



# The Chief Theater

813 Lincoln Ave. | Steamboat Springs, CO

January 10, 2013

Accommodations Tax Committee  
City Of Steamboat Springs

RE: Application For Funding

Friends of the Chief Foundation, Inc., a Colorado 501(c)(3) not for profit corporation is pleased to submit our application for funding from the 2014 lodging tax funds. As a 30 year member of the Urban Land Institute, I learned long ago that cities who are re-inventing or re-energizing themselves must follow the tried and true formula for success. Most would believe that strong residential density in the downtown would drive the retail development and then the entertainment component would follow. Quite the opposite. The entertainment venues drive the residential and then the retail follows. A classic example is our own LoDo in Denver. Coors field, the Pepsi Center and the redevelopment of Sports Authority-Mile High stadium, along with exciting theater and performance venues made the area a place that folks young and old would want to live. Along with that growth came the overnight development of new hotels of every genre, shooting lodging numbers through the roof as a result of the downtown entertainment and the walking urbanity of Denver !

Steamboat Springs, in addition to the emergence of new development in the downtown area, is following the path of any city in the United States that has a river running through it in that the city grows towards the water. The emergence of the Yampa River Re-vitalization Committee and their plans for Yampa Street are not a surprise to those of us that understand the draw of live water. Fast forward four years out to the completely renovated Chief Theater as a Cultural and Performing Arts Center. Being located next to the city owned Steamboat Art Museum, a high profile cultural anchor will have been created for the city. At opening night, the 800 block of Lincoln will be blocked off for opening night with flood lights criss crossing the sky. People will arrive in their ride of choice from restored classic cars to pick-up trucks, shuttles and maybe even a horse or two. Dressed to the nines in Steamboat formal wear, some of the audience will reminisce about spooning the back of the theater, while those who were not fortunate enough to have that experience, will be entertained by a live production of theater, or music or dance or classic films. We are proud to have the opportunity to bring the scene to life !

Very truly yours,

  
James A. Cook

President, The Chief Theater

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*A Colorado Not-For-Profit Corporation*

PO Box 776121 • Steamboat Springs, CO 80477 • [www.chieftheater.org](http://www.chieftheater.org)



The Chief Theater  
813 Lincoln Ave. | Steamboat Springs, CO

## 1. Presented By:

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Friends of the Chief Foundation, Inc.  
813 Lincoln Avenue  
PO Box 776121  
Steamboat Springs, CO 80477

**Contact:**

Valerie Stafford (970.404.0442), Board Member  
Or  
Jim Cook, President (970.846.1746)

**Project Name:**

**The Chief Theater**

## 2A. Project Description:

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The Friend's of the Chief Foundation, Inc. 501(c)3, is a not-for-profit community-based organization committed to the historic rehabilitation and revitalization of the Chief Theater in downtown Steamboat Springs, Colorado. We seek to develop this historic building into a cultural center with state-of-the-art technology, diverse programming and educational opportunities to meet the needs of a vibrant and active arts community.

In this years SKI Magazine Reader Poll, the longest running poll in the industry, Steamboat fell from No.8 to No.13. "Skiers are demanding more from resorts, as **the traditional ski trip has evolved into a full-service winter vacation. The best resorts consistently update their programs, both on the mountain and off**, to meet the changing needs of today's winter traveler and skier" according to the magazines editor, Greg Ditrinco.

As a premier, year-round, destination resort community, Steamboat has always stood out as a unique, loveable place. More than just a resort, real people live and work here. However, Steamboat does have some areas of weakness and **has missed opportunities to capture the attention of tourists off the slopes or off the trails. A healthy arts and cultural entertainment scene would give visitors alternative ways to enjoy Steamboat with their whole family**; opportunities for all ages to experience live music and live theater, no longer reserved exclusively for the late night bar crowds.

On October 2, 2012, the Friends of the Chief Foundation, Inc. secured a private loan for \$1.25m and closed on the purchase of the historic Chief Theater. We initially started building this vision nearly 3 years ago, and we are excited to finally own the building and present this opportunity to the city of Steamboat Springs.

**We have divided the project into two phases.**

- **Phase I** – Complete immediate renovations to render the facility safe and functional as a multi-use facility. There is an immediate need for staging, sound and lighting that will **allow us to offer diverse programming** right away (see **Exhibit 2C**), and start contract negotiations with touring performances in the near future. After much deliberation, the Board, with input from the community, made a decision to maintain the vitality of downtown by not leaving the theater dark during the capital campaign. During this time, we also plan to establish and launch our capital fundraising campaign. We estimate this campaign will take at least 3 years to complete.
- **Phase II** – Begins after the capital fundraising needs of Phase I are met. The proposed plans (See **Exhibit 2A**) include a complete renovation of the theater. The renovations of Phase II will result in a state-of-the-art cultural and performing arts venue. The renovated theater will showcase one main theater with an upper level balcony, lower level rehearsal and green room space. The main theater will accommodate a seating capacity upwards of 475, however the savvy design of this convertible theater will also accommodate standing room attendance of up to 650 people. The final theater will also include a bar/lounge that will open onto Lincoln Ave as a full time business.

Last season, the ski area introduced its **new** promenade and an outdoor stage at the base area. They saw the need to keep visitors at the base area, encouraging them to spend more time there, visit the shops, eat at the restaurants and interact with the ski area. The same logic applies to keeping our tourists engaged in ~~town as well~~. in the downtown as well.

By operating as a non-profit, we believe we can keep costs down, and give the community a stake in the theater's survival. **Through local tax subsidies, sustained giving campaigns, fundraising events, grant writing, targeted programming and the diverse use of space, we envision the theater acting as another beacon for our community.**

**People travel for live music, live theater, and live shows; they will fill the pillows.** Those who come for the other amenities offered in Steamboat will now find more reason to get out and interact with the surrounding local businesses, especially before or after a show. Vacationers will discover that Steamboat values athletes and artists alike, that **a vacation in Steamboat is for the whole family, year round, and is truly a premier destination resort. community.**

**We would like to request \$150,000 per year for a period of 20 years to meet two specific needs:**

1. Costs for interim construction/equipment allowing the facility to be open and productive for three years preceding the restoration (Phase I).
2. To leverage the allocation as equity by advancing the purchase of a number of equipment and construction services for the restoration (Phase II). Example: \$150,000 per year for 20 years will leverage or handle debt service on \$2.0MM+, which is approximately the amount of equity required by USDA to fund \$4M in permanent financing, which will jump start the entire project.

Your long-term commitment to this venture will ensure success happens in a timely manner that is community supported and community constructive. We envision the theater as an important pillar in our community, not only for the vibrancy of downtown, but also for the **diversification** and expansion of our arts and culture scene.

Organizations like the Chief Theater such as Strings Music Festival, Steamboat Art Museum and Tread of Pioneers Museum; events such as MusicFest, All Arts/Wine Festival and Free Summer Concert Series increase the marketing power of Steamboat on a national level, thus driving foot traffic toward restaurants, retail and lodging.

This elevated **community identity** will enhance visitor's experiences and increase **economic vitality** in the long term. Thank you for considering this project as an important element in our community's future.

## 23. List of entities involved with the development

Leadership Team		Pay
<b>Tamara Beland, Executive Director, 2012</b>	Her strong performing arts & non-profit start up background will be invaluable during these start-up years. (See Exhibit 2B)	\$50k/yr
<b>James A. Cook, Board President, 2010</b>	Founder/Owner of Colorado Group Realty, Jim has been responsible for 3 major development projects in downtown Steamboat Springs and is currently active on the Main Street Design Review and Yampa Street Revitalization committees as well as a board member of Perry Mansfield Performing Arts School and Camp. He will be a key contributor to the <b>Finance</b> committee and <b>Facilities</b> team.	\$0
<b>Kevin Gilman, Secretary, 2010</b>	Accountant, with a strong financial logic helpful in budgeting and a keen awareness for tracking expenses. He is the accountant for The Grand HOA members and will be an integral part of the <b>Finance</b> committee.	\$0
<b>Melanie McDaniel, Treasurer, 2010</b>	As Operation Executive with Sleeping Giant Financial, she has an in depth understanding of financial planning and a love of live music, which brought her to the board and she will help steer our <b>Programming</b> team.	\$0
<b>Kim Haggarty, Board Member, 2010</b>	Owner and operator of Sweetwater Grill and All That Jazz, Kim was also a key figure in raising the roof at the Howelsen Ice Arena. She is also actively involved with the Summer Free Concert Series and is an integral part in our <b>Fundraising</b> efforts.	\$0
<b>Mike Lang, Board Member, 2010</b>	Manager of Harwig's Restaurant, he is supportive of live performances, an enriched cultural center and is an integral part in our <b>Fundraising</b> efforts.	\$0
<b>Tracy Barnett, Board Member, 2010</b>	Manager of Main Street Steamboat, active with the Yampa Street renewal project and a supporter of downtown local businesses in general. She sees the theater as an opportunity to create a cultural hub in downtown and champion the arts and culture scene in our city. She will help steer our <b>Marketing</b> efforts.	\$0
<b>Deb Olsen, 2010</b>	President of Ski Time Media, Inc., Deb has long appreciated the historic roots of the theater and looks forward to revitalizing the theater to a town hub as it once was in it's glory days. She will lead our <b>Marketing</b> team.	\$0
<b>Valerie Stafford, Board Member, 2010</b>	Partner & Principle Designer of Rumor Design, she is also a board member with Steamboat Dance Theater. She has a passion for live music, and live dance and will be an integral part of the <b>Facilities</b> and <b>Programming</b> teams.	\$0
<b>Alice Klauzer, Board Member, 2011</b>	Director of Alpine Bank, Active Rotarian, she is an integral part of our fundraising efforts. She is a supporter of live theater and hopes to bring back the best of Cabaret! She will champion our <b>Fundraising</b> committee.	\$0
<b>Mary McClurg, Board Member, 2011</b>	Manager and Owner of McClurg Century Investments. She has a strong background in facilities development and human resources. As a past theatrical performer, she supports live theater and musicals. She will be an integral part of the <b>Facilities</b> team.	\$0
<b>Bill Rangitsch, Ad Hoc Member, 2010</b>	Owner and Principal Architect of Steamboat Architectural. Bill designed the most recent Strings Facility and he is involved with several commercial and public service projects. His efforts have afforded us the current level of architectural design and planning presented here. He is a leader for our <b>Facilities</b> team.	\$0
<b>Erica Hewitt, Ad Hoc Member, 2010</b>	Architectural Designer with Steamboat Architectural; she is knowledgeable on building codes and the various planning processes. Her sharp writing skills continue to lead us through many grant-writing endeavors. With a passion for DJ music, and live theater, she will be an integral part of the facilities, <b>Programming</b> and <b>Financing</b> teams.	\$0

## 2C. Project Location

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The current site of this project is located at 813 Lincoln Avenue, contiguous to the Steamboat Art Museum, and a contributor to the cultural anchor of downtown. There is approximately 7,000SF of building area. The building was purchased on October 2, 2012 with funds received from a private lender for the amount of \$1.45m.

The former owner, dedicated to the success of this venture, donated \$200k back, bringing our total out-of-pocket costs to \$1.25m. Interest only payments are due quarterly.

Friends of the Chief Foundation, Inc. is the current owner and operator of the building. Currently two leases exist, Summit Shades, a sunglasses shop and Blossom, a Nepalese clothing and gift store.

Blossom's lease is set to expire in April 2013. At that time Blossom will have the opportunity to continue on a month-to-month basis, otherwise a replacement tenant will be found. We do not anticipate leasing will be an issue, due to the lack of retail space on Lincoln Ave.

Summit Shades lease was renewed on January 1<sup>st</sup> for a period of 3 years.

Once the project is completed, Friends of the Chief Foundation, Inc. will run and operate the ongoing activities of the theater.

## 2D. Estimated Overall Cost

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### **PHASE I COSTS/CAPITAL IMPROVEMENTS REQUIRED FOR FEBRUARY 8, 2013 OPENING**

**ACQUISTITON:** **\$1,250,000**

#### **CONSTRUCTION REQUIREMENTS:**

Enlargement of main auditorium	\$150,000
Improvement lounge area	\$25,000
Improvement small theater	\$10,000
2 additional bathrooms	\$16,000
Tap fees - sprinkler/restrooms	\$20,000
Electrical	\$30,000

**TOTAL CONSTRUCTION REQUIREMENTS:** **\$251,000**

#### **EQUIPMENT:**

Foldable seating for 300	\$30,000
Portable bars	\$3,000
Service equipment	\$3,500
Lighting/Staging/Sound	\$175,000
Risers	\$20,000

**TOTAL EQUIPMENT COSTS:** **\$231,500**

#### **SOFT COSTS:**

Architectural	\$5,000
Engineering	\$2,500
Legal/Accounting	\$2,500
Permitting	\$5,000
Interest During Build Out	\$14,000

**TOTAL SOFT COSTS:** **\$29,000**

**TOTAL PHASE I BUILD OUT  
COSTS TO PUT THEATER IN  
OPERATION:** **\$511,500**

**ROUNDED:** **\$550,000**

#### **FOOTNOTE:**

1. Cost analysis prepared by Bill Rangitsch/Steamboat Architectural, Jim Kohler/Calcon Constructors, Jim Cook/Developer, and various sound and equipment consultants.

**PHASE II - THE CHIEF CULTURAL & PERFORMING ARTS CENTER**  
**COST/DEBT ANALYSIS - JANUARY 1, 2013**

**PROJECT COSTS:**

**Building Acquisition** **\$1,250,000**

**Hard Costs**

General Construction \$3,260,000  
Acoustical Equipment \$300,000  
Lighting \$200,000  
Stage Extension \$100,000  
Extended Basement \$275,000  
Builder's Risk Insurance \$15,000

**Total Hard Costs:** **\$4,150,000**

**Soft Costs**

Architectural \$190,000  
Engineering \$33,000  
Mechanical/Electrical Design \$39,000  
Acoustical Engineer \$74,000  
Planning Review \$4,000  
Permits, Fees \$154,000  
Tap Fees \$50,000  
Testing \$5,000  
Legal/Admin Costs \$100,000  
Financing Costs \$50,000  
Construction Interest \$400,000  
First Year Operating Expense \$150,000  
Marketing/Promotion \$100,000  
Contingency @ 3% \$150,000

**Total Soft Costs:** **\$1,499,000**

**TOTAL ESTIMATED COSTS:** **\$6,899,000**

**ROUNDED: (1)** **\$7,000,000**

**FUNDING ANALYSIS:**

USDA/40 Years/4% **\$4,000,000**

**REQUIRED CONTRIBUTIONS  
AND ALTERNATIVE FUNDING:**

**\$3,000,000**

**FOOTNOTE:**

1. Cost analysis prepared by Bill Rangitsch/Steamboat Architectural, Jim Kohler/Calcon Constructors, Jim Cook/Developer, and various sound and equipment consultants.



## 2E. Timeline

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Phase I – February 2013 – January 1, 2016 (approximately 3 years)

Phase II – February 1, 2016 – April 2017 (approximately 14 months)

## 2F. Infrastructure Needed

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A new water tap is required for Phase II, which is included in construction costs. No additional infrastructure requirements are needed.

## 2G. Future Capital Needs

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Replacement Reserves are included in the Phase II Operating Budget (See **Section 2H**).

## 2H. Operational Revenue

<b>Phase I</b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
<b>Revenues</b>			
<u>Leases</u>			
Blossom	30,000	31,200	32,448
Summit Shades	33,924	35,281	36,692
Total Leases	63,924	66,481	69,140
<u>Events</u>			
Receipts	75,500	94,375	117,969
Expenses	(75,500)	(70,781)	(88,477)
Net Events Income	-	23,594	29,492
<u>Space Rentals</u>	26,500	33,125	41,406
<u>Bar Sales (net)</u>	18,659	23,324	29,155
<u>Grants</u>			
Community Support	2,000	30,000	30,000
Misc. Grants	20,000	30,000	30,000
Total Grants	22,000	60,000	60,000
<u>Contributed Income</u>			
Memberships	19,862	24,827	31,034
General Fundraising	100,000	125,000	156,250
Sponsorship	25,000	30,000	35,000
Total Gifts	144,862	179,827	222,284
Total Revenues	275,945	386,351	451,477
<b>Expenses</b>			
Staffing - Events	3,648	4,560	5,700
Staffing - Admin	64,500	67,080	69,763
Equipment/Stage Rental	20,000	20,800	21,632
Fundraising Costs	21,729	26,974	33,343
Administration	12,000	12,480	12,979
Marketing	10,000	10,400	10,816
Facilities	31,560	32,822	34,135
Insurance	7,500	7,800	8,112
Interest Expense	100,007	100,007	100,007
Contingency	5,000	5,000	5,000
Total Expenses	275,944	287,923	301,487
Net Income	0	98,428	149,990

## PHASE II – See Exhibit 2H

# 2I. Elements That are Stand-alone.

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This is not a multi structure project, and the phasing described is related to one, cohesive element.

# 3. Maps of the Proposed Project Area

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See Exhibit 3

# 4. How Project Meets Ballot Criteria

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## A. How will this project promote tourism?

