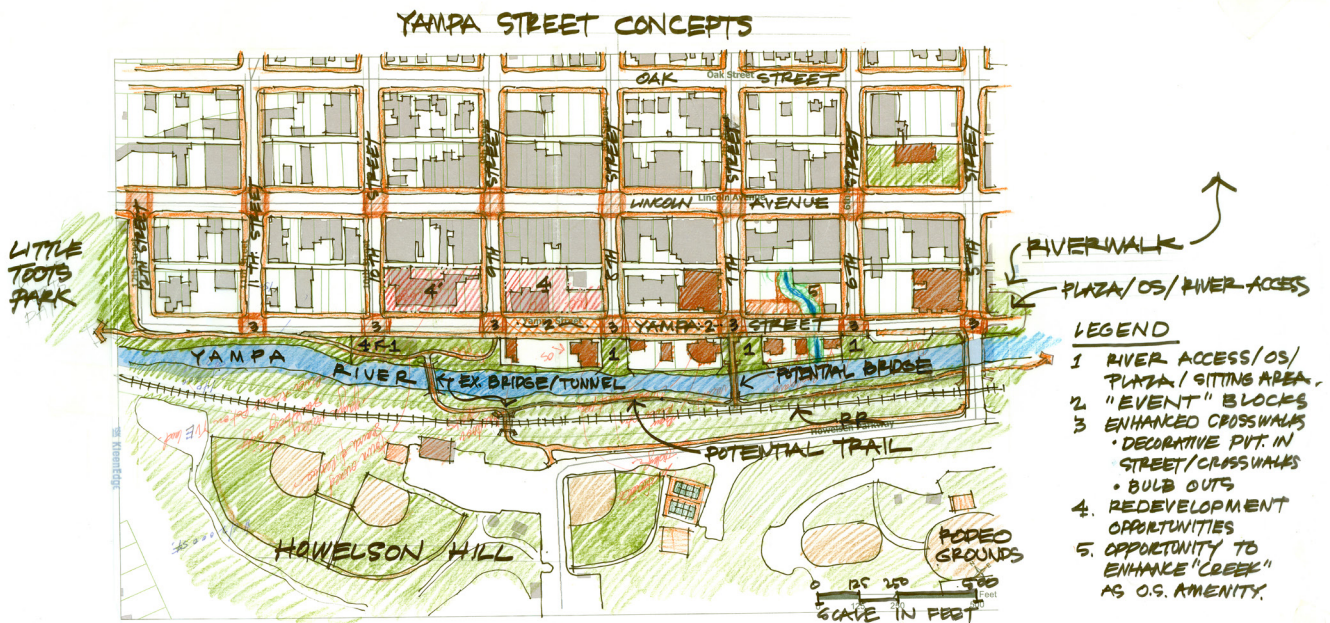
The panel recommends that all available funding sources be applied, including the existing BID and creating a Downtown Development Authority, urban renewal project, or other special district. While tax increment financing (TIF), mill levies, and



other assessments are not popular, it is unlikely that redevelopment meeting the community's goals will happen without these kinds of public incentives.

#### 4. What types of ongoing management structure may be needed to optimize utilization of the street as a venue for civic events?

The current BID should be activated and funded. An urban renewal project or downtown development authority should also be enacted as soon as possible. Such entities could plan, manage, and fund the needed changes and civic events along with existing entities such as the Chamber of Commerce.



#### 5. What types of zoning, design standards, or other regulatory changes should be considered?

Current zoning is sensible; it protects the look and feel of the riverfront while allowing for appropriate density on the north side of Yampa. The Panel heard comments that City Councils over time have been inconsistent in supporting adopted plans and Planning Commission recommendations. To address these concerns, the Panel recommends that the City adopt a more predictable development review process and that all city departments and city councils commit to whatever plan is adopted over time.

#### 6. What time frame, including near and long term actions, should be anticipated for implementing improvements?

As with 2. above, the panel urges the city and the community to begin immediately to take advantage of current options.

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## 7. What steps can be taken to build community and political support?

Ambitious plans need champions and leadership. According to interviewed stakeholders, elected officials come and go too frequently to oversee and shepherd a physical plan as it emerges over time. Similarly, frequent changes of senior city staff will not allow the accumulation of institutional knowledge that is essential for the consistent guidance of successive city councils. A mix of civic, business and community leaders can make this happen through their participation in an organization such as a Business Improvement District or Downtown Development Authority.