Traditionally, the Steamboat Ski Area has been our biggest tourist attraction. However, in recent years, many other attributes have surfaced as popular attractions. The Yampa River offers fishing and rafting, newly developed bike trails and road events related to the Bike Town USA movement offer new ways to feature Steamboat as an outdoor playground. Visitors are beginning to discover the golfing, hiking, and more. **Steamboat is truly transitioning from a ski resort to a premier year-round destination resort.**

**People will travel to see live music, theater or other types of live performances increasing the needs for restaurants, retail and lodging.** Consider MusicFest (aka Texas Week). For one week, the entire Knoll parking lot becomes “little Texas”. These events create organic marketing for our area. People unfamiliar with Steamboat Springs, may learn about us because a favorite entertainer will be performing here and noticed “*Steamboat Springs*” on their tour schedule. We envision collaborating with MusicFest to offer an alternate downtown venue in the future. Our Programming Committee is hard at work collaborating with other Colorado Venues to become a key performance stage on the live music circuit.

In addition, people who travel here for skiing, biking, softball, fishing, rafting or golfing will return year after year knowing that the community offers **excellent dining, nightlife and amenities that complete their total vacation experience.**

*Overall, we think a centrally located, downtown theater will promote tourism by:*

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- *Providing much needed entertainment and nightlife*
- *Generating organic marketing for Steamboat Springs through exposure gained with traveling entertainers and their followers*
- *Increasing the arts and cultural content offered to visitors*
- *Engaging tourists to interact with the downtown community*

## **B. How does this project enrich the economic health of the community?**

In the December 2012 Denver Business Journal, a ranking of Denver Area Cultural Attractions noted that the Denver Performing Arts Center ranked number one (1) in 2011 for revenues generated by ticket sales bringing in over \$25 million in sales! Although, Denver is a much larger market than Steamboat, the numbers show that patrons will spend more than three (3) times the amounts they spend at the museum or zoological gardens (no.2 with \$7.4m, & no.3 with \$5.9m in the ranking). (See **Exhibit 5C**)

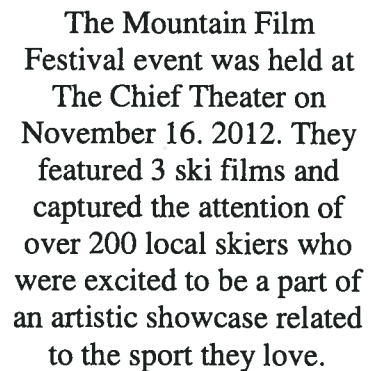
**Performing arts are in demand.** A May 2010 survey by the “*Steamboat Pilot*” newspaper indicated that 65% of respondents identified music and lives entertainment as key components to support our growing artistic culture and community.

Programming that introduces new or in-demand music, theater works, comedy and professional dance performances, encourages **destination travel, requiring lodging, and boosts downtown spending.** Visitors and locals are enticed to interact downtown, which **also drives foot traffic to the restaurants and shops before or after attending an event.**

By offering programming that relates to our **other local economic drivers (i.e. skiing, biking, fishing)** we can **naturally** engage those individuals to also embrace the performing arts movement. We would like to be able to offer the theater as a place to host after party receptions for athletic events to recognize achievements such as bike and ski races. There are many ways to involve the athletic community in the performing arts movement.

The City of Steamboat Springs offers a beautiful public library, a well-designed core trail system, reliable public transportation, and excellent road maintenance. We have a safe and functional city. There are many events that already attract people downtown (Pro Rodeo series, the Balloon Rodeo, The Mustang Rally, Art in the Park, Fourth of July fireworks, a thriving farmers market and a popular First Friday Art Walk...to name a few). We feel there are **unexplored economic opportunities that will benefit our community, when we look to the performing arts.**

Like other Colorado destination ski resorts, **we need to be a competitive market for traveling entertainment, music festivals and cultural events.** (i.e. Aspen – The Belly Up & Wheeler Theater, Telluride – The Sheridan Opera House, Vail – Vail Village)



The Mountain Film Festival event was held at The Chief Theater on November 16, 2012. They featured 3 ski films and captured the attention of over 200 local skiers who were excited to be a part of an artistic showcase related to the sport they love.

*Overall, we think the theater will contribute to the local economic vitality by:*

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- *Inspiring downtown interaction through diverse and targeted programming*
- *Providing a unique functional space for corporate and private events*
- *Creating a downtown treasure that will become a hub of performing arts and cultural activities, with the intention of supporting and promoting the surrounding local businesses (See attached letters of support from local business owners & other local arts organizations Exhibit 4A.)*
- *Building an essential performing arts component that will offer a well-balanced experience for locals and visitors alike. Overall, creating a livable and loveable Steamboat Springs*

## **C. How does this project contribute to the community identity of Steamboat Springs?**

Historically, **The Chief Theater has always been an important part of downtown Steamboat.** Constructed by local builder Arthur E. Gumprecht in 1926, the original single-story building had a seating capacity of 500 and was acclaimed as the largest theater in Northwest Colorado.

Our plans will not only **enhance the historic significance of the downtown district**, but will also provide a venue to support the **much-needed performing arts and nightlife identity** in the heart of downtown Steamboat Springs.

The central, main street location is a key component to the importance and potential prominence that the theater will generate in the community. **In close proximity to the proposed Yampa Street pedestrian development**, we can envision an urban landscape that inspires community engagement. We envision tourists and locals walking the shops and restaurants downtown before or after attending a show, which contributes to the vibrancy of Steamboat Springs.

A positive experience in a vibrant downtown, will solidify why visitors and locals **love Steamboat Springs**. “People who are in love with their cities become vital **community development assets**” (Peter Kageyama, *For the Love of Cities*). Those in love with the community generate exponential support in the most organic manner. We have initiated an outreach program with Comunidad Integrada, which included the Latino & West African Communities. We would like to serve as a “home base” to any of the local community, cultural and arts organizations.

*Overall, we think this project will contribute to the community identity by:*

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- *Developing a historical and emotional connection to downtown Steamboat Springs*
- *Forming a supportive environment for local non-profit performing arts groups and providing a common space for gathering, rehearsing and performing*
- *Expanding programs that are both entertaining and educational*
- *By offering programming and events for all ages, involvement with the performing arts could become a part of every household*

**Thank you** again for considering The Chief Theater as an important, pivotal cause that will help Steamboat move forward and transition into a premier year-round destination resort. We hope that you can share our vision of a renovated historic theater that will ultimately build community identity and contribute to the economic vitality of our valley.

## 5. Independent Supporting Data

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- **Exhibit 5A** Chief Feasibility Study, by AMS Planning & Research, performed April 2012
- **Exhibit 5B** Community Benefits of the Arts (White Paper) by Jane Blackstone Consulting January 2007, (Ranked by Official Attendance Figures)
- **Exhibit 5C** Denver Business Journal, December 21-27, 2012, Denver-Area Cultural Attractions
- **Exhibit 5D** League of Historic American Theaters (LHAT) 2012 Award for Outstanding Historic Theater – Video Weblink:  
[http://www.lhat.org/historictheatres/Outstanding\\_Theatre.aspx](http://www.lhat.org/historictheatres/Outstanding_Theatre.aspx)

### Other Supporting References:

- **Exhibit 2A** The Conceptual Drawings of the Chief Theater
- **Exhibit 2B** Executive Director Resume
- **Exhibit 2C** Immediate Programming Start Examples
- **Exhibit 2H** Phase II Operating Pro Forma
- **Exhibit 3** Map
- **Exhibit 4A** Letters of Support



The Chief Theater  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 5A

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Chief Feasibility Study, by AMS Planning & Research, performed April 2012

# Chief Theater Feasibility Study

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APRIL 2012



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AMS Planning & Research  
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Petaluma, CA 94952  
707.778.8445  
<http://AMS-online.com>



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***Appendices (separate cover)***

*Detailed Market Data*

*Detailed Operating Projections*

## I. Introduction and Executive Summary

### *Introduction*

AMS Planning & Research was retained by the Chief Theater Foundation, a community based non-profit organization, to prepare a feasibility analysis of restoring the Chief Theater as a performing arts center. Research conducted for the study included detailed analysis of the market for the performing arts in Steamboat Springs, surveys of local, regional and national performing arts producers and presenters, and discussions with community leaders regarding potential support for a restoration project. A management plan and operating forecasts have been prepared. Throughout the process AMS consultants worked closely with members of the Board of Directors, receiving invaluable guidance and feedback for our research and recommendations.

### *Community Context*

AMS interviewed over 30 individuals from Steamboat Springs representing business, education, government, human services, charitable foundations, and the arts to determine community opinions and expectations regarding the rehabilitation of the Chief Theater. The interviews revealed many challenges and opportunities associated with the project and confirmed a strong attachment to and support for development of the Chief and wide recognition and appreciation of the work of the Board of Directors for its dedication and hard work. There is an excellent opportunity to build on this community support for the rehabilitation of the theater. The prevailing opinion of Steamboat's leaders is that the market can absorb a performance venue to serve local performing arts groups and touring musical concerts. The region's continuing development as a bi-seasonal visitor destination is bringing important new audiences for the performing arts. Downtown Steamboat Springs is an attraction in itself with its historic buildings and extensive retail and entertainment venues. The Chief Theater, with its neighbor, the Steamboat Art Museum is seen as a cornerstone for a cultural arts magnet. The Chief Theater Board should continue efforts to work collaboratively with SAM to create a critical mass to enhance programming and marketing. The challenges of fund raising for the Chief Theater have been cited by several, however, the Board is acknowledged for its solid leadership and connections with the region's wealth and potential donors.

### *The Market*

The market for programs at the Chief Theater will comprise residents of Steamboat Springs the surrounding area of Routt County and visitors. The population of the local market area in 2012 is estimated at about 14,000, a 9% increase in population since 2000.

Potential arts attendance and interests are high when compared to other US markets, and new residents to the area have even higher indicated potential interest. Similarly, the demographic profile of visitors to Steamboat suggests high potential interest in arts and entertainment programs.

### ***Potential Usage***

Steamboat area arts and cultural organizations were surveyed to measure interest in utilizing the Chief Theater for performances, rehearsals, and educational programs. Many expressed interest in potential use the Chief for performances, indicating an annual usage of around 50 days if the theater can meet their staging, seating, and acoustical requirements. Several organizations indicated additional interest in the proposed rehearsal space.

Local commercial promoters, including operators of bars and restaurants in Steamboat who present programs, expressed interest in presenting concerts at the Chief. With a projected maximum capacity over 700 at the Chief, promoters envision booking larger regional and national acts that are currently unaffordable at existing indoor venues. Promoters identified interest in genres of music that appealed to an older crowd (i.e., 30+ yrs.) than that served by local bars and restaurants, and families, including, folk/traditional, bluegrass, blues, country, jazz and contemporary singer-songwriters. AMS estimates that there is currently demand from promoters to present an average of about one concert weekly in a typical year.

### ***Site Analysis and Restoration Plan***

Steamboat Architectural Associates surveyed the current conditions at the Chief and prepared a concept plan for rehabilitation and restoration as a live performance venue.

AMS has reviewed the concept plan in light of the research and interviews conducted with prospective users and, drawing on our experience with planning and programming performing arts facilities, we recommend further study of the plan, focusing on the following alternatives:

- Eliminating the proposed fly tower and associated scenery handling system;
- Configuring the orchestra floor level to enable it to be used with a stage placed anywhere in the room, raising the floor so as to incorporate a portion of the stage area;
- Providing a simple (tension) grid system over the entire orchestra level to enable multiple hanging positions for lighting, scenery, drapes, and other theater equipment;
- Providing a flexible seating system using telescoping risers with built-in theater seats; and
- Reconfiguring the loading dock with a recessed parking area for a small van.

Finally the potential for connecting the lobby with the Steamboat Art Museum should be reviewed. The proposed lobby space for the Chief is very small, especially for events with an intermission. (A minimum allowance would be about 5 square feet per patron.)

### ***Governance and Operations***

The Chief Theater will be owned and managed by an independent non-profit 501(c)(3) organization. Board of Directors comprising community leaders will oversee the operation.

A management team for operating the Theater will comprise three full time staff members, led by an Executive Director. Part time and contracted staff will oversee Box Office, House Management, Technical Theater, and Building Operations. Some administrative services may be outsourced (e.g., bookkeeping) and a volunteer corps may be used for ushering and other support services for non-profit and community events. Initially, at least, management will not present events but will operate the Theater as a rental venue for non-profit and commercial producers/presenters.

A forecast of the operating projection for the base year (three years after the opening) indicates annual expenses of \$473,100 and income from rentals and concessions of \$349,000. Loan service and capital reserve allowances will total \$294,600, leaving an annual funding requirement of \$418,700.

## **II. Community Context**

AMS interviewed over 35 individuals in Steamboat, representing business, education, government, and the arts. The purpose of the interviews was to gain an understanding of the expectations regarding the rehabilitation of the Chief Theatre and provide background and orientation to the issues, challenges and opportunities associated with the project. A variety of themes were addressed in these interviews including: the community, its challenges and future; the political climate; potential uses for the theater; the theater's role in downtown development; community and organization needs; funding; and the type of organization needed to successfully the Theater. The interviews were confidential and all respondents were candid in their assessment of the challenges and support for the concept of a restored Chief Theater. They view the Theater as an important component and key to the success of downtown Steamboat.

The following summary represents the themes that emerged over the course of these interviews. Given the broad group of interviewees, we were exposed to a wide range of opinions; nevertheless, general (if not unanimous) consensus did emerge around several key issues.

### *The Community*

The economic downturn of 2008 has had considerable impact on Steamboat Springs, depressing real estate values by a reported 40 percent and curtailing many commercial and residential projects. Downtown Steamboat however has realized some economic benefits as a consequence of the demolition of Ski Time square at the Steamboat Resort and its entertainment and retail venues. The result has been to drive skiers seeking these services to downtown. Fortunately, several mixed use retail and housing projects in downtown were largely completed by the onset of the crisis and are mostly occupied. Bar and restaurant owners interviewed reported no major declines in their business. Local gallery operators however report major weakening of their business and increasing price pressure.

As Steamboat has become increasingly a place for visitors and second homes, the character of downtown Steamboat Springs has changed from a local-serving retail base to a visitor-oriented market with shops and dining establishments directed to serving that market. Local-serving retail has relocated to malls east of downtown, a situation lamented by some; but others see the trend as an opportunity for downtown to enhance its attraction to visitors.

Efforts to create a tax district in downtown failed to pass a vote of business owners in 2008; a renewed campaign is in the planning stages and there is also discussion of creating a Business Improvement District (BID). Additional funds from these would be used to further enhance downtown with capital financing (e.g., façade improvement) and support for events. Designation of downtown as National Historic District is being considered. This would enable to Chief Theater to potentially qualify for designation as a contributing building and consequent tax benefits.

The City of Steamboat Springs remains in good financial condition with a reported \$14 million fund balance. The City does however, have a potential liability of \$7 million for a disputed real estate transaction.

Colorado Mountain College is completing a major expansion, celebrating its transformation into a four year college. Significant growth in enrolment is foreseen.

#### *The Arts in Steamboat*

Community leaders see arts and culture as an important component of the Steamboat's ecology. Almost all interviewees were positive regarding a new downtown performance venue at the Chief, citing the opportunity to offer quality entertainment to visitors and residents.

Steamboat Springs has a respectable record of supporting the arts, providing grants to local arts organizations. The City owns two major venues in the Art Depot and Steamboat Art Museum, leasing them at minimal cost to non-profit operators.

Arts and cultural life in Steamboat centers around venues that with the exception of Steamboat Art Museum, Tread of Pioneers, Library and the Artists' Gallery, are located outside downtown. All the community's performing arts venues, including, Colorado Mountain College, Steamboat Springs High School, Strings Music Festival, and the Steamboat Arts Council Depot are all located outside the downtown core. The opportunity to reinforce the visual arts (and literary) venues and enhance the downtown focus for arts activities with the Chief Theater, particularly considering its adjacency to the Art Museum location is seen as an important aspect of this project.

#### *Potential of Chief Theater*

All of our interviewees were very positive about the potential of Chief Theater and its potential contribution to the downtown economic development. Some consider it to be a potential anchor, along with the Art Museum, of a cultural destination, to provide the critical mass and add fuel to economic activity downtown.

#### *Community / Organization Needs*

There is a perception among some that the theaters at the High School and Strings in the Mountain provide adequate venues for local arts events. Most however, are aware of these venues' limitations. Audiences find the High School auditorium unappealing. String's theater is ill-suited for amplified music and lacks stage capability for theatrical programs.

#### *Fundraising*

In terms of raising funds needed to restore the Chief, there were a number of relevant perceptions including that there is considerable wealth in the community, particularly among second home owners. The success of Strings' campaign, the library and environmental causes were cited as examples of the potential to raise considerable funds locally.

*Developing an Organization to operate the Chief*

All of our interviewees viewed the existing Chief Theater Foundation favorably. In terms of a project of the size of the Chief, most feel the current Board is well positioned to access significant local contributions. Some respondents cited the need to share the vision more broadly and to increase collaboration with potential users and partners. Some believe that a key to success will require the engagement of a professional executive director who can, with the Board's support and energy, articulate the vision of the Chief and its role in the community and support fundraising efforts.

### III. Market Analysis

#### Summary

Steamboat Springs, Colorado has a total estimated population in 2011 of 10,533, which is a 7% increase over its population from the census in 2000. For Routt County, the estimated population is 13,859, an almost 9% increase from its population from the census in 2000. The growth for both areas was lower than the estimated population growth rate of the entire state of Colorado, which is estimated to be at 16%.

The city of Steamboat Springs has a relatively homogenous racial and ethnicity profile, with the majority of residents identifying themselves as being White. There is, however, some representation of those identifying themselves as Hispanic heritage. Routt County has a similar ethnic profile as the city of Steamboat Springs. The state of Colorado comparatively has a much larger representation of its population identifying themselves as Hispanic heritage at 22%.

Figure 1: Key Demographics

SUMMARY OF KEY DEMOGRAPHICS			
Variable	Steamboat Springs	Routt County	State of Colorado
2011 Estimated Population	10,533	13,859	4,140,378
2000 Census Population	9,815	12,741	3,556,187
Median Age	37.2	36.7	36.0
% Generation Y (9-23 yrs)	16.3%	17.4%	20.3%
% Generation X (24-44 yrs)	37.8%	35.5%	28.5%
% Baby Boomers (45-65 yrs)	29.3%	28.8%	25.8%
% Mature (65+ Yrs)	6.9%	7.4%	11.2%
Median Household Income	\$67,450	\$62,463	\$53,859
% over \$75,000	42.9%	38.2%	32.4%
% with College Degree	56.8%	49.3%	35.8%
Households with Children	25.8%	27.9%	32.3%
% Black	0.8%	0.8%	4.5%
% Asian	0.9%	0.9%	3.0%
% Hispanic (all races)	4.7%	5.0%	22.2%

Over half of the population of the city of Steamboat Springs have a college degree. Routt County has close to half of its population with college degrees, while the state of Colorado has only about one-third of its population having college degrees. The presence of households with children is lower for both the city of Steamboat Springs and Routt County in comparison to the state of Colorado, but representative of a quarter of the population in these two places. The median age for the city of Steamboat Springs is slightly higher than both Routt County and the state of Colorado at 37.2 years. Median income levels are higher

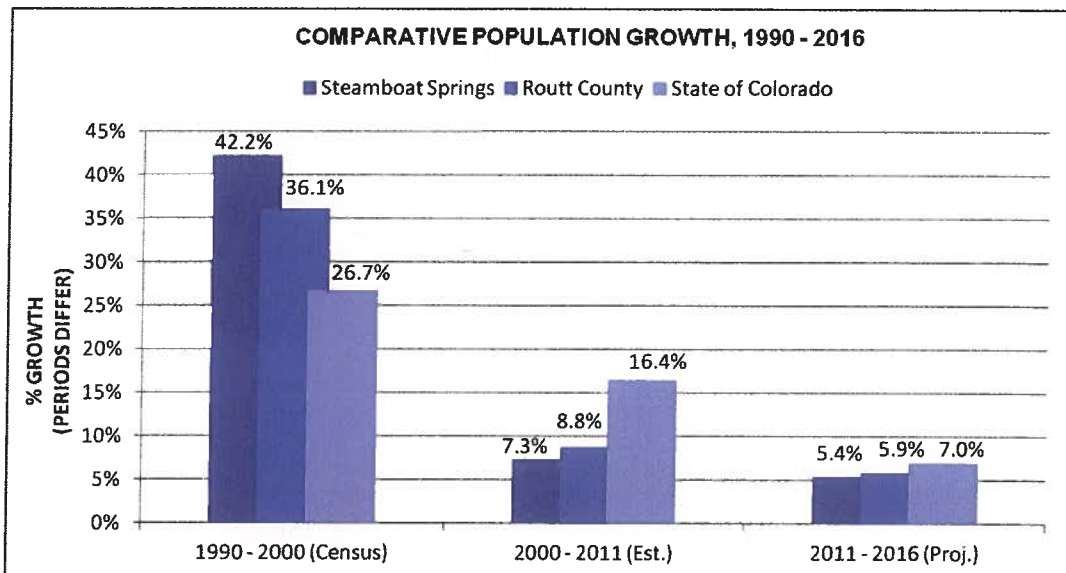


in Steamboat Springs and Routt County is higher than the state of Colorado at \$67,450 and \$62,463 respectively.

### Population Growth

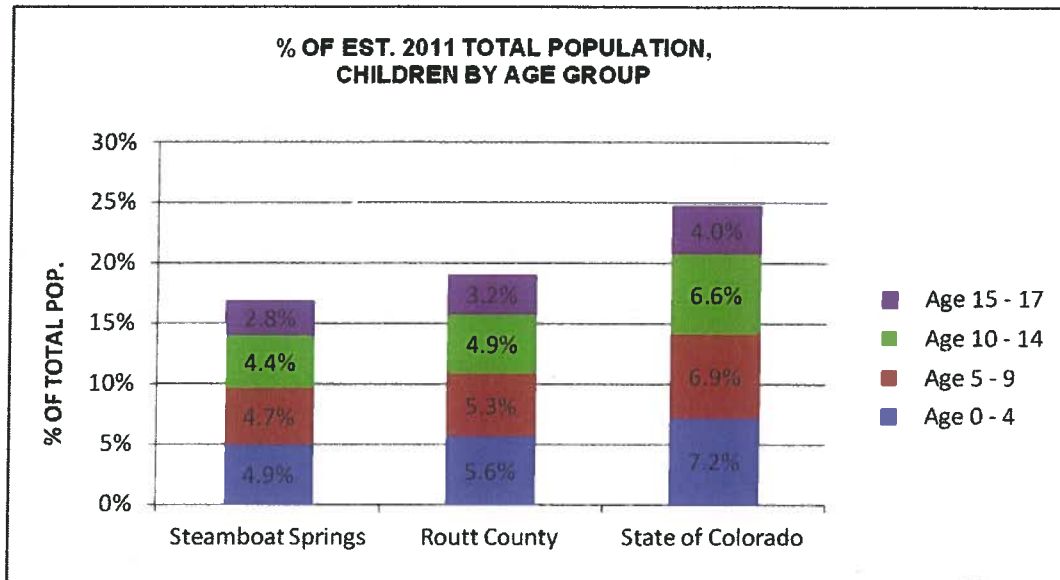
All three geographic areas of study are projected to see a decrease in the rate of population growth in the coming years. This is a fairly consistent trend across most places in the United States. This may provide some challenges as the growth of the market for potential audience members may be limited in the future.

Figure 2: Market Area Population Growth



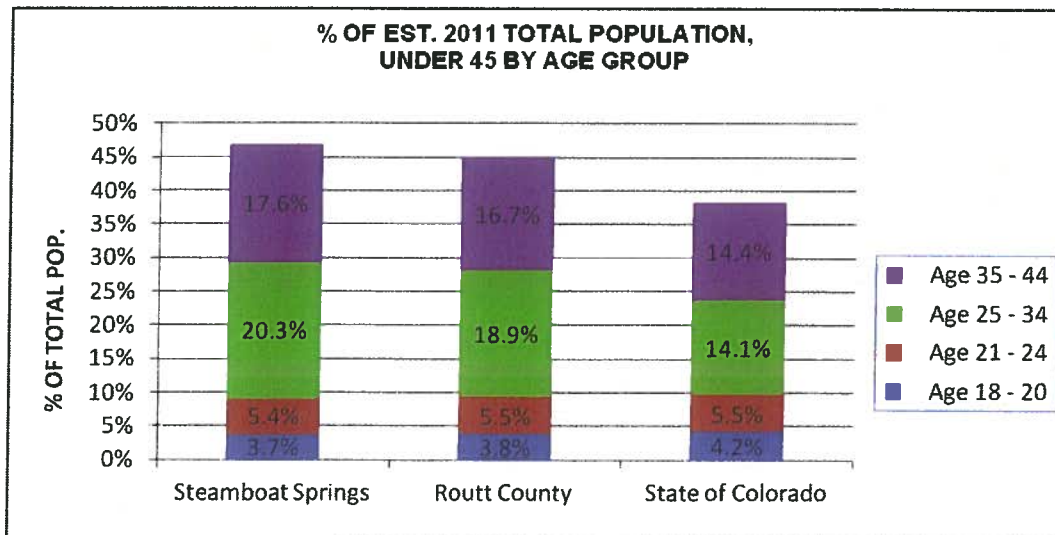
The percentage of children in the population is lower for the city of Steamboat Springs when compared to the state of Colorado at slightly over 15% of the city's population, versus 25% of the state's population. Routt County falls in between the city of Steamboat Springs and the state of Colorado at almost 20%.

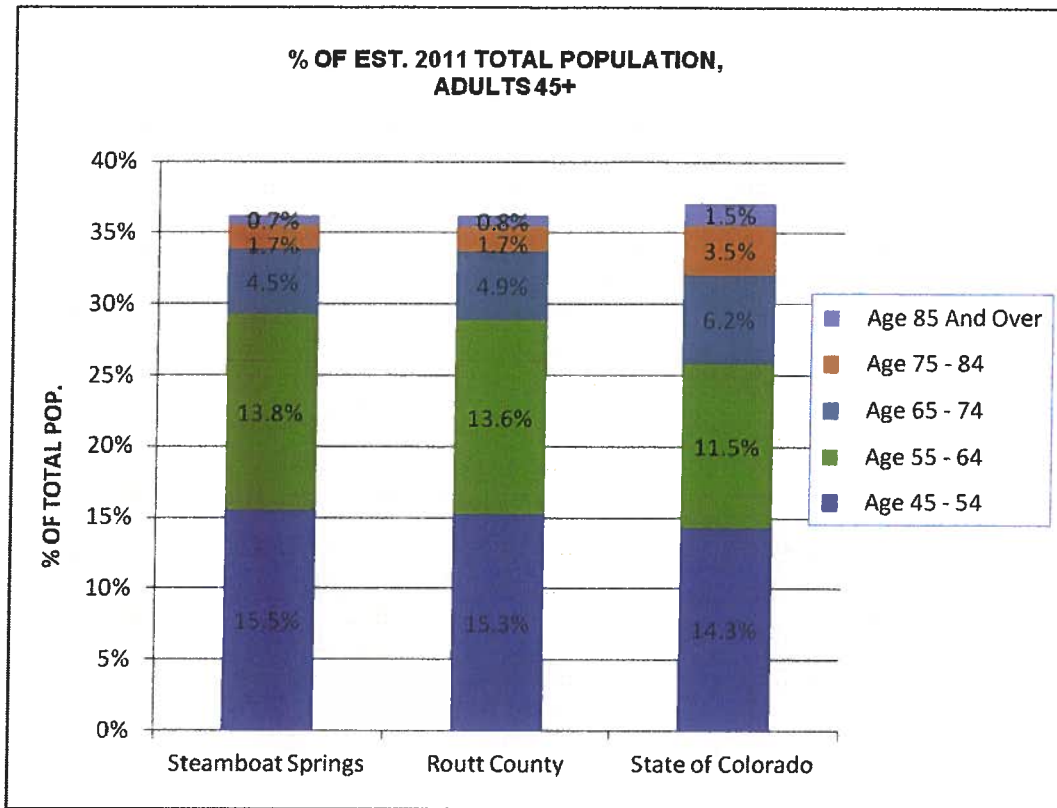
Figure 3: Population: Children by Age Group



The populations of the city of Steamboat Springs and Routt County both have a slightly higher percentage of 18 to 44 year olds in comparison with the state of Colorado. However, all three places possess a relatively consistent percentage of their population being 45 years and older.

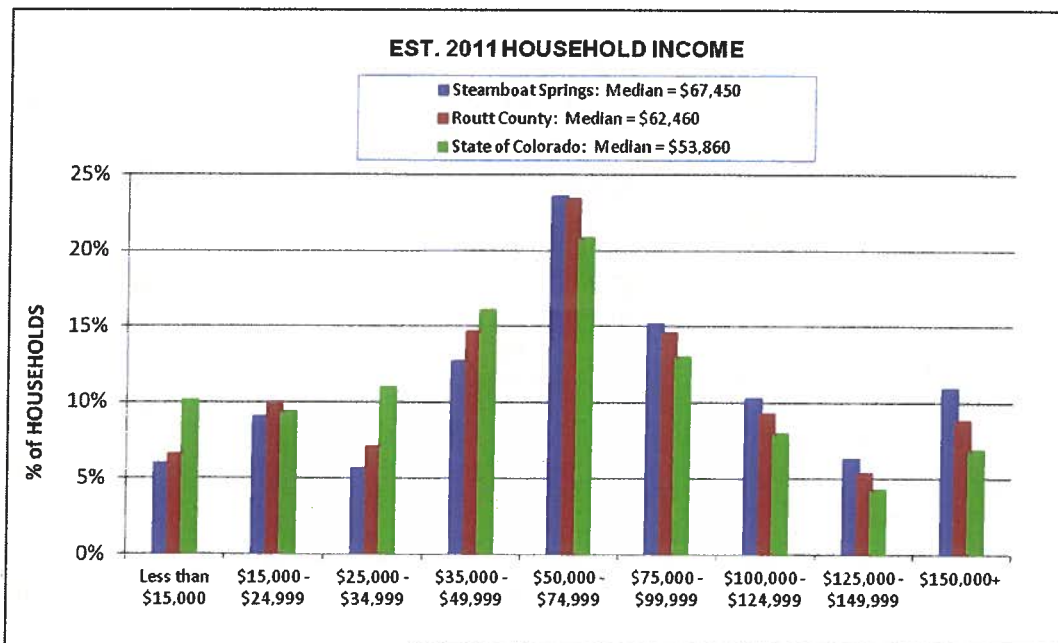
Figure 4: Population by Age Group





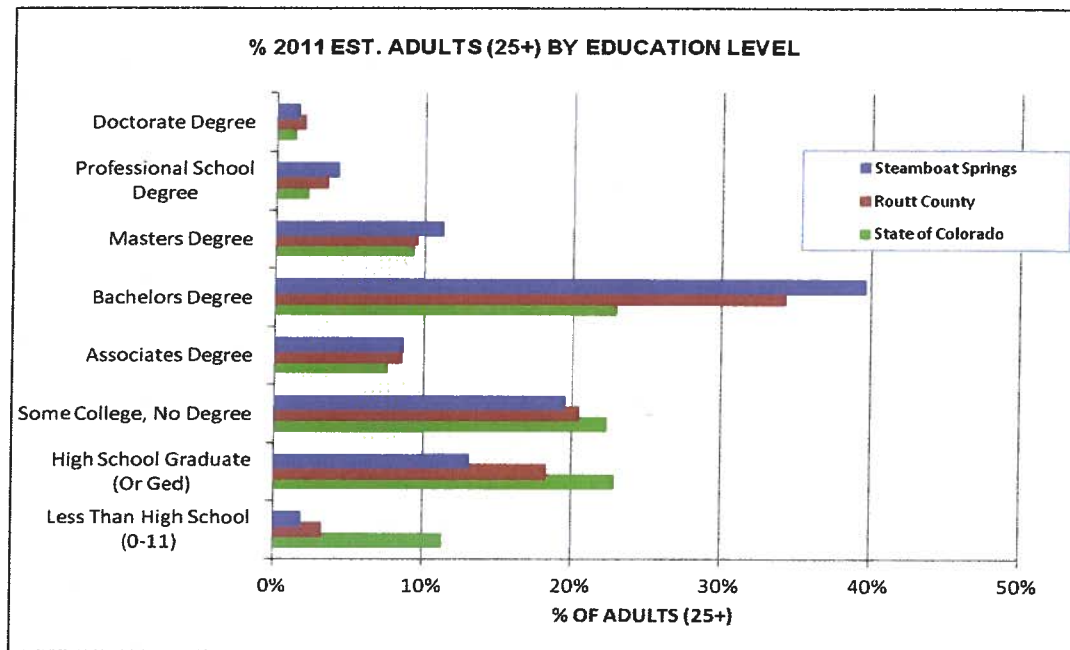
Both the city of Steamboat Springs and Routt County have higher median incomes than the state of Colorado, a reflection of educational achievement.

Figure 5: Household Income



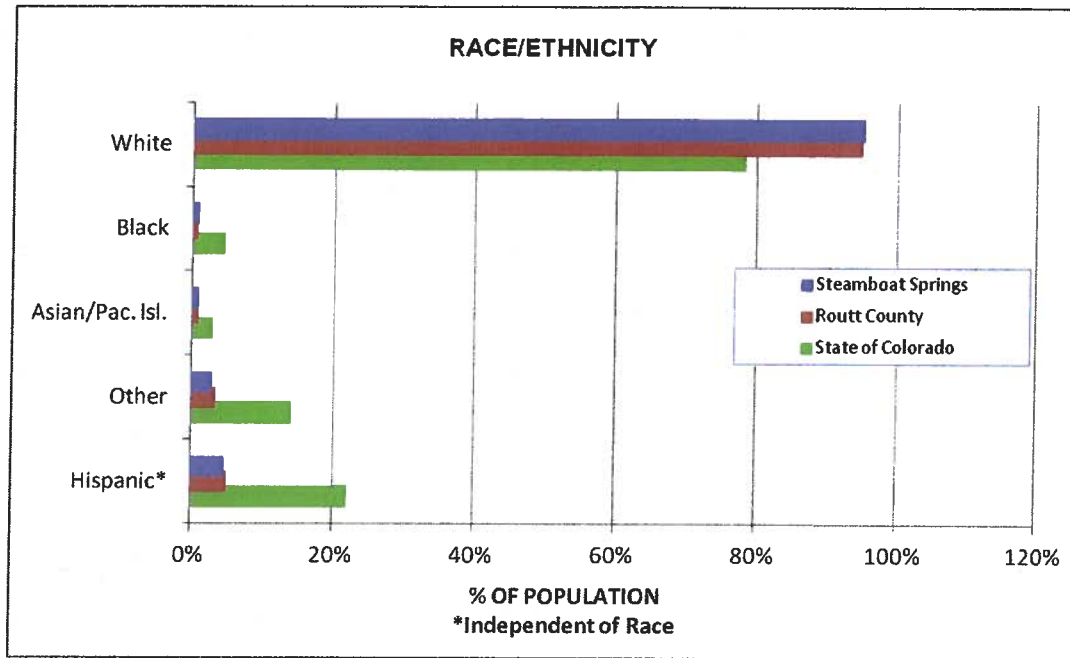
Educational achievement is an important predictor of participation in arts and cultural activities. The city of Steamboat Springs, as mentioned previously, has a higher percentage of its population possessing a college degree when compared to the state of Colorado. Routt County falls in between.