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## V. Recommendations

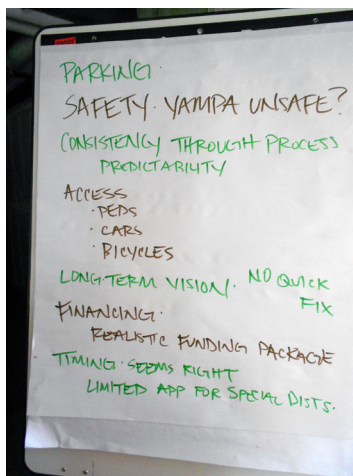
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On July 21, Panel chair Jim DeFrancia launched a presentation in City Council Chambers. He called for a combination of sensitive development, outdoor cafes, and pedestrian infrastructure along Yampa Street. He then revealed that these ideas were lifted verbatim from the July 1984 Yampa River Corridor Master Plan.

In Steamboat Springs, good ideas for Yampa Street surface in cycles every few years. Mostly they are the same ideas. Quoting Napoleon, DeFrancia said,

**“Everything is in the execution.”**

The above sections of this report, especially the Panel’s answers to the vision and implementation questions, set out an ambitious, complicated, and expensive future. Recognizing this, the Panel also suggests the following, which are more affordable and easier steps towards the goal.



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### 1. Follow your own plan:

Steamboat Springs already has several very good plans (some new, some old).

*ACTION STEP:*

Immediately form a local leadership group with key volunteers and community champions to guide future changes to Yampa Street.

### 2. Make Yampa Street safer:

The Panel heard about safety concerns from many stakeholders.

*ACTION STEPS:*

- Study and document the traffic and parking problems downtown
- Try inexpensive and temporary traffic calming measures first, such as restriping the bike lanes, considering “super-sharrow” lane markings and using temporary planters to narrow streets.
- Consider mounted or bicycle police patrols for late night safety.
- Better lighting is a must for aesthetics and safety.

### 3. Revive the BID and consider layered approaches to financing public improvements.

In 2008 the City formed a Business Improvement District (BID), but a public vote to enact and fund the BID failed by just six votes.

*ACTION STEPS:*

- The city must put this on the ballot ASAP (November 2013). Make funding an effective BID a high priority. A BID in place will generate up to \$125,000 a year, which can be used to hire staff, pay for improvements and potentially issue bonds for improvements along Yampa and Downtown as a whole.
- A BID could be complemented by other special districts and funding mechanisms that leverage public/private resources. To fund such improvements, the panel recommended a well-tested array of public-private



*Panelist Dick Marshall of NV5 reviews a concept drawing with Tyler Gibbs of City of Steamboat Springs.*



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finance strategies, such as tax-increment financing (TIF) which can be achieved via a Downtown Development Authority (DDA) or an Urban Renewal Authority (URA). TIF should be a priority funding mechanism and both DDA and URA should be weighed to determine the best fit for Yampa and potentially Downtown-wide improvements. The currently publicly owned land along Yampa (Police, Fire and the electric utility) currently generate zero property tax. If converted to commercial ownership, these sites could generate significant increment quickly. The Steamboat Springs ski area successfully used TIF financing for \$21 million worth of improvements in the base area. This scenario can be repeated to fund physical improvements and upgrades for Yampa Street.

#### **4. Decide whether there is or is not a parking problem:**

Pick an option and move forward.

*ACTION STEPS:*

- Revisit the idea of transportation demand management for downtown employees, perhaps via shuttle buses linking employees to off-site parking.
- If more parking is needed, partner with the private sector to build it.
- Consider building multi-purpose parking structures (e.g., parking garages wrapped with retail) as part of the mix.
- Consider parking management techniques that have succeeded in peer communities to make the best use of parking available for business. One strategy is charging for downtown parking. When peer communities instituted paid public parking, it caused an initial public outrage, which quickly faded while the use of mass transit increased dramatically.

#### **5. Create a great event street:**

The panel heard this repeatedly and it is a present theme in city plans over time.

*ACTION STEPS:*

- Immediately implement low-cost and simple techniques to encourage a great event street, such as:
  - › Temporary summer landscaping boxes;
  - › Temporary winter plowing changes;
  - › Use of city property to facilitate events; and
  - › Short-term leases with private property owners to facilitate events.
- By putting public finance strategies in place by 2014, the city can then begin infrastructure and amenity improvements. These could include:
  - › Another pedestrian bridge over the Yampa connecting to Howelsen Hill;
  - › Dedicated farmers market/festival space with utilities and rest rooms;
  - › New waterfront pocket parks providing river access; and
  - › Mini-greenways daylighting Spring Creek, Soda Creek, and Butcher Knife Creek to new Yampa waterfront open space.