Figure 6: Education



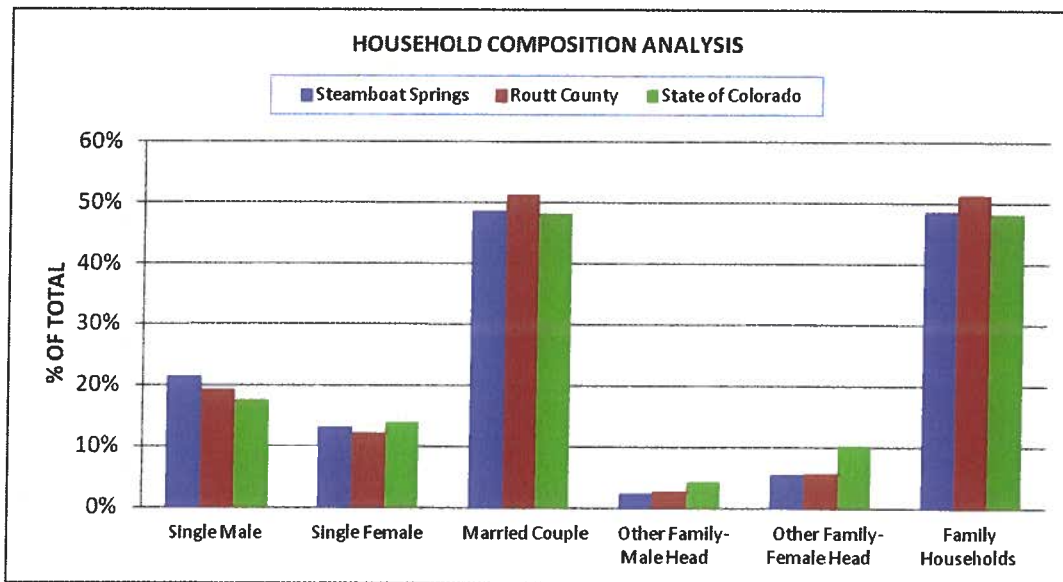
The city of Steamboat Springs and Routt County's population primarily identifies themselves as White. The state of Colorado possesses a higher percentage of ethnic diversity in comparison. This indicates that other races/ethnicities are more prevalent in other areas of the state.

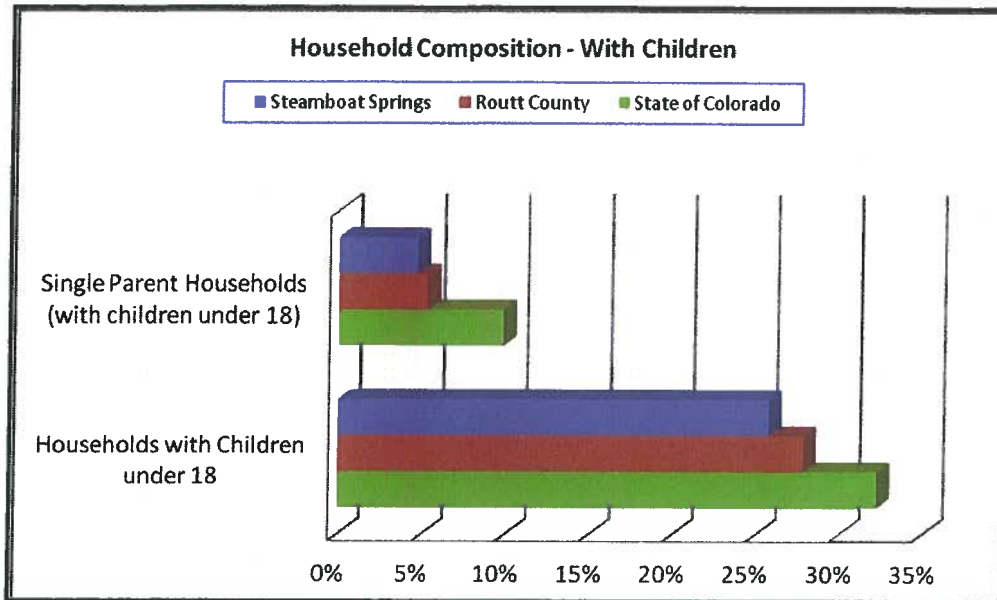
Figure 7: Race & Ethnicity



The city of Steamboat Springs has a larger percentage of single male households than both Routt County and the state of Colorado. Routt County has a larger percentage of married couple households, as well as family households.

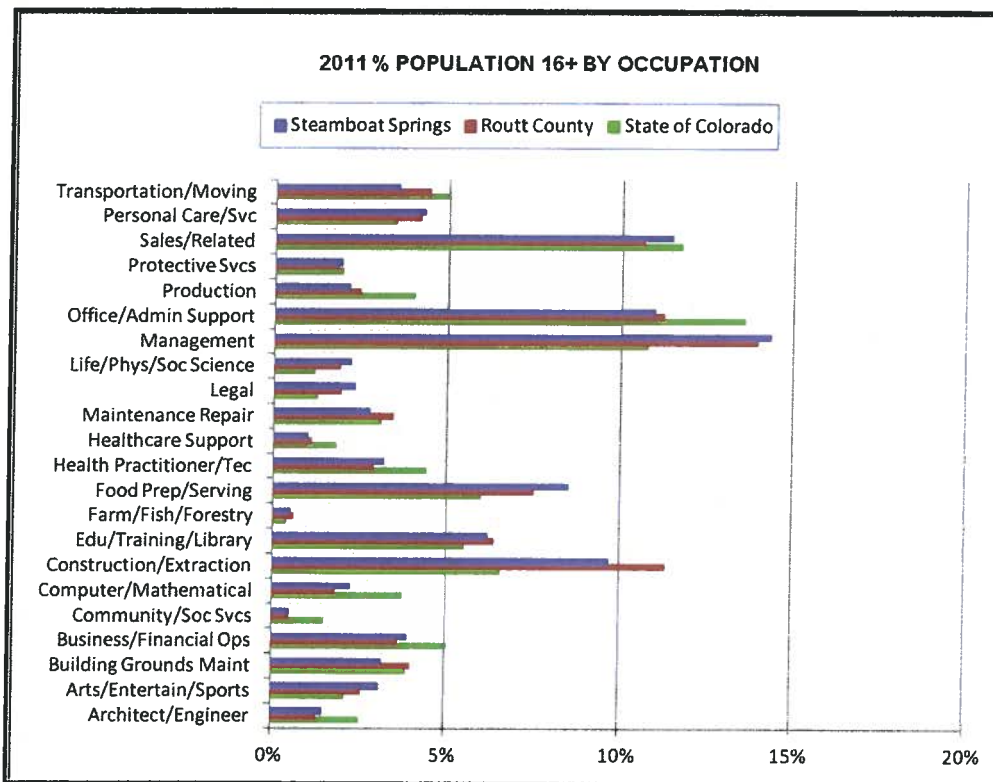
Figure 8: Household Composition





The city of Steamboat Springs and Routt County have larger percentages of their population in the occupations of management, construction/extraction and food services in comparison to the state of Colorado.

Figure 9: Occupation



**Lifestyles**

Beyond demographics, a useful approach to understanding a market is to look at its “lifestyles.” By identifying homogenous groups of households within a market area, it is possible to identify households who might be interested in arts and cultural programming. These homogenous groups, or “segments,” are determined by aggregating households with similar demographic and lifestyle characteristics.

PrizmNE™, a market segmentation system developed by The Nielsen Corporation, is a geographically-based market analysis system that augments demographic data with consumer information. The analysis system classifies every household in the United States into unique market segments. Each market segment consists of households that are at similar stages in their life cycle and share common interests, purchasing patterns, financial behavior and demands for products and services, including cultural activities.

The classification system was created by combining information from the Equifax Consumer Marketing Database with US Census demographic data. Over 100 unique characteristics for more than 160 million individual consumers are used, including financial and consumer activity, demographic, socioeconomic, leisure activity and housing data.

PRIZM groups are clusters of PRIZM segments. Social Groups are arranged into 14 categories based on urbanization and affluence (“SER” or socioeconomic rank). Lifestage Groups are arranged into eleven categories based on age, presence of children and SER (socioeconomic rank). PRIZM segments are the 66 unique lifestyle segments.

See the Appendix for details on the top unique PRIZMNE segments for the city of Steamboat Springs as well as the corresponding top Social and Lifestage Groups.

The top unique PRIZMNE segments, as well as the related Social Groups and Lifestage Groups for the city of Steamboat Springs, are as follows:

**Figure 10: Market Segmentation**

<b>Prizm<sub>NE</sub> Market Segmentation</b>				
<b>Steamboat Springs Top Ten Segments By Percent Composition</b>				
<b>Segment Title</b>	<b># of Households</b>	<b>% Composition</b>	<b>Social Group</b>	<b>Lifestage Group</b>
God's Country	2,766	62.64%	Landed Gentry	Midlife Success
Greenbelt Sports	643	14.56%	Country Comfort	Young Achievers
Blue Highways	285	6.45%	Middle America	Striving Singles
Big Fish, Small Pond	205	4.64%	Landed Gentry	Affluent Empty Nests
Big Sky Families	120	2.72%	Country Comfort	Mainstream Families
Country Squires	110	2.49%	Landed Gentry	Accumulated Wealth
Mayberry-ville	96	2.17%	Country Comfort	Midlife Success
Traditional Times	80	1.81%	Country Comfort	Conservative Classics
Heartlanders	29	0.66%	Middle America	Cautious Couples
Shotguns & Pickups	27	0.61%	Middle America	Mainstream Families
<b>Total % of Population</b>		<b>98.75%</b>		

Almost all the households that exist in the marketplace of Steamboat Springs fall into one of ten PRIZM<sub>NE</sub> segments. Specifically, 62.6% of the market is made up of households that fall into the segment *God's Country*. *God's Country* is a segment that is made up of upscale, middle-aged non-family households. They are found in rural urbanities and own larger, spacious homes. This segment indexes above the national average of having interest in the arts at 140 (national average is 100).

PRIZM<sub>NE</sub> profiles can be compared to the PRIZM<sub>NE</sub> profiles of consumers of other products and services to develop lifestyle attributes. These profiles index against the profiles of consumers of other products and services in the categories such as:

Automotive Products	Radio Media Usage
Cable & Network TV Media Usage	Retailers/Shopping
Electronics	Sports/Leisure
Finance/Insurance/Investments	Television Viewership
Magazines/Newspapers	Travel
Print Media Usage	Psychographics (personal interests)

Finally, the following are the top indexed lifestyle attributes by indices as it relates to arts and cultural interest and activities for all three places of examination:



Figure 11: Market Potential

Market Potential Indices (MPIs)			
(National Average = 100)	INDEX		
Lifestyle Attribute	Steamboat Springs	Routt County	State of Colorado
Go to Rock/Pop Concert, 1yr (A)	177	155	110
Go to Museum, 1yr (A)	159	145	108
Buy 60/70's Pop/Rock, 1yr (A)	156	152	103
Buy Jazz Music, 1yr (A)	150	147	112
Buy Classical Music, 1yr (A)	146	140	108
Make Charitable Contribution, 1yr (A)	141	135	102
Go to Live Theater, 1yr (A)	139	128	107
Go to Music/Dance Performance, 1yr (A)	136	124	105
Do Painting/Drawing/Sculpting, 1yr (A)	134	126	101
Belong to an Arts Association (A)	134	115	100
Interested in The Arts, Agr (A)	132	123	105
Take Education Course, 1yr (A)	131	126	107
Play Musical Instrument, 1yr (A)	131	126	105
Listen to Music, 1yr (A)	121	117	101
Internet Prime Source of Family's Entertainment, Agr (A)	121	113	109
Buy Country Music, 1yr (A)	120	131	95
Consider Myself a Creative Person, Agr (A)	116	112	101
Music Is an Important Part of My Life, Agr (A)	113	110	102
Buy Contemporary Pop Music, 1yr (A)	111	109	107
Internet Prime Source of My Entertainment, Agr (A)	105	101	107
Buy Rap/Hip Hop Music, 1yr (A)	96	95	107
Buy Religious/Gospel Music, 1yr (A)	86	87	98
Buy Latin Music, 1yr (A)	82	84	112

*Social Groups*

PRIZM<sub>NE</sub> Social Groups are based on urbanicity and affluence, two important variables used in the production of PRIZM<sub>NE</sub>. First, segments are placed in one of four urbanicity categories (Urban, Second Cities, Suburbs, Town and Rural). Urbanicity is determined by the population density of an area and its neighboring areas. A population density score ranging from one (low density) to 99 (high density) is assigned to each area.

Finally, within each category, all the segments are sorted into groups based on affluence, another powerful demographic predictor of consumer behavior. All of the 66 segments are grouped into these 14 Social Groups.

The top Social Groups for Steamboat Springs are as follows:

Figure 12: Market Segmentation: Social Groups

Prizm <sub>NE</sub> Market Segmentation		
Steamboat Springs Social Groups		
Social Group	# of Households	% Composition
Landed Gentry	3,092	70.0%
Country Comfort	939	21.3%
Middle America	365	8.3%
Rustic Living	20	0.5%
Urban Uptown	0	0.0%
Midtown Mix	0	0.0%
Urban Cores	0	0.0%
Elite Suburbs	0	0.0%
The Affluentials	0	0.0%
Middleburbs	0	0.0%
Inner Suburbs	0	0.0%
Second City Society	0	0.0%
City Centers	0	0.0%
Micro-City Blues	0	0.0%
<b>Total % of Population</b>		<b>100.0%</b>

### Landed Gentry

The Landed Gentry social group consist of wealthy Americans in smaller towns beyond the nation's beltways. Many of the households contain Boomer families and couples with college degrees, expansive homes, and professional jobs--they're twice as likely as average Americans to telecommute. With their upscale incomes, they can afford to spend heavily on consumer electronics, wireless and computer technology, luxury cars, powerboats, books and magazines, children's toys, and exercise equipment.

### Country Comfort

The five segments in Country Comfort are predominantly white, upper-middle-class homeowners who trend to be married, mostly between the ages of 25 and 54, with or without children. They enjoy comfortable upscale lifestyles, exhibiting high indices for barbecuing, bar-hopping, and playing golf as well as home-based activities such as gardening, woodworking, and crafts. Reflecting a rural, family environment, they prefer trucks, SUVs, and minivans to cars.

### Middle America

The six segments in Middle America tend to be lower-middle-class homeowners living in small towns and remote exurbs. Typically found in scenic settings throughout the nation's heartland, Middle Americans tend to be white, high school educated, living as couples or larger families, and ranging in age from under 25 to over 65. Like many residents of remote

communities, these conservative consumers tend to prefer traditional rural pursuits: fishing, hunting, making crafts, antique collecting, watching television, and meeting at civic and veterans clubs for recreation and companionship.

*Lifestage Groups*

PRIZM<sub>NE</sub> Lifestage Groups are based on the age of each segment’s residents and the presence of children, two powerful predictors of consumer behavior. There are three classes which include: Younger Years, Family Life and Mature Years. Within each class, all the segments are sorted into groups based on affluence, another powerful demographic predictor of consumer behavior. What the three Lifestage Groups that comprise “Younger Years” share is that all of these households are, for the most part, young and childless.

The top Lifestage Groups for Steamboat Springs are as follows:

**Figure 13: Market Segmentation: Lifestage Groups**

<b>Prizm<sub>NE</sub> Market Segmentation</b>		
<b>Steamboat Springs Lifestage Groups</b>		
<b>Lifestage Group</b>	<b># of Households</b>	<b>% Composition</b>
Midlife Success	2,866	64.9%
Young Achievers	643	14.6%
Striving Singles	305	6.9%
Affluent Empty Nests	205	4.6%
Mainstream Families	147	3.3%
Accumulated Wealth	110	2.5%
Conservative Classics	80	1.8%
Cautious Couples	53	1.2%
Young Accumulators	7	0.2%
Sustaining Families	0	0.0%
Sustaining Seniors	0	0.0%
<b>Total % of Population</b>		<b>100.0%</b>

**Midlife Success**

The eight segments in Midlife Success typically are childless singles and couples in their thirties and forties. The wealthiest of the Younger Years class, this group comprises many white, college-educated persons who make six-figure incomes at executive and professional jobs but also includes more middle class segments. Most of these segments are big fans of the latest technology, financial products, aerobic exercise, and travel.

**Young Achievers**

Young, hip singles are the prime residents of Young Achievers, a lifestage group of twentysomethings. Their incomes range from working-class to well-to-do, but most

residents are still renting apartments in cities or close-in suburbs. These seven segments have a decidedly progressive sensibility in their tastes as reflected in the group's liberal politics, alternative music, and lively nightlife.

### **Striving Singles**

The seven segments in Striving Singles make up the most downscale of the Younger Years class. These twenty-something singles typically have low incomes--often under \$30,000 a year--from service jobs or part-time work they take on while going to college. As consumers, the residents in these segments score high for outdoor sports, movies and music, fast food, and inexpensive cars.

### ***Tourism Potential***

There is a lack of available and accurate data with regard to the number of and demographics of visitors to Steamboat Springs, particularly their cultural interests and experiences. Winter tourism, of course, largely comprises skiers, and Steamboat Ski resort reports annual skier-days of about 1 million. Indications are that the annual visitation has been flat for several years. Steamboat skiers are drawn from a wide array of markets. The majority of skiers are drawn from the Front Range. About one-third of their visitors represent a wide geography and no individual market accounts for more than 10 percent of the total, with the strongest domestic being the Southwest (Texas) and the Midwest. The operators of the resort indicate that they are focusing on family markets and that the average age and income levels of their skiers are increasing. Skiers are also reportedly seeking a greater variety of activities during their vacations and are more likely to take a day off to enjoy local shopping, entertainment, and culture.

A survey<sup>1</sup> of 857 summer visitors in 2010 indicates that summer visitation growth has also been flat or experiencing "small increases." Summer-winter crossover is estimated at 40 percent and again, visitors are drawn from a widely diverse geography. Texas is a major source but also California. Affluent families and empty nesters are the "core market" and comprise 75 percent of summer visitors. Considering visitors' experiences, "the town" and "friendly people" were highly rated but "nightlife" was relatively low in the ratings.

Importantly, almost one half of visitors reported that a "special event" was important to their decision to visit Steamboat, suggesting that programs at the Chief Theater could be successful.

Sports are important motivators for summer travel to Steamboat and the Triple Crown baseball championship attracts thousands every summer. There are other tourneys that serve both youngsters and adults. Other frequent pursuits are hiking, biking, fishing, kayaking and golf. Of course, a significant cultural attraction is the Strings Music Festival which claims to draw a large proportion of visitors (and second home owners).

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<sup>1</sup> *Steamboat Springs Chamber Resort Association, Summer Visitor Research, Final Results, February 2011*, RRC Associates, Boulder CO.

Prospects for visitors' attendance at programs at the Chief will be closely related to the types of performances and events. Summer programs geared to families would be appropriate. For the winter visitor, at many ski resorts in the US the skier has proven to be elusive for cultural organizations and events and a popular music focus may be successful. The location of the Theater with its marquee on Main Street will be beneficial in raising awareness of events.

#### IV. Potential Usage

Utilizing lists provided by the Chief Theater Foundation, potential users of the theater based in Steamboat Springs were identified. In-person and telephone surveys of the organizations were conducted by AMS staff. Responses from sixteen organizations were received.

The survey measured interest in utilizing the theater and other spaces at the Chief for performances, rehearsals, social events and educational programs. Desired seating capacities for performances, the number of programs to be presented, technical requirements, and estimated rental charges were determined.

Following is a summary of the research.

##### Steamboat Orchestra

The orchestra is a much praised community-based orchestra offering three concerts a year at the Strings Music Pavilion and numerous outreach music programs including recitals at Library Hall and the Community Center. The current annual operating budget is \$187,000.

Attendance at the concerts is about 400-450, almost filling the pavilion.

The Orchestra indicated potential interest in Chief Theater as a performance venue if appropriate acoustic conditions were met. Flexible seating would be advantageous for fundraising events. They would envision the Chief not as a replacement for the pavilion, but an additional venue.

##### Strings Music Festival

The Strings Music Festival presents classical and popular contemporary music in its 550-seat Pavilion which opened in 2010 after 20-plus years operating in a tent. The Strings Music Pavilion is located at the corner of Mt. Werner and Pine Grove Road, about 3 miles from downtown Steamboat Springs.

Over 85 performances of classical music, jazz, rock, country, bluegrass, world rhythms and many other genres are presented, primarily during a ten week summer season. Over one-half of performances are free, many of which are outreach to local schools. Occasional concerts are presented during the rest of the year and management indicates they may increase their off-season offerings slightly.

Strings raised an estimated \$4 million to build the Pavilion, primarily large contributions from residents (both full- and part-time) of Steamboat. The organization enjoys a strong commitment from local leaders and, with a \$1.6 million operating budget is considered the strongest arts organization in the region. Some 65% of their annual operating revenues are contributed. Strings representatives foresee no potential utilization of the Chief Theater for their programs.

### Steamboat Arts Council

The Arts Council has a forty year history of promoting arts and culture in the Yampa Valley, and producing arts and humanities programs, including curated and touring visual arts exhibits, films and lectures. The former baggage room at the Depot seats up to 100 using collapsible chairs and a portable stage. The Arts Council foresees potential use of the Chief for a fundraising event.

### Local Dance Organizations

Steamboat Springs boasts several dance organizations, including Elevation Dance Studio, Danceworks, Steamboat African Dance and Drumworks, Jasmir Belly Dance Group, and the Bennett School of Irish Dance. An annual dance showcase is presented by Steamboat Dance Theater at the High School. While the auditorium there adequately meets their needs, the sightlines and aesthetics come in for criticism. Discussion with a representative of these groups indicates potential interest in utilizing the Chief Theater if adequate staging with a dance floor is provided as well as dressing rooms.

### Pirate Theatre

The Pirate Theatre is a local production company that has been producing original comedic musicals for 11 years in Steamboat Springs. They present one or two shows a year for three performances each in a cabaret setting using the ballroom at the Steamboat Grand Hotel. Performances are usually a sell-out and the Grand offers a discounted rent, taking all beverage revenue. Ticket price is \$20.

The Pirate Theater's productions would be ideal for the Chief Theater, according to its Director. The downtown location would provide a strong marketing advantage and the proposed design for the theater provides for improved staging and seating compared to the Grand. The availability of food and alcohol service on the premises will be advantageous along with the ability to control ticketing and seating.

### Emerald City Opera

Every August, the Emerald City Opera runs the Opera Artist Institute at Perry Mansfield, a three-week, intensive performance program for aspiring singers held in August. Participants, selected through an adjudication process, are young adults who are studying voice at a master's level.

The Opera offers performances is part of the All Arts Festival schedule that takes place every August. As well, there are other smaller events during the year both for community outreach and fundraising. The main concert venue used is the Strings Music Pavilion. Performances are kept simple; the stage at Strings does not enable elaborate sets and lacks an orchestra pit. The seating capacity of the pavilion is adequate since a single performance will usually attract about 400 people.

The Opera Artist Institute uses the Julie Harris Theatre at Perry Mansfield. This venue, while rustic and in need of updating, serves the Opera well, as it was designed as a performing arts venue and allows for a small orchestra and some props and sets. Other performances during the year are primarily recitals and have used private homes, the library, and the Ghost Ranch Saloon.

The Opera has also considered using the High School performance space if they are in need of a venue for a large, fully staged. While sightlines and acoustics are not very good, it does have some room for sets, props, rehearsal and staging.

The Opera's full stage productions run between \$30-\$40 dollars a ticket; smaller stage productions at Perry Mansfield are \$20-\$25 and recital and community outreach at places like the library are \$10-\$15. They will pay about \$200 to \$400 daily rate fee for use of performance spaces; but this will include access to rehearsal and class room areas and includes the extra time for setting up for performances. Overall costs will usually range around \$1,000 in total.

According to the Opera their ideal performance space would seat about 400 and be fully equipped with theatrical lighting, scenery handling capability, an orchestra pit, and projection for subtitles. They would need a space for a minimum of two days for rehearsal and set-up for a two performance event.

#### Great American Laughing Stock

The Great American Laughing Stock Company (GALSCO) is a professional theatre company offering a 17 day outdoor theatre festival during the month of July at Yampa River Botanic Park and the outdoor area on the east side of the Bud Werner Memorial Library. Admission is free with picnic-style seating. Annual attendance is estimated at 2,000, reportedly drawing audiences from throughout the Front Range. At this time, the Great American Laughing Stock Company is happy with their summer programming and has no future plans for expanding their season.

GALSC does not see a need in using the renovated Chief Theater as it is currently proposed. A larger stage with wing space would be required accommodate for theatrical performances that would accommodate 200 to 300 person in flexible seating arrangement.

#### Perry Mansfield Performing Arts School

Celebrating their 100<sup>th</sup> year of operation on 2013, Perry Mansfield is nationally recognized and has many distinguished alumni performing throughout the world. With 68 buildings on 80 acres located about ten miles from downtown, P-M attracts some 300 masters-level students to its summer camps. The camp a largely self-contained and there is a small performance venue on site (see facility assessment in Architectural Feasibility Study), thus they foresee little need for the Chief. They may envision an annual showcase of their students and/or faculty that would be appropriate for the venue.



### Steamboat Springs Library

Library Hall was created from the former stacks area when the library expanded in 2009. The multipurpose room seats up to 125. A kitchenette is available. This facility hosts many community events, including piano recitals using the grand piano on site. Rental fees are very low (free for non-profits). The room is most appropriate for meetings due to its acoustic, sightline and staging limitations.

### Commercial Promoters

Interviews were conducted with local promoters and booking managers at Steamboat venues who present rock, country, folk, jazz, bluegrass and other musical events.

Local music promoters indicated strong interest in a restored Chief Theater. They cite a lack of a venue over 250 seats in Steamboat Springs. Their use of the Chief they suggested would necessitate dressing rooms, especially 'star' dressing rooms, expanded restrooms for patrons, and adequate systems for concert lighting and sound reinforcement.

We estimate that there is currently demand from promoters who would present about one concert weekly.

### Social Events

Discussions with local organizers of social events, weddings, and fundraisers indicate strong interest in using the Chief Theater with its proposed capacity of over 300 for a banquet and more than 400 for a social event. Steamboat is a popular location for weddings; the town's major wedding planner alone organizes over 40 weddings annually. Current sites include the Grand and Sheraton Hotels and Thunderhead Restaurant at the top of the Gondola, all at the Resort; Perry Mansfield (summer only), Catamount Ranch, and occasionally the Community Center or Library Hall. Limitations of each of these were cited, including availability, attractiveness, amenities and cost. A limitation of the Chief Theater is a lack of windows and suggestions were made to develop the rooftop as a gathering place. Availability of a catering kitchen with easy loading access is critical. Most equipment, such as tables and chairs are readily available for rental from local suppliers. Indicated rental fees were upwards of \$1,500 for a wedding and as much as \$1,000 for a rehearsal dinner.

### ***Conclusions***

AMS believes that potential use of the Theater from local arts organizations is currently about 25 events annually provided there is an adequate stage, theatrical lighting and sound systems, and acoustical conditions are met.

These needs were clearly expressed by representatives of local performing arts organizations such as Pirate Theater, Great American Laughing Stock, Emerald City Opera and the Steamboat Orchestra. Rental fees for the theater for local users are in the range of \$200 to \$500 plus costs. The user survey suggests that there is considerable interest in using the proposed rehearsal space but rental fees must be low.

We believe there is significant potential demand from commercial promoters for concerts. To achieve high use by promoters the theater will require appropriate lighting and sound equipment, incorporating a flexible truss system to hang lights and speakers. Plentiful beverage points of sale throughout the theater will be important. A flexible seating or standing arrangement would be suitable, allowing maximum capacity.

Finally, our research into the potential for social events indicates that there will be demand from wedding organizers, local non-profit organizations and the business sector for the facilities at the Chief. Weddings, social events, fundraisers, and meetings for 300 or more could result in 30 or more rentals annually.

## V. Operating Plan

Following is a description of a management and operating plan for the Chief Theater. A base year operating estimate has been forecast is based on the operation of the Theater for the third year of operation when revenues and expenses are stabilized. A five year projection from year one has been developed around this base year.

### *Operating Assumptions*

The following is a list of general assumptions that accompany the operating plan:

- The theater will be owned and managed by an independent non-profit organization.
- Pre-opening costs that will be required during the planning, fundraising, and construction have not been included in the estimates.
- Estimates do not include any include programming costs for in-house presenting or co-presenting of performing arts programs.
- A debt totaling \$4 million representing a prospective loan from the USDA is assumed.
- All operating cost and revenue estimates are in 2012 dollars.

It should be noted that the projections represent a forecast of the most likely results of operation and are based on current conditions and forecasts of use. It must be recognized that the program of activities presented below is not an exact forecast, given that the building will not be fully operational for several years.

### *Operational Goals*

The plan has been prepared with the following goals for operating the theater in mind:

- Providing a facility for use by community-based performing arts organizations, popular music concerts, and social events;
- Appealing to a broad cross-section of the market;
- Operating in a financially sustainable manner;
- Minimizing operating risks of the Chief Theater Foundation;
- Maximizing the economic benefit to the community, attracting local, regional and visitors, and working with local businesses.

Balancing these goals will be an ongoing challenge for the Foundation, particularly the trade-offs between community service and financial sustainability. To reflect the needs and

opportunities identified in this report, AMS has prepared an operating plan that provides for community performing arts programs, popular commercial concerts, and social events.

At this time, it is envisioned that the Chief Theater Foundation will not undertake to present performing arts events but will rent the venue to community organizations and commercial and non-profit producers and promoters. While not be directly involved in programming, management will promote the theater and ensure that the quality and variety of performances are consistent with the mission.

The following provides a summary of projections of use, revenues, staffing requirements, operating costs, and other aspects of the facility's operation. Detailed forecasts of expenses and revenues are provided in the appendices to this report.

### ***Governance, Management and Staffing***

The theater will be governed by the Board of Directors of the Chief Theater Foundation who will oversee the operation and be responsible for fundraising.

A full time management staff comprised of three full time staff members will be led by the **Executive Director**. A full time **Marketing / Development Manager** will have responsibility for promoting the Theater to prospective renters, assisting them with their marketing, managing a database and the website. In addition, this position will provide support for fundraising activities of the Director and Board, including maintaining a funding database, event promotion and grant research. An **Operations Coordinator** will oversee all aspects of the building operations and work with the Executive Director and in contracting and preparing financial settlements with renters and coordinating front of house activities (e.g., concessions, house management, ushers, security, box office).

A part time **Facilities Manager/Technical Coordinator**, will oversee backstage activities and stage personnel and theatrical systems; a part time **Box Office Coordinator** will manage ticketing services.

Hourly personnel will be employed as required; their cost will be partially offset by fees charged to renters.

### ***Operating Estimate***

#### *Utilization*

Based on AMS's local research and analysis, a total of 143 use days has been projected for the theater in the base stable year of operation. The total comprises 108 performance days plus 35 prep (rehearsal) days. Commercial programs will make up three quarters of the schedule, composed of popular music concerts and social events. Local non-profit organizations make up the balance of the projected use and an allowance for their preparation and rehearsal days has been made. The stage of the main theater is not expected to be suitable for large-scale theatrical productions, although smaller shows, children's theater, and concert-scale productions may be booked.

The projected utilization is a conservative estimate. Utilization of similar theaters in like communities, such as Beaver Creek (Vilar Theater), Aspen (Wheeler Theater), and Telluride is often greater than this estimate. With strong management and effective promotion of the theater, the Chief should easily be able to exceed the estimate.

Figure 14: Use Projection (Base Year)

<b>Use Summary (Base Year)</b>			
<u>Theater*</u>	Non-Performance Days	Performance Days	Total Use Days
Non-Profit Org.	25	25	50
Commercial - concerts	10	48	58
Commercial - events	0	35	35
<b>TOTAL</b>	<b>35</b>	<b>108</b>	<b>143</b>
<u>Rehearsal Room</u>			<u>Total</u>
Non-Profit Org.			150
Commercial			20
<b>TOTAL</b>			<b>170</b>
<b>GRAND TOTAL</b>			<b>313</b>

*Rehearsal Space*

The rehearsal space will be an attractive facility for local performing arts groups and organizations seeking larger meeting facilities. It is estimated that there will be 170 rentals during the base year.

**Revenue Forecast**

**Theater Rentals**

The majority of revenue for operations will be derived from the rental of the theater, which ranges from \$500 for a performance by a non-profit organization to \$2,500 for a commercial event rental. It is anticipated that the theater will be used by non-profit organizations for dress rehearsals and consequently an inexpensive prep day rental fee of \$100 (weekday) is offered.

Figure 15: Rental Revenue Forecast (Base Year)

Rental Revenue Detail						
Theater*	Non-Performance Days	Non-Performance Revenue	Performance Days	Performance Revenue	Total Use Days	Total Revenue
Non-Profit Org.	25	\$2,500	25	\$12,500	50	\$15,000
Commercial - concerts	10	\$5,000	48	\$72,000	58	\$77,000
Commercial - events	0	\$0	35	\$70,000	35	\$70,000
<b>SUBTOTALS</b>	<b>35</b>	<b>\$7,500</b>	<b>108</b>	<b>\$154,500</b>	<b>143</b>	<b>\$162,000</b>
					Total	
<u>Rehearsal Room</u>					Event Days	Revenue
Non-Profit Org.					150	\$7,500
Commercial					20	\$2,000
<b>SUBTOTALS</b>					<b>170</b>	<b>\$9,500</b>
<b>GRAND TOTAL</b>						<b>\$171,500</b>

**Chargeback Services**

In addition to base rental charges, most renters will require services including: house staff (ushers, front of house manager), security, day of event box office, technical staff, and equipment (sound and lights) as well as custodial services. Typically, rental theaters charge the presenter for these services, and mark up the cost of these services to cover administrative costs; we have used an hourly labor rate of \$15 to \$25 and a 30% mark up. A “window charge” for purchasing tickets at the on-site box office on the day of performance of \$1 per ticket is projected for an estimated 10% of all tickets sold.