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## VI. Key Comments

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*"Yampa is where the locals ride their kids in Burleys to the library, but the tourists use is too."*

—Downtown resident

*"Our customers are frustrated with parking. I hope you will take parking in account. We have customers who say they can't find parking and they leave after driving around for 20 minutes."*

—Downtown business owner

*"I went back to find every single document produced in Steamboat with reference to Yampa Street and the Yampa River. There were probably 35 to 40 different major studies. These comprehensive reports are done and tucked on the shelf."—Community board member*

*"We need to form a business cooperative with every business on Yampa, where everyone buys in and everyone gets a share of benefit. We've been waiting four years to get this streetscape."*

—Restaurant owner

*"Make everything more wheel friendly for cars, bikes, stroller, Burleys, skateboards. If you close Yampa Street, still allow bikes through at low speed. This will help with parking issues."*

—Bike advocate

*"I'd like to see Yampa become like Larimer Square with overhead rope lights."*

—Restaurant owner

*"Lighting is a huge issue with perception it's not safe especially in winter. Female employees want to park as closely as possible. There is very little pedestrian lighting."—Restaurant owner*

*"I have an issue with the design of bike racks. They are ugly and really in the way. Something with a western theme that fits a wider variety of bikes and trailers would be better."*

—Bike advocate

*"Most downtown homeowners are younger and some with families; some are older and retired. They like the urban feel, like not using their car."—Downtown resident*

*"We're lucky to have all this parking right here. My employees park down at 5th and Yampa. A good lot of them use public transit. Or ride their bikes in summer. I have 53 employees and I don't think a dozen own cars."—Restaurant owner*

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## VII. List of Stakeholder Interviews

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(interviews in *italics*)

- **Greg Kohler**, Rabbit Ears Motel, 201 Lincoln
- **Mark Scully**, Green Courte Partners
- **Tom Simmins**, Olympian Homeowners Association
- **Paul Franklin**, Olympian Development
- **Leland and Linda Workman**, 603 Yampa Street residents
- **Jon Wade and Chris Paoli**, 608 Yampa Street
- **Dennis Frank and Howard Ulep**, Boat House restaurant, 609 Yampa Street
- **Kevin McElvoy**, Yampa River Properties, LLC, 635 Yampa Street
- **Steve Hitchcock**, Zirkel Trading, 7th Street
- **Julie Green**, Ortons on the River, 701 Yampa Street,
- **Lisa Van Pelt**, Residences of Old Town (Steamboat Association Management), 730 Yampa Street
- **Gerald Duty, John Duty Jr, John Duty III, and Jarret Duty**, Bucking Rainbow River, and Sunpies Bistro
- **Kim Haggerty and Joe Walker**, Sweetwater Grill, 811 Yampa Street
- **Tyler Gibbs**, City of Steamboat Springs
- **Loui Antonucci**, Yampa White Water, 841 Yampa Street
- **Jeff Hubler**, Cugino's 41 8th Street
- **Larry Covillo**, Yampa Valley Electric Association, 32 10th Street
- **Cookie Lockhart**, Clockhart Landing, 26 11th Street
- **Michele Mathews**, Waterside Village, LLC, 1110 Yampa Street
- **William Matzdorf, Fred Matzdorf**, WH Matzdorf Trust, 1124 Yampa Street
- **Kent Erickson**, Sore Saddle Condos, 1136 Yampa Street
- **Tim Kirkpatrick**, Steamboat Flyfisher, 35 5th Street
- **Paul Brinkman**, Brinkman Properties
- **Michelle Avery**, Michelle Avery Real Estate 635 Yampa Street
- **Joe Soloman**, Iconic Adventures 635 Yampa Street
- **Clark Davidson**, attorney, 635 Yampa Street
- **Collin Kelley**, Carl's Tavern, 700 Yampa Street
- **Lynn Romeo**, Ciao Gelato, 700 Yampa Street
- **Peter Lautner and Michael Fragola**, Cottonwood Grill, 701 Yampa Street
- **Ben and Katherine Zambrana**, Sweet Pea Market and Café, 729 Yampa Street
- **Tracy Barnett**, MainStreet Steamboat Springs
- **Peter Van Der Carr**, Backdoor Sports, 841 Yampa Street
- **Chris Johns**, Wheels Bike Shop, 811 Yampa Street
- **Bill Hamil**, Steamboat Meat and Seafood Co, 1030 Yampa Street