Hours required for each type of event and attendance has been estimated resulting in a base year projection of a contribution of \$51,300.

Figure 16: Chargeback Detail (Base Year)

Chargeback & Ticket Revenue Detail																	
	Assumptions		Box Office - Advance Sale				Box Office - Day Of			Technical			Custodial			GRAND TOTAL	
	Average Paid Capacity	# Events	Attendance	Fee per ticket	Total Fee	Frequency	TOTAL	Fee per event	Frequency	TOTAL	Fee per event	Frequency	TOTAL	Fee per event	Frequency		TOTAL
<b>Theater*</b>																	
Non-Profit Org.	60%	25	6,750	\$1	\$270	50%	\$3,375	\$50	100%	\$1,250	\$220	75%	\$4,125	\$40	75%	\$750	<b>\$9,500</b>
Commercial - concerts	75%	48	16,200	\$1	\$338	75%	\$12,150	\$50	100%	\$2,400	\$330	75%	\$11,880	\$330	100%	\$15,840	<b>\$42,300</b>
Commercial - events	100%	35	15,750	\$0	-	0%	\$0	\$0	0%	\$0	\$120	75%	\$3,150	\$350	100%	\$12,250	<b>\$15,400</b>
<b>TOTALS</b>			<b>38,700</b>				<b>\$15,525</b>			<b>\$3,650</b>			<b>\$19,155</b>			<b>\$28,840</b>	<b>\$67,200</b>
<b>Chargeback Cost Breakdown</b>																	
				Average # of staff per event	Average # of hours per event		Average hourly rate (inc. fringe)			Materials Fee	Markup		Total				
<b>Non Profit</b>																	
Box Office - Day Of				1	2		\$15		\$10	30%			\$50.00				
Technical				1.5	4		\$20		\$50	30%			\$220.00				
Custodial / Setup				1	2		\$15		\$0	30%			\$40.00				
<b>Commercial</b>																	
Box Office - Day Of				1	2		\$15		\$10	30%			\$50.00				
Technical				2.5	4		\$20		\$50	30%			\$330.00				
Custodial / Setup				2	4		\$15		\$0	30%			\$160.00				
<b>Event</b>																	
Box Office - Day Of				0	0		\$15		\$0	30%			\$0.00				
Technical				1	2		\$20		\$50	30%			\$120.00				
Custodial / Setup				3	6		\$15		\$0	30%			\$350.00				

**Concession Revenue**

Utilizing national standards for concession capture rates and sales projections, \$71,550 in concession revenue is projected.

**Facility Surcharge**

Following contemporary practice at similar theaters a “facility surcharge” paid by patrons of \$1 per ticket is forecast for non-profit organizations and \$2 per ticket for commercial concerts. Based on the forecast attendance, the projection results in \$39,150 in revenue during the base year.

Figure 17: Other Revenue Detail (Base Year)

Other Revenue Detail			
<u>Concessions &amp; Merchandise</u>	<u>Patrons /</u>	<u>Net</u>	<u>Total</u>
Non-Profit Org.	6,750	\$1.00	\$6,750
Commercial - concerts	16,200	\$4.00	\$64,800
Commercial - events	15,750	\$0.00	\$0
<b>TOTAL Concessions</b>			<b>\$71,550</b>
<u>Facility Fee</u>			
Non-Profit Org.	6,750	\$1.00	\$6,750
Commercial	16,200	\$2.00	\$32,400
<b>TOTAL Facility Fee</b>			<b>\$39,150</b>

*Expenses*

Personnel

As stated above, we project a full time staff of three plus part-time technical, facility, and administrative personnel. The expenses of additional contracted staff (front of house, technical, custodial) will be partly compensated through chargebacks to users of the facility.

Figure 18: Staff Detail (Base Year)

Staff Expense Detail						
<u>Salaried Staff</u>	<u># FTE</u>	<u>Base Salary</u>	<u>Total Salary</u>	<u>Fringe</u>	<u>Total Cost</u>	
Executive Director	1.0	\$80,000	\$80,000	\$16,000	\$96,000	
Marketing/Development	1.0	\$65,000	\$65,000	\$13,000	\$78,000	
Operations Coordinator	1.0	\$40,000	\$40,000	\$8,000	\$48,000	
Technical Director	0.5	\$45,000	\$22,500	\$4,500	\$27,000	
Receptionist / Box Office Coordinator	0.5	\$20,000	\$10,000	\$2,000	\$12,000	
<b>SUBTOTALS</b>	<b>4.00</b>		<b>\$217,500</b>	<b>\$43,500</b>	<b>\$261,000</b>	
<u>Hourly Staff</u>	<u>Hours / Week</u>	<u>Weeks / Year</u>	<u>Hourly Rate</u>	<u>Total Wages</u>	<u>Fringe</u>	<u>Total Cost</u>
Sound Technician	10	50	\$12	\$6,000	\$450	\$6,500
Light Technician	10	50	\$12	\$6,000	\$450	\$6,500
House Manager	12	50	\$12	\$7,200	\$540	\$7,800
Box Office	12	50	\$10	\$6,000	\$450	\$6,500
<b>SUBTOTALS</b>				<b>\$25,200</b>	<b>\$1,890</b>	<b>\$27,300</b>
<b>GRAND TOTAL</b>						<b>\$288,300</b>



**Administrative Costs**

We project approximately \$148,500 in administrative costs, including professional services, office operations, travel & meeting, IT and website, and an allowance for general promotion of the facility, as well as fundraising costs.

**Figure 19: Administration Overhead Detail (Base Year)**

Expense Summary	
<u>Administration</u>	
Professional Services	
Accounting/Bookkeeping/Payroll	\$7,500
Legal	\$5,000
Janitorial	\$8,000
Marketing	\$25,000
Office Supplies	\$5,000
Postage	\$7,500
Fundraising Expenses	\$40,000
Telecom & Internet	\$7,500
Website and Database Design & Maintenance	\$3,000
D&O / Liability Insurance	\$25,000
Dues, Subscriptions, Training, Travel, Board	\$5,000
Computer Maintenance (incl. Box Office)	\$10,000
<b>TOTAL ADMINISTRATION</b>	<b>\$148,500</b>

**Building Operation and Maintenance**

Utility costs for heating, ventilation, trash and water have been estimated based on review of comparable facilities and local operating costs and are projected to be \$36,300 annually for the Base Year.

Expense Summary	
<u>Occupancy</u>	
Utilities	\$30,000
Systems Maintenance & Repair	\$4,800
Custodial Supplies	\$1,500
<b>TOTAL OCCUPANCY</b>	<b>\$36,300</b>

The expense projections include costs for regular repairs and maintenance. In addition, an allowance has been estimated to pay for equipment replacement and long term maintenance of the building, mechanical and electrical systems, theater equipment, fixtures, and furnishings. The expected life of the building, roofing, and exterior walls, doors and windows is assumed to be forty years, the life of the anticipated USDA loan.

A simple straight-line depreciation allowance for the cost of replacement is assumed to be 2.5 percent annually for a forty year life expectancy.

The concept plan cost estimate indicates a total hard construction cost of \$4 million including building construction, mechanical and electrical systems, interior finishes, furnishings, and theater and kitchen equipment, but excluding site work and fees. Applying a straight-line depreciation to these costs years suggests that an annual set-aside of 2.5 percent would be \$100,000 to adequately fund long-term replacement and major repairs.

### ***Loan Interest***

The estimated loan from the USDA is \$4 million at a rate of 3.75 percent and an amortization period of forty years. The annual cost of interest and principal is estimated at \$194,600.

### ***Summary***

A summary statement of the operating projection for the Base Year (three years after the opening) indicates expenses of \$473,100 and income of \$349,000, leaving an operating loss of \$124,100 annually. Adding capital reserve allowances and loan payments of \$294,600 results in a total annual funding requirement of \$418,700.

### ***Endowment and Fundraising***

Fundraising and program sponsorships will be required to offset the annual operating shortfall. Accordingly, fundraising personnel and related expenses have been included in the estimates, amounting to about 10 percent of funding requirements.

Figure 20: Operating Estimate Summary (Base Year)

Summary	
<b>EARNED REVENUE</b>	
Rentals, Fees & Chargebacks	\$277,400
Concessions & Merchandise (net)	\$71,600
<b>TOTAL</b>	<b>\$349,000</b>
<b>EXPENSE</b>	
Staff	\$288,300
Administration	\$148,500
Occupancy	\$36,300
<b>TOTAL</b>	<b>\$473,100</b>
<b>OPERATING PROFIT / (LOSS)</b>	<b>(\$124,100)</b>
Loan Interest (\$4 million @ 3.75% Per annum)	\$194,600
Capital Replacement Reserve (2.5%)	\$100,000
<b>CONTRIBUTED REVENUE</b>	
Fundraising, Sponsorships, Events	\$418,700
<b>TOTAL</b>	<b>\$418,700</b>
<b>PROFIT / (LOSS)</b>	<b>\$0</b>

**Five Year Projection**

An estimate of costs and revenues for the five year period following opening has been made. The revenue forecast from rentals and concessions assumes that upon opening there will be “pent up” demand following a pre-opening marketing campaign and base year utilization will be achieved. An allowance for slightly higher administrative and occupancy expenses during opening year has been made based on an analysis of experience with similar venues and a “learning curve” effect. Following the Base Year, a gradual increase (about 10 percent) in attendance and associated revenue is forecast in accordance with market growth. Expenses are assumed to rise with inflation (assumed at 2 percent annually) and salary increases.

Figure 21: Five Year Attendance Forecast

Attendance Growth					
	<u>Year 1</u>		<u>Year 3</u>		
	<u>Opening</u>	<u>Year 2</u>	<u>Base yr</u>	<u>Year 4</u>	<u>Year 5</u>
Non-Profit Org.	6,750	6,750	6,750	7,400	8,100
Commercial - concerts	16,200	16,200	16,200	17,800	19,600
Commercial - events	15,750	15,750	15,750	17,300	19,000
<b>TOTALS</b>	<b>38,700</b>	<b>38,700</b>	<b>38,700</b>	<b>42,500</b>	<b>46,700</b>

Figure 22: Five Year Operating Forecast

Five Year Projection					
<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	
<u>Opening</u>		<u>Base yr</u>			
\$277,400	\$277,400	\$277,400	\$304,638	\$334,744	
\$71,600	\$71,600	\$71,600	\$78,630	\$86,401	
\$349,000	\$349,000	\$349,000	\$383,269	\$421,145	
\$375,000	\$340,000	\$288,300	\$294,066	\$323,127	
\$196,500	\$150,500	\$148,500	\$151,700	\$155,000	
\$39,000	\$37,000	\$36,300	\$37,000	\$37,700	
\$610,500	\$527,500	\$473,100	\$482,766	\$515,827	
(\$261,500)	(\$178,500)	(\$124,100)	(\$99,497)	(\$94,682)	
\$194,600	\$194,600	\$194,600	\$194,600	\$194,600	
\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
\$556,100	\$473,100	\$418,700	\$394,097	\$389,282	
\$556,100	\$473,100	\$418,700	\$394,097	\$389,282	
\$0	\$0	\$0	\$0	\$0	



**The Chief Theater**  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 5B

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Community Benefits of the Arts (White Paper) by Jane Blackstone Consulting  
January 2007, (Ranked by Official Attendance Figures)

# **Community Benefits of the Arts**

***A Review of Selected Economic Impact Reports and Case Studies***

***Jane Blackstone Consulting  
Steamboat Springs, CO***

**January 2007**

## Overview

This report provides information about demonstrated community benefits of the arts in order to stimulate community discussion of cultural planning and arts initiatives for Steamboat Springs, Colorado. It includes:

- A review of data on the economic impacts of the arts, nationally and in selected Colorado communities;
- A summary of other generally acknowledged and documented community benefits of the arts;
- An overview of successful arts initiatives in smaller communities;
- A list of cultural planning resources outlining best planning practices from nationally recognized community development and arts organizations; and
- A conclusion that the arts contribute in a myriad of ways to the economic and social well-being of communities – warranting consideration of new and expanded cultural initiatives for Steamboat Springs.

## Background

Listed as one of the 100 best art towns in America,<sup>1</sup> Steamboat Springs has an active cultural community. The Steamboat Springs Arts Council has 30 affiliate arts organizations and artist members creating visual and performing arts and cultural programming in the Yampa Valley. Strings in the Mountains, the Emerald City Opera, Northwest Ballet, Artists' Gallery of Steamboat, Steamboat Dance Theatre, Perry-Mansfield Performing Arts School and Camp, Mountain Theater Company, Tread of Pioneers Museum and Steamboat Springs Chamber Orchestra are among the diverse organizations that contribute to Steamboat's cultural capital. Individual member artists and non-affiliated artists add to the mix, and new initiatives, such as the Steamboat Art Museum, hold promise for further enrichment of the local arts scene.

While Steamboat benefits greatly from its current cultural programs, interviews with a small group of community members indicate belief that the arts could play a stronger role in Steamboat's economy and community environment. The growing influx of affluent retirees and second home owners, the Steamboat Art Museum project, current and potential downtown redevelopment, particularly along Yampa Street, prompt consideration of an update to the 1991 *Master Plan for Culture and Livability* and/or additional specific arts initiatives that would build on and complement current arts programs. A downtown arts district, housing and studio space for artists, more and better cultural venues, juried festivals and events, supporting boutique hotels and restaurants, additional marketing, and a creative "buzz" are among suggested changes to enhance local quality of life and elevate Steamboat's standing as an arts center and cultural travel destination.

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<sup>1</sup> Villani, John. The 100 Best Art Towns in America. The Countryman Press, 2001.

## **Economic Impacts of the Arts**

Throughout the country, arts advocacy organizations and governmental entities are tracking the economic impacts of the arts, recognizing the significant and growing role of the arts in the economic life of communities. This section presents an overview of national data, arts-related economic trends, and selected impact data from non-profit arts and event spending in smaller communities.

### ***National Data and Trends***

- In the United States, the non-profit arts industry generates \$134 billion in annual total economic activity -- \$53.2 billion in spending by arts organizations and \$80.8 billion in event-related audience spending. This activity supports 4.85 million jobs (more than U.S. employment of accountants, lawyers, physicians or computer programmers) and \$24.4 billion of government revenues – a return on public investment in the arts of more than 8:1. This impact data, released by Americans for the Arts in 2002, is based on surveys of 3,000 nonprofit arts organizations and more than 40,000 attendees of arts events in 91 cities of varying sizes in 33 states and the District of Columbia.<sup>2</sup>
- The National Governors Association Center for Best Practices calls the non-profit arts industry “a potent force in economic development nationwide,” citing economic impact studies in Virginia, Louisiana, Michigan, Oregon, and New England, and noting that the performing arts now outdraw sporting events and movie houses.<sup>3</sup>
- On average, cultural travelers spend more than other travelers. Research in 2001 by the Travel Industry Association of America and Partners in Tourism shows that U.S. travelers who include cultural events in their trips spend \$631 per trip v. \$457 by all other U.S. travelers. In addition, they are older, more educated, and more likely to: use a hotel, motel or B&B (62% v. 56%), spend more than \$1,000 (18% v. 12%), travel longer (5.2 nights v. 4.1 nights), and shop (44% v. 33%).<sup>4</sup>
- Nationally, visitors spend more than locals on arts events. The 2002 Americans for the Arts survey of 91 communities shows that out-of-towners spend 75 percent more than locals on arts events (\$38.05 per event v. \$21.75 by locals).<sup>5</sup>
- Arts and culture are important drivers of the New Economy. There is growing recognition that creative environments attract a creative workforce and the knowledge-based businesses now driving the U.S. economy. Cited often in

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<sup>2</sup> “Arts and Economic Prosperity,” published by Americans for the Arts, 2002. Available at [www.artsusa.org/information\\_resources/economic\\_impact](http://www.artsusa.org/information_resources/economic_impact)

<sup>3</sup> “The Role of the Arts in Economic Development,” published by the National Governors Association Center for Best Practices, June, 2001. Available at [www.nga](http://www.nga)

<sup>4</sup> “The Historic/Cultural Traveler 2001,” (Travelscope Survey), Travel Industry Association of America, 2001.

<sup>5</sup> “Arts and Economic Prosperity,” published by Americans for the Arts,



studies of arts impacts, Richard Florida, in "The Rise of the Creative Class," posits that the creative class (those who work in knowledge-based industries) is an economic force that will flourish in places that value creativity and have tolerant environments and diverse populations.<sup>6</sup> In a practical application of this thinking, Michigan developed the Cool Cities initiative to foster economic development through arts and community development.<sup>7</sup>

- "Rural communities are ripe for growing creative economies." Rural areas often have distinctive cultural attributes and existing arts programs that can be nurtured to strengthen local economies.<sup>8</sup> Large cities are no longer the exclusive domain of the creative class as advances in technology and communication create virtual workplaces in small towns across America – especially in desirable communities with strong natural attractions and quality of life.
- Demographic shifts in resort communities, including Steamboat Springs, are creating a new "lifestyle economy" that is not driven by tourism alone. Jonathan Schechter, Executive Director of the Cherture Institute, has documented economic indicators of this trend, including population growth, growth in per capita income, higher education levels, and higher home values as demand grows exponentially for residence (and related services) in "places of ecological and aesthetic significance." Schechter notes that the implications of this trend are not fully understood, but that lifestyle economy communities are challenged to develop ways to maintain quality of life and respond to new local demographics.<sup>9</sup> Demand and support for the arts should be studied as part of this new economic dynamic.

### ***Local Economic Impacts – Selected References***

Although Steamboat has not produced a comprehensive study of arts-related economic impacts, twenty arts organizations report budgets totaling \$3 million, with 20 full-time employees, and 95 seasonal employees. The Steamboat Springs Arts Council estimates that every dollar of non-profit arts spending returns three dollars to the local economy.<sup>10</sup> The following economic impact data focuses on the experience of communities of comparable size to Steamboat Springs, with particular attention to western communities.

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<sup>6</sup> Richard Florida. *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life*. Basic Books, 2002.

<sup>7</sup> [www.coolcities.com](http://www.coolcities.com)

<sup>8</sup> "Strengthening Rural Economies through the Arts," published by the National Governors Association Center for Best Practices, August, 2005. Available at [www.nga.org](http://www.nga.org)

<sup>9</sup> Presentation by Jonathan Schechter, Steamboat Springs, CO, December 4, 2006.

<sup>10</sup> Presentation by Nancy Kramer, Executive Director, Steamboat Springs Arts Council, to the Culture-Community-Commerce (C3) Conference, May, 2005.

- **Elko, Nevada** (pop. 16,700): The annual week-long Cowboy Poetry Gathering in the remote community of Elko attracts 8,000 visitors and adds approximately \$6 million to Elko's economy.<sup>11</sup>
- **Jackson, Wyoming** (pop. 9,000): The Jackson Hole Chamber of Commerce started the Fall Arts Festival in 1985 to create economic activity in Jackson during the fall shoulder season. Building on Jackson's strong arts scene, the festival brings an estimated 10,000 visitors to Jackson in mid-September for a diverse offering of visual, culinary, and performing arts events, including annual arts fundraising events. The Chamber reports a 71% increase in September sales tax revenue between 1997 and 2006, even though approximately 80% of art sales are shipped out of town and do not generate local sales tax.<sup>12</sup>
- **Aspen/Snowmass, Colorado** (pop. 7,800): Based on financial data from arts organizations and audience surveys, the Business Research Division of the Leeds School of Business calculated that 16 selected arts events/organizations in the Aspen/Snowmass area generate 209 full-time and 596 part-time jobs and an annual economic impact of \$84.9 million (\$27.2 million of direct and secondary expenditures by the events/organizations and \$57.7 million of audience expenditures.) Audiences spend \$232 per person per event day in the summer and \$213 in the winter. Lodging, food and drink and other arts/cultural activities were the largest expenditure categories, with more focus on shopping in the summer and sports and nightlife in the winter.<sup>13</sup>
- **Creede, Colorado** (pop. 400): The Creede Repertory Theatre has an annual economic impact of \$2.1 million, representing \$.26 of every tourism dollar spent in Mineral County. The theater is the town's largest summer employer, providing 116 jobs.<sup>14</sup>
- **Chaffee County, Colorado** (pop. 16,242): The Colorado Arts Council reports that seven non-profit and nine for-profit arts related businesses in Salida and Buena Vista are diversifying the area's tourism economy. They generated over \$500,000 in direct and event-related spending in 2002.<sup>15</sup>

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<sup>11</sup> "The Role of the Arts in Economic Development," published by the National Governor's Association Center for Best Practices, Washington, D.C., 2001. See also [www.westernfolklife.org](http://www.westernfolklife.org).

<sup>12</sup> Heather Falk, Jackson Hole Chamber of Commerce, December 2006.

<sup>13</sup> "The Economic Impact of the Arts on Aspen and Snowmass," prepared for the Red Brick Center for the Arts by the Business Research Division, Leeds School of Business, University of Colorado at Boulder, July, 2004. Executive Summary available at [http://leeds.colorado.edu/uploadedFiles/Faculty and Research/Research Centers/Business Research Division/Exec%20Summ%20for%20Web.pdf](http://leeds.colorado.edu/uploadedFiles/Faculty_and_Research/Research_Centers/Business_Research_Division/Exec%20Summ%20for%20Web.pdf)

<sup>14</sup> "The Creede Repertory Theatre and its Economic Impacts," San Luis Valley Development Resources Group, 2004. See also [www.creederep.org](http://www.creederep.org).

<sup>15</sup> [www.coloarts.org](http://www.coloarts.org)

## Other Community Benefits

In addition to their economic impacts, the arts have intrinsic value as creative expression and contribute to many aspects of quality of life. This section provides a brief summary of these benefits.

- **Participant perceptions:** A 2002 survey of ten communities by the Performing Arts Research Coalition indicates that performing arts attendees believe that the arts “improve the quality of life and are a source of community pride, promote understanding of other people and different ways of life, help preserve and share cultural heritage, provide opportunities to socialize, contribute to lifelong learning in adults, and contribute to the education and development of children.” A majority of non-attendees also shared these views.<sup>16</sup>
- **Community building:** “Strengthening Communities through Culture,” an issue paper prepared for the Center for Arts and Culture, reviews case studies and the academic literature related to the impacts of culture on civic life and concludes that while arts and culture cannot be viewed as a panacea for community problems, clear community benefits accrue from focused attention to this element. The author documents benefits including economic development and tourism, higher levels of educational achievement and lower involvement in criminal activity among youth engaged in the arts, civic engagement, historic preservation and community revitalization.<sup>17</sup>
- **Historic preservation:** Examples abound of communities that have restored historic buildings in response to demand for arts centers and performance venues. In an article titled “Art-related Economic Development Strategies in Small Art Towns,” John Villani cites the successful adaptive reuse of high schools and warehouses, a power plant, car dealership building, firehouse, and department store into arts facilities.<sup>18</sup>
- **Downtown vitality:** A study prepared for the City of Austin, Texas includes arts, cultural, and entertainment districts among best practices for public cultural arts funding, noting that they “boost urban revitalization in many ways: beautify and animate cities, provide employment, attract residents and tourists to the city, complement adjacent business, enhance property values, expand the tax base, attract well-educated employees and contribute to a creative

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<sup>16</sup> “The Value of the Performing Arts in Ten Communities,” published by the Performing Arts Research Coalition, June 2004.

<sup>17</sup> Elizabeth Strom, “Strengthening Communities through Culture,” Center for Arts and Culture, November, 2001.

<sup>18</sup> John Villani. “Art-related Economic Development Strategies in Small Art Towns: Impacts on Downtown Economic Revitalization.” Presentation to 1999 Montana Governor’s Conference on Tourism and Recreation at [www.travelmontana.org/conference/presentationarchive/jvillani.htm](http://www.travelmontana.org/conference/presentationarchive/jvillani.htm)

innovative environment.”<sup>19</sup> Charles B. Zucker, in “Places as Art,” reinforces the value of art and related activities in reshaping downtowns and town centers.<sup>20</sup>

## Case Studies

There are scores of case studies that illustrate a broad range of innovative arts facilities and programming across the country. The following section touches on selected efforts in smaller cities.

- **Idaho Falls Cultural District** – The Idaho Falls Cultural District won the Idaho Governor’s “Take Pride in Idaho Award” for its impact on the revitalization of downtown Idaho Falls (pop. 51,000). The district encompasses a number of cultural facilities including the Willard Arts Center/Colonial Theater, the Museum of Idaho, the Eagle Rock Art Museum, Actors Repertory Theatre of Idaho, and the public library, as well as art galleries, glass and ceramic studios, dance studios, a movie house showing independent films, antique stores, retail shops and restaurants. The district hosts a farmers market and events and is marked by public art and framed by the Snake River and falls. The district has revitalized a downtown that was suffering from the flight of big retailers to suburban malls. Of particular note is the Willard Arts Center, including two art galleries, classrooms, conference space and the 988-seat Colonial Theater. The theater was built in 1919 as a vaudeville theater and began showing movies in 1929, with live performances declining after World War II. It closed in the late 1980’s and reopened in 1997 after a successful arts council fundraising effort and \$4.2 million renovation. It is a venue for popular music concerts and performances by local school and non-profit orchestra, chamber music, theater, opera and dance groups. The Arts Center galleries exhibit touring shows by nationally known artists as well as young artists’ work.<sup>21</sup>
- **Arts District of Breckenridge** – Breckenridge, CO (pop. 3,300 year-round) began its Arts District in 2001 with the Town’s purchase and subsequent renovation of a downtown structure into the Town-owned Breckenridge Theater. In 2002, the Town acquired additional nearby properties with the goal of creating an arts district and began an arts district master planning effort. The resulting 2004 plan defines key objectives: strengthening the town’s image, stimulating community interest in the arts, contributing to economic development, and creating a “vibrant downtown focal point which is an integral extension of the existing downtown fabric including the retail spine along main street and civic recreational spine along the riverwalk.” The Town has invested more than \$3 million in property acquisition, parking, and infrastructure improvements related to arts district development. Additional funding has

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<sup>19</sup> Dabney & Associates, “Identification of Public Cultural Arts Funding Best Practices and Benchmarks,” prepared for the City of Austin, 2002.

<sup>20</sup> Charles B. Zucker, “Places as Art,” *Urban Land*, May 2004.

<sup>21</sup> Cited in “Strengthening Rural Economies through the Arts,” National Governors Association, 2005. See also [http://www.idahofallsarts.org/cultural\\_district.html](http://www.idahofallsarts.org/cultural_district.html)

come from state grants, private donations, and program revenues. In addition to the Breckenridge Theater, current Arts District amenities include the historic Tin Shop – renovated into an apartment and studio space for a popular guest artist program, galleries, and the 770-seat town-owned Riverwalk Center, linking the arts to the new Blue River Walk and public park space. Educational and arts programming, festivals, and events are coordinated through the Town's Arts District coordinator.<sup>22</sup>

- **Cumberland, Maryland Arts and Entertainment District** – Building on its Main Street Maryland program, Cumberland (pop. 21,500) got state designation as an arts district, thus qualifying for state and local rehabilitation tax credits and tax exemptions for artists and arts events. The district includes museums, artist cooperatives and theaters, and hosts events like Fridays after Five (eclectic downtown entertainment), murder mystery railroad tours, and arts festivals.<sup>23</sup> A combination of the Main Street approach and an arts and entertainment focus is credited for a reduction of downtown vacancies from 80% to 10% in the 1990s.<sup>24</sup>
- **The Center for the Arts, Jackson, Wyoming** -- The Town of Jackson (pop. 9,000) has a thriving arts culture and art economy, with 33 galleries, the National Museum of Wildlife Art, Grand Teton Music Festival, Dancers' Workshop, and other visual, literary, and performing arts organizations. Located at the gateway to Grand Teton National Park, Jackson and Teton County see tremendous summer tourist traffic and ski tourism in the winter. One of the lifestyle economy communities identified by Jonathan Schechter of the Charture Institute, the arts in Jackson are supported by significant philanthropy.

In 1991, with a \$1000 grant from the Community Foundation of Jackson Hole as seed money, local artists and arts supporters began planning for a shared arts center as a way to address increasing rents and inadequate local facilities for the arts. After a successful \$35 million fundraising effort, The Center for the Arts became a reality. Through a public-private collaboration, the 41,000 square foot Arts and Education Pavilion, located on land jointly owned by the Town of Jackson and Teton County, opened in December 2004. A 525-seat theater is under construction and scheduled for completion in 2007. As indicated in the attached article from the Jackson Hole News & Guide, the first year of the non-profit 501(c)(3)Center was a financial and operational success. It is home to 20 organizations and is debt-free and able to deliver rents half the cost of new commercial space elsewhere in town.<sup>25</sup>

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<sup>22</sup> [www.townofbreckenridge.com](http://www.townofbreckenridge.com) and Jennifer Cram, Arts District Coordinator.

<sup>23</sup> Lynda McDaniel, "The Main Street Approach to Revitalizing Communities." *Appalachia*, January-December 2002. Available at [www.arc.gov/index.do/nodeId=1559](http://www.arc.gov/index.do/nodeId=1559)>

<sup>24</sup> Eileen Lockwood, "The Mountain Side of Maryland," in *Unique Opportunities: The Physician's Resource*, January-February 2005. Available at [www.uoworks.com/articles/city.cumberland2.html](http://www.uoworks.com/articles/city.cumberland2.html)

<sup>25</sup> [www.jhcenterforthearts.org](http://www.jhcenterforthearts.org)

## Conclusion

The literature on the economic impacts and other community benefits of the arts presents compelling arguments for supporting and integrating the arts into community life and the physical environment. This conclusion supports community consideration of a downtown Steamboat arts district, expanded arts programming, new arts events, and an updated cultural plan, all building on and complementing Steamboat's current arts programs.

## Planning Resources

Much can be learned from case studies and research from other communities about how to strengthen art and culture in Steamboat, but a consistent message from cultural planners and analysts is that successful cultural development must be locally driven, building on a community's strengths and will for change.

The following resources may be helpful if the Steamboat community decides to explore the feasibility of a downtown arts district or other cultural planning initiative.

- "Ten Tips for Building Successful Arts and Cultural Districts" – The attached checklist, presented at the Urban Land Institute Fall 2006 meeting in Denver, stresses inclusive community planning and public-private partnerships to define and achieve a cultural plan derived from local assets.
- "Cultural Economic Development: A Practical Guide for Communities"<sup>26</sup> -- This publication, prepared for the Office of the Governor in Michigan, is a helpful resource outlining step-by-step best practices for integrating economic development and cultural planning efforts.
- "Excerpts from The Community Cultural Planning Handbook: A guide for community leaders"<sup>27</sup> – This summary describes nine categories of cultural plans, examples of each, and cultural planning steps.
- "Best Practices in Cultural Economic Development"<sup>28</sup> -- This report prepared for Creative Santa Fe in 2005 offers case studies and model programs in cultural development, to inform a strategic planning effort in Santa Fe, New Mexico – already regarded as one of America's leading art towns.

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<sup>26</sup> Neeta Delaney with contributions by Ric Geyer, "Cultural Economic Development: A Practical Guide for Communities," prepared for the Office of Michigan Governor Jennifer Granholm, June, 2004. Available at <http://www.macaa.com/pdffiles/Neeta's%20article.doc>

<sup>27</sup> Craig Dreeszen, Ph.D., "Excerpts from The Community Cultural Planning Handbook: A guide for community leaders," at [www.nea.gov/resources/Lessons/Dreeszen.html](http://www.nea.gov/resources/Lessons/Dreeszen.html)

<sup>28</sup> McCollum Consulting LLC, "Best Practices in Cultural Economic Development: A Report for Creative Santa Fe, April, 2005. Available at <http://www.creativesantafe.org/download/BestPracticesReport.pdf>

# Arts center's 1st year a financial success

**Nonprofit facility has  
operating surplus,  
benefiting valley arts.**

*By Melanie White*

Following an annual review, the Center for the Arts is celebrating its first year with a debt-free slate and a thriving stable of arts organizations.

The arts center's finance committee announced Friday that the first phase of the Center for the Arts, the Arts and Education Pavilion, has surpassed its financial goals. The 20 organizations lodged in the arts center have covered building expenses with rental fees, and building operations have required no subsidy or additional fund-raising.

In fact, the nonprofit facility has generated a slight surplus in its first year, said Chris Hansen, communications director for the center.

The center has paid off its construction loan and all outstanding debt for the Arts and Education Pavilion, leaving the organization debt-free as construction continues on the second phase, the Performing Arts Pavilion.

Such success will continue to benefit

arts in the valley. Rents at the center cost half those of other new commercial spaces in Jackson, and the building has been designed to address the need for affordable, dedicated space for nonprofit art and higher education organizations in Teton County.

"Our philosophy has been to provide the highest quality of services to our resident organizations and do so on a break-even basis," said John Tozzi, Center for the Arts board chairman. "We're proud to have achieved our goals within the first year of operation."

Karen Stewart, executive director of the Art Association said her organization has seen significant growth in the past year, due in large part to its new home at the center. Since the center opened in December 2004, the Art Association has held 190 different classes for more than 2,000 students and hosted 14 exhibitions viewed by about 7,500 visitors. Art Association memberships are up 40 percent this year over the previous year.

"We are quite pleased with the growth we've experienced and the services we've been able to provide in our first year at the Center for the Arts," Stewart said. "It has exceeded our expectations."

## Ten Tips For Building Successful Arts and Cultural Districts

- 1. Capitalize on your community's assets to create a destination.**  
Cultivate authenticity by identifying locations where artists currently congregate, places of historical, cultural or architectural significance and natural features like rivers and greenbelts. Make sure that your location choice is accessible to residents and visitors.
- 2. Involve all members of your community in planning and implementation.**  
Add to the dynamic and original content of your plans by drawing on the expertise and enthusiasm of residents, community leaders and business owners. Garner the support of local politicians.
- 3. Cultivate leadership.**  
Identify a leadership organization that can spearhead the master plan process, drive development forward and eventually take responsibility for managing the district.
- 4. Create a strong vision for the future and adopt a master plan to achieve it.**  
Develop a strong and positive vision for your district, and a coherent master plan to achieve this vision.
- 5. Design a vibrant place.**  
Encourage distinctive urban design, preserve beautiful historic elements and façades, create unifying streetscapes, and promote a coherent mix of uses, places, programs and activities.
- 6. Develop a sustainable funding plan.**  
 Garner public and private support through a coherent plan to attract private donors, create dedicated sources of public revenues and produce events that will create ongoing revenues for the district.
- 7. Nurture public-private partnerships.**  
Cultivate strong partnerships between the private development community and the public sector to stimulate new development and encourage the renovation and reuse of existing buildings.
- 8. Integrate all these elements into a coherent strategy.**  
Bring together a strong master plan, effective funding resources, community support, political leadership, stellar design, and robust infrastructure into a coherent strategy. Learn from other communities' successes.
- 9. Celebrate your district's achievements.**  
Tell everyone how the district improves your community's quality of life, stimulates new ideas and creativity, attracts new visitors, creates new jobs, brings people from all walks of life together etc.
- 10. Continually reinvigorate your district.**  
Encourage innovation among your cultural, arts and historic preservation groups and stimulate them to create new offerings, events and developments each year.