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- **Anne Holloran**, Bamboo Market, 1110 Yampa Street
  - **Anne Duckels**, Waterside Spa, 1100 Yampa Street
  - **John Kole and Deb Kole**, One Stop Ski Shop, 35 11th Street
  - **Brock Webster**, Orange Peel Bikes, 1136 Yampa Street
  - **Aryeh Copa and Janet Hruby**, Routt County Riders
  - **David Baldinger, Jr.**, Former Planning Commission Member
  - **Doug Davis**, Bike Town USA
  - **Diane Mitsch Bush**, Routt County Commissioner
  - **Bart Kounovsky**, City Council President
  - **Deb Hinsvark**, Deputy City Manager
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## VIII. Panel Bios

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**James M. DeFrancia**, (*panel chair*). Mr. DeFrancia is a Principal of Lowe Enterprises, Inc., a national real estate development company. He is also the President of Weston Capital Corporation, a privately held firm engaged in real estate asset management. Earlier, he held several positions with ITT, including president of its Levitt home building subsidiary in Puerto Rico and responsibility for the restructuring and sale of ITT/Levitt's international land assets.

Before his private sector experience, Mr. DeFrancia served as an Officer in the U.S. Navy. Posts included Naval Headquarters, Saigon; Aide to the commanding Rear Admiral NSC San Diego; Office of the Chief of Naval Operations; and the U.S. Embassy, Caracas, Venezuela.

Mr. DeFrancia is a Life Trustee of the Urban Land Institute and a Director of Wynne/Jackson, Inc. He is a past Director of National Association of Homebuilders and former member of the Metropolitan Washington Airports Authority Board. He served as a member of the Defense Department's Marsh Panel, and was appointed by the Secretary of Defense specifically to contribute residential development expertise in restructuring the housing systems of the Department of Defense. He currently advises the Secretary of the Navy on maritime strategy in the Western Pacific, as well as US Navy energy policy.

Mr. DeFrancia is a graduate of the U.S. Naval Academy with a B.S. Degree in Engineering and executive studies in business and finance at the University of Michigan and The Wharton School.



**Mark Heller** has overseen sweeping downtown improvements since becoming executive director of Golden Urban Renewal Authority (GURA) in July 2004. While living in Crested Butte, he served on the boards of leading environmental, cultural, and economic organizations with the objectives of balancing sustainable economic development with environmental conservation. Heller earned his undergraduate degree with honors in interdisciplinary studies in 1987 and a law degree in 1991, both from the University of Texas at Austin. He began his legal career as assistant general counsel with the Texas Ethics Commission. He earned a Masters in Urban and Regional Planning from the CU Denver in 2006.



**Carlos Hernandez** is a senior associate with the Denver office of Fehr & Peers. His experience includes “complete street” projects across the western U.S. He is a graduate of CU Boulder’s Environmental Design Program with an emphasis in City Planning. He has served as an appointed member of TBD Colorado and the City of Louisville, Colorado, Revitalization Commission.



**Anna Jones**, Vice President, Progressive Urban Management Associates, Inc. (P.U.M.A.) provides project management and lead support for P.U.M.A.’s downtown and strategic planning, community development, downtown and special district formation including Business Improvement Districts (BIDs), Downtown Development Authorities (DDAs) and others. Anna serves on Denver Planning Board and as Chair of Downtown Colorado Inc. (DCI). She holds a BA in History from Western State College in Gunnison and has completed coursework in the MPA program at the University of Colorado at Denver.



**John Koval** is the vice president/director of development for Boulder-based Coburn Development. Site Selection Magazine recognized him as a Young Leader in corporate real estate. He has managed a portfolio of more than 200 properties valued more than \$150 million. John’s many civic capacities have included chairman of the Downtown Boulder Business Improvement District Board and a City of Boulder Downtown Commissioner. He received a degree in environmental design from CU Boulder and is a licensed Colorado real estate broker.



**Richard Marshall**, Program Manager, NV5, Denver, managed NV5’s work on the Capital Improvements Program for the Cherry Creek North Business Improvement District, a 16-block area within Denver’s Cherry Creek neighborhood.

Before NV5, Dick was a founding principal of a planning and design firm in Denver where he practiced for over 35 years. In addition to planning for real estate development and urban design, Dick focused on resort planning projects in



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Beaver Creek, Silverthorne, and Winter Park. For the federal government, Dick led teams working on projects in Grand Canyon, Yosemite, Sequoia, and the Gateway National Recreation Area in New York.

He was instrumental in Streetscape Guidelines for Denver and capital improvements in Lower Downtown. Dick received a Downtown Denver Partnership Award for his leadership of the new 14th “Ambassador Street” Initiative and for his participation on the 16th Street Mall Steering.

Dick received his landscape architecture degree from Kansas State. He was awarded the distinction of Fellowship in the American Society of Landscape Architecture and is a Registered Landscape Architect in Colorado.

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## IX. Acknowledgements

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### ULI Colorado thanks:

**Tyler Gibbs**, Planning Director, and the staff of the City of Steamboat Springs for suggesting this TAP, sponsoring it, and graciously hosting.

**Alexis Eiland**, Historic Preservation Planner, coordinated the preparation of the briefing books and panel logistics.

**Mary Schuette**, GIS Coordinator, provided maps for the briefing books and panel.

The Pre-Tap Steering Committee included: **David Baldinger, Jr., Tracy Barnett, Kim Haggerty, Steve Hitchcock, Bart Kounovsky, Chris Paoli, Mark Scully, Howard Ulep** and **Peter Van de Kerr**.

Our panelists **James DeFrancia, Mark Heller, Carlos Hernandez, Anna Jones, John Koval**, and **Dick Marshall**, for taking the time to participate and putting their hearts and souls into Yampa Street.

ULI Colorado TAPs co-chairs **Alan Colussy** and **Arleen Taniwaki**, who put endless hours and expertise into producing at least four TAPs a year.

ULI member **Kathleen McCormick** for editing and moral support.

The Steamboat locals and companies who provided financial support for the TAP or food, lodging and logistics for our panelists:

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## Main Sponsors

City of Steamboat Springs



### MainStreet Steamboat Springs

MainStreet Steamboat Springs was founded in 2004 to preserve, promote and enhance Downtown Steamboat Springs. Following the Main Street Four-Point Approach to downtown revitalization created by the National Trust for Historic Preservation, MainStreet established the four main committees required as part of the model: Promotion, Design, Economic Restructuring and Organization. In 2006, MainStreet Steamboat Springs was named a Colorado Main Street Community following a rigorous application and evaluation process with the state coordinating program, Colorado Community Revitalization Association, Inc. In each of the years since, MainStreet Steamboat Springs has qualified for national recognition as a Main Street community.

Special thanks to **Tracy Barnett** of MainStreet Steamboat Springs, who provided invaluable assistance to this TAP.

## Lodging Sponsors

### Howelsen Place

Located in the heart of downtown at 7th Street and Lincoln Avenue, this property celebrates ski jumping brought to the area by Carl Howelsen. A pair of buildings makes up the structure totaling 85,000 square feet of retail and residential space.

### Private Donors

- **Irene Nelson**, member of the MainStreet Design Committee, graciously donated her home for the panel.
- **Lynn Crist**, the Morrison Group, and co-chair of ULI Colorado's Business Development Committee, donated the use of her Steamboat condo

## Food/Beverage Sponsors

### Carl's Tavern (dinner) –

Carl's Tavern is located in Howelsen Place at the corner of 7th and Yampa Streets offering homemade comfort food and a wide selection of beers.

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### **Ciao Gelato (lunch) –**

Also located in Howelsen Place along Yampa Street, this friendly cafe offers pizza, paninis, coffee and gelato.

- A family friendly restaurant located on the Yampa River with a modern vibe committed to serving you healthy, natural, eco-friendly, local, fresh food with astonishing service.

### **Harwigs (snacks) –**

Providing elegant dining, this family owned restaurant that has served the community for over 32 years is located on Lincoln Avenue between 9th and 10th streets.

### **Off the Beaten Path, Sue Krall (breakfast) –**

The largest full service bookstore in Steamboat is located on 9th Street between Lincoln Avenue and Yampa Street and offers not only great books but also a café that serves coffee, pastries, smoothies, soups and salads and wine in the evening.

### **Steamboat Art Company, Melinda Miller (breakfast) –**

Offering eclectic home accents and gifts for visitors and locals, the store is located on the prominent corner of Lincoln Avenue and 9th Street.

### **Cam Bunn (breakfast) –**

Member of Steamboat Springs Landmark Commission

## **Research/Data Sponsors**

- Colorado Group Reality (**Tom Ptach**)
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*Steamboat TAP participants from left: Arleen Taniwaki, Mark Heller, Jim DeFrancia, John Koval, Carlos Hernandez, Dick Marshall, Anna Jones, Tracy Barnett (front), Tyler Gibbs.*



### ***Leadership in Responsible Land Use***

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