The Chief Theater  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 5C

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Denver Business Journal, December 21-27, 2012, Denver-Area Cultural Attractions

# Denver-Area Cultural Attractions

Ranked by official attendance figures<sup>1</sup>

Rank/Prior	Venue Address	Phone/Website	2011 Official attendance <sup>2</sup> / total people serviced <sup>3</sup>	2011 Revenue: ticket sales/ grants	2011 Contributions: corporate/ individual/other	Executive(s)
1	<b>Denver Zoological Gardens</b> 2900 Steele St., City Park Denver, Colo. 80205	720-337-1400 www.denverzoo.org	1,209,820 1,895,299	\$6,650,545 \$2,640,984	\$2,334,943 \$1,820,283 \$9,510,558	Craig B. Pipes, president, CEO
2	<b>Anythink / Bergener Library District</b> 5877 E. 120th Ave., Thornton, Colo. 80602	303-405-3200 www.anythinklibraries.org	1,377,320 1,398,329	n/a n/a	n/a n/a	Pam Sandilini Smith, library director (psmith@anythinklibraries.org)
3	<b>Denver Museum of Nature &amp; Science</b> 2001 Colorado Blvd., Denver, Colo. 80202	303-770-6000 www.dnmns.org	1,319,610 1,437,600	\$745,188 \$6,042,625	\$1,664,437 \$3,660,094 n/a	George Sparks, president, CEO (george.sparks@dmns.org)
4	<b>Denver Botanic Gardens</b> 1007 York St., Denver, Colo. 80206	720-865-3500 www.botanicgardens.org	801,276 945,036	\$3,002,445 \$1,531,064	\$166,228 \$2,127,397 n/a	Brian Vogt, CEO (vogtb@botanicgardens.org)
5	<b>Denver Art Museum</b> 100 W. 14th Avenue Parkway, Denver, Colo. 80202	720-865-5000 www.denverartmuseum.org	669,437 731,484	\$1,171,922 \$919,039	\$1,149,838 \$4,119,867 \$158,964	Frederic C. Hamilton, chairman Christoph Reinick, Frederick and Jan Mayer Director
6	<b>Downtown Aquarium</b> 700 Water St., Denver, Colo. 80211	303-561-4450 www.downtownaquarium.com	600,000 600,000	n/a n/a	n/a n/a	A. Scott Hutgan, regional director (shutgan@city.com)
7	<b>Denver Center for the Performing Arts</b> 1101 13th St., Denver, Colo. 80204	303-853-9000 www.denvercenter.org	514,855 567,137	\$25,482,227 \$2,637,297	\$9,219,246 \$2,613,478 \$6,994,035	Bonnie Ritchie, CEO
8	<b>Arvada Center for the Arts and Humanities</b> 6901 Wadsworth Blvd., Arvada, Colo. 80003	720-698-7200 www.arvadacenter.org	340,000 643,895	\$3,963,437 \$66,714	\$26,526 \$235,000 \$4,522,495	Clark Johnson, interim executive director, CEO (cjohnson@arvadacenter.org)
9	<b>Denver Oktoberfest</b> 1111 South St., Louisville, Colo. 80027	720-859-6475 www.oktoberfestdenver.com	316,000 841,000	n/a n/a	n/a n/a	Jeff Suffolk, CEO (jeff@sarpoulcary.com)
10	<b>Children's Museum of Denver</b> 2121 Children's Museum Drive, Denver, Colo. 80211	303-433-7444 www.mychildmuseum.org	297,303 308,162	\$1,572,077 \$905,973	\$183,771 \$263,970 \$260,234	Mike Yankovich, president, CEO
11	<b>Butterfly Pavilion</b> 6252 W. 104th Ave., Westminster, Colo. 80020	303-429-5441 www.butterfly.org	252,231 328,869	\$1,276,625 \$9,434	\$18,183 \$44,138 \$592,676	Patrick Tenneyson, president, CEO (ptennyson@butterfly.org)
12	<b>Colorado Renaissance Festival</b> 409 S. Wilcox St., Castle Rock, Colo. 80104	303-688-6010 www.coloradorennaissances.com	212,000 212,000	n/a n/a	n/a n/a	Jim Paradise, president, CEO
13	<b>Denver Film Society</b> 1510 York St., Third Floor, Denver, Colo. 80202	303-595-9456 www.denverfilm.org	177,701 197,869	\$1,612,895 \$116,749	\$293,462 \$525,111 \$468,722	Tom Bohelko, executive director (tom@denverfilm.org)
14	<b>Colorado Symphony</b> Boettcher Concert Hall - Denver Performing Arts Complex, 1000 14th St., Denver, Colo. 80202	303-623-7876 www.coloradosymphony.org	168,501 215,575	\$3,938,233 \$842,229	\$12,793 \$1,943,621 \$10,000	Gene Soboczko, president, CEO (gsoboczko@coloradosymphony.org)
15	<b>The Wildlife Experience Museum</b> 10035 Beards St., Parker, Colo. 80134	720-488-8300 www.thewildlifeexperience.org	156,436 215,215	\$910,952 \$4,006,782	\$129,947 \$25,204 \$319,654	Gary Debus, president, CEO (gdebus@twexp.org)
16	<b>Colorado Ballet</b> 1278 Lincoln St., Denver, Colo. 80203	303-637-6888 www.coloradoballet.org	145,798 226,689	\$76,099 \$157,715	\$93,981 \$836,438 n/a	Marie Belen Wheatley, executive director (marie.wheatley@coloradoballet.org)
17	<b>Dinosaur Ridge</b> 10321 W. Alameda Parkway, Morrison, Colo. 80465	303-697-3466 www.dinosaurridge.org	109,000 180,400	\$91,000 \$1,500	\$9,000 \$91,000 \$99,000	Joe Tempel, executive director (joe.tempel@dinosaurridge.org)
18	<b>Colorado Railroad Museum</b> 17155 W. 44th Ave., Golden, Colo. 80403	303-279-4591 www.coloradorailroadmuseum.org	96,685 98,412	\$408,949 \$286,225	n/a \$313,273 \$14,771	Donald J. Tallman, executive director (donald@crmm.org)
19	<b>Buffalo Bill Museum</b> 987-1/2 Lookout Mountain Road, Golden, Colo. 80401	303-626-0744 www.buffalobill.org	62,776 870,288	\$62,776 n/a	n/a n/a	Steve Hines, executive director (Steve.Hines@denvergov.org)
20	<b>United States Mint</b> 320 W. Colfax Ave., Denver, Colo. 80204	303-405-4761 www.usmint.gov	54,372 66,252	n/a n/a	n/a n/a	David Croft, plant manager
21	<b>Museum of Outdoor Arts - MOA Main Gallery Indoor Outdoor</b> 1000 Englewood Parkway, Englewood, Colo. 80110	303-696-0344 www.moaonline.org	45,000 245,000	n/a n/a	n/a n/a	Cynthia Madden Leiber, president, executive director
22	<b>Four Mile Historic Park</b> 715 S. Forest St., Denver, Colo. 80246	720-865-0800 www.fourmilepark.org	41,038 41,038	\$202,172 \$15,300	\$3,250 \$32,159 \$107,100	Mackenzie Pacheco, director of development and marketing (mackenzie@fourmilepark.org)
23	<b>Loganmont Museum &amp; Cultural Center</b> 400 Quail Road, Loganmont, Colo. 80501	303-651-8374 www.loganmontmuseum.com	38,072 50,007	\$29,380 \$5,400	\$2,642 \$14,727 \$76,079	Wesley Jessup, museum director (wesley.jessup@loganmont.co.us)
24	<b>Denver Firefighters Museum</b> 1326 Trumbull Place, Denver, Colo. 80204	303-892-1436 www.denverfirefightersmuseum.org	37,547 130,967	n/a n/a	n/a n/a	Winifred Ferrill, executive director (win@denverfirefightersmuseum.org)
25	<b>Molly Brown House Museum</b> 1340 Pennsylvania St., Denver, Colo. 80203	303-632-4092 www.mollybrown.org	36,193 46,808	\$416,201 \$42,899	\$69,450 \$90,937 \$68,979	Annie L. Levisky, executive director, Historic Denver (annie.levisky@historicdenver.org)



Craig B. Pipes, president, CEO

Ranked by 2011 ticket sales

Name	2011 Ticket Sales
Denver Center for the Performing Arts	\$25,482,227
Denver Museum of Nature & Science	\$7,451,188
Denver Zoological Gardens	\$6,650,545
Colorado Symphony	\$3,938,233
Arvada Center for the Arts and Humanities	\$3,963,437
Children's Museum of Denver	\$1,572,077
Denver Film Society	\$1,612,895
Butterfly Pavilion	\$1,276,625
Denver Art Museum	\$1,171,922
The Wildlife Experience Museum	\$910,952
Molly Brown House Museum	\$416,201
Colorado Railroad Museum	\$408,949
MOA Art and Culture Center	\$402,172
Four Mile Historic Park	\$202,172
Colorado Ballet	\$183,771

**NOTES:**  
Source: DBJ research  
n/a: Not ranked last year.  
n/a: Not available.

**Footnotes:** 1. Where official attendance records are not available, we ranked by other attendance figures. 2. Official attendance figures are those that are collected by ticket receipts, manual turn styles and/or electronically. 3. Total people served includes official attendance/outreach impact/unaudited attendance. 4. Includes Bonnetts/Brighton/Commercial City/Hurban Street/Peri Mack/Washington Street/Wright Farm locations. 5. If location provided for the Denver Art Museum is for fiscal year 1-Sept-30-2011.

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Researched by Connie Els  
Originally published  
Aug. 24-30,



The Chief Theater  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 5D

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League of Historic American Theaters (LHAT) 2012 Award for Outstanding Historic Exhibit 5E Theater – Video Weblink:

[http://www.lhat.org/historictheatres/Outstanding\\_Theatre.aspx](http://www.lhat.org/historictheatres/Outstanding_Theatre.aspx)

*\*You Must Go Online to Fully Enjoy This Exhibit 5D*



Tennessee Theatre, Knoxville, TN  
Courtesy, Westlake Feed, Leshore, LLC

*A professional network dedicated to sustaining America's historic theatres for the benefit of their communities and future generations.*

[About Us](#)



### NEWS & EVENTS

#### Look Who Just Joined LHATI

January 05, 2013

#### RFP: 2013 LHAT Conference Education Sessions. Deadline: Jan. 23, 2013

January 04, 2013

#### USITT: Theatre Projects Consultants Founder Richard Pilbrow to Receive USITT "Golden Pen" Award

January 04, 2013

#### SAVE THE DATES: 2013 LHAT Annual Conference in Minneapolis

November 20, 2012

[All News](#)



### CURRENT DISCUSSIONS

#### LHAT Members are Talking . . . on the LHAT-CHAT Network

Here's just a small overview of what LHAT members are discussing on LHAT's cutting-edge, customized online community:

- TV as advertising medium
- Volunteers & Worker's Comp
- Vintage panic bars
- Booking flat vs. percentage deals
- Install cup holders in theatre or not?
- Impact of Hurricane Sandy
- Pre-show announcements re: fire safety
- Showing older movies
- Necessary to convert to digital if showing classic films?
- Cabaret Seating
- Revenue from concessions
- Naming rights for theater seats
- Complimentary tickets for promoters
- Launching membership/friends programs
- Christmas movies
- Decibel limits policies

[Read more about the LHAT-CHAT Network](#)

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[LHAT Member Login](#)

[Why Should You JOIN LHAT?](#)

[Renew 2013](#)

[Donate Now](#)

[Historic Theatre Rescue & Rehab Manual](#)

[SAVE THE DATES!  
37<sup>th</sup> Annual Conference  
July 17-20, 2013  
Minneapolis, MN](#)

[Contact Us](#)













**The Chief Theater**  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 2A

---

The Conceptual Drawings of the Chief Theater

key:

-  stage extension
-  stage extension
-  circulation
-  restroom
-  bar - lounge
-  theater seating
-  av booth
-  ticketing

9/32 Text size

7/32 Text size  
 1/4 Text size  
 3/8 Text size  
 1/2 Text size



3/4 Text size



main level

1/2 Text size

CONCEPTUAL DESIGN ONLY

23 June 2010  
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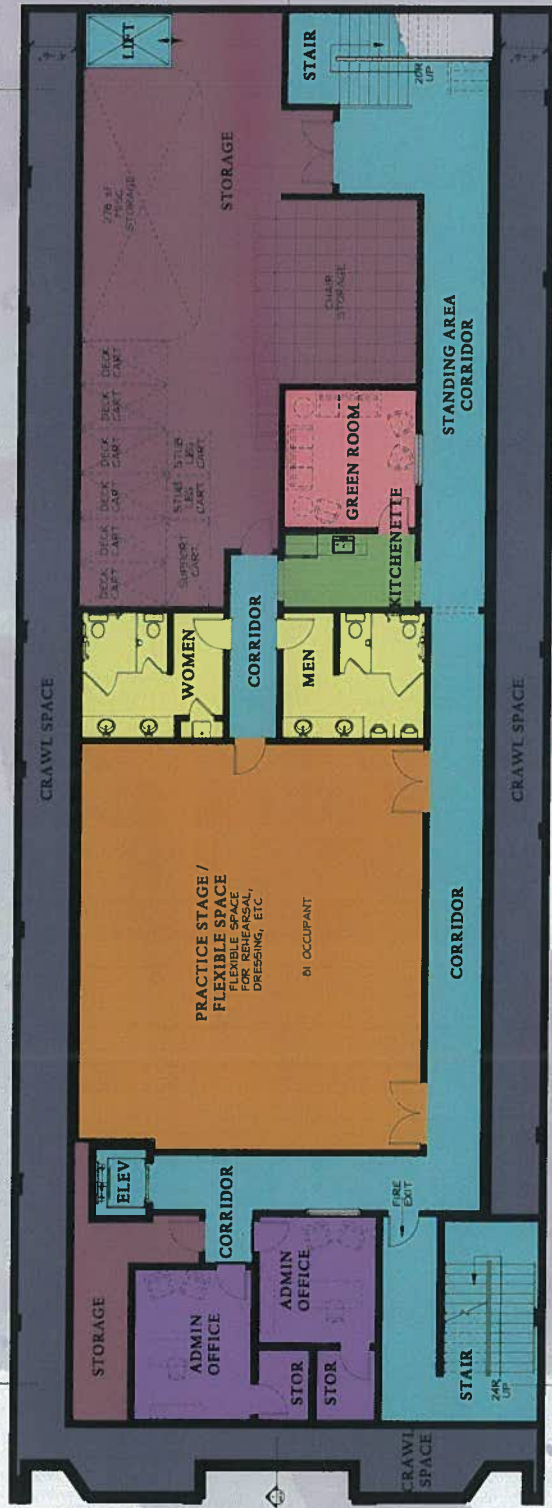
# The Chief - A New Cultural Center



STEAMBOAT  
 ARCHITECTURAL  
 ASSOCIATES

key:

- circulation
- green room
- kitchenette
- administration office
- practice stage / flexible space
- restroom
- storage



**lower level**

**CONCEPTUAL DESIGN ONLY**

UPPER LEVEL SQUARE FOOTAGE	
Practice Room	1,210 s.f.
Green Room	160 s.f.
Kitchenette	88 s.f.
Lockers	362 s.f.
Restrooms	304 s.f.
Storage	1,434 s.f.
Circulation	1,800 s.f.
<b>TOTAL Lower Level SF</b>	<b>5,558 s.f.</b>

The Chief - A New Cultural Center



STEAMBOAT  
ARCHITECTURAL  
ASSOCIATES

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- key:**
- stage
  - stage extension
  - circulation
  - restroom
  - bar - lounge
  - theater seating
  - av booth
  - ticketing

MAIN LEVEL SQUARE FOOTAGE	
Theater Seating	1,920 s.f.
Stage	792 s.f.
Stage Extension	596 s.f.
AV Booth	92 s.f.
Ticket Office	90 s.f.
Bar / Lounges / Catering	600 s.f.
Restroom	422 s.f.
Circulation / Gallery	2,369 s.f.
<b>TOTAL Main Level SF</b>	<b>6,885 s.f.</b>

**COMMITTEE**

The development will consist of a new multi-use theater which will include concert performance, dance, theater, shows and entertainment activities. The main structure of the existing building will remain, which includes: exterior front facade, side and back bearing walls. The interior spaces will be gutted and re-occupied to provide additional high spaces. A multi-purpose theater space, along with administrative office spaces.

**Lot Description**  
The project is located on Lincoln Avenue. Diverse multi-use building.

**Legal Description**  
Block 60 Original Town of Steamboat Springs

**Address**  
93 Lincoln Avenue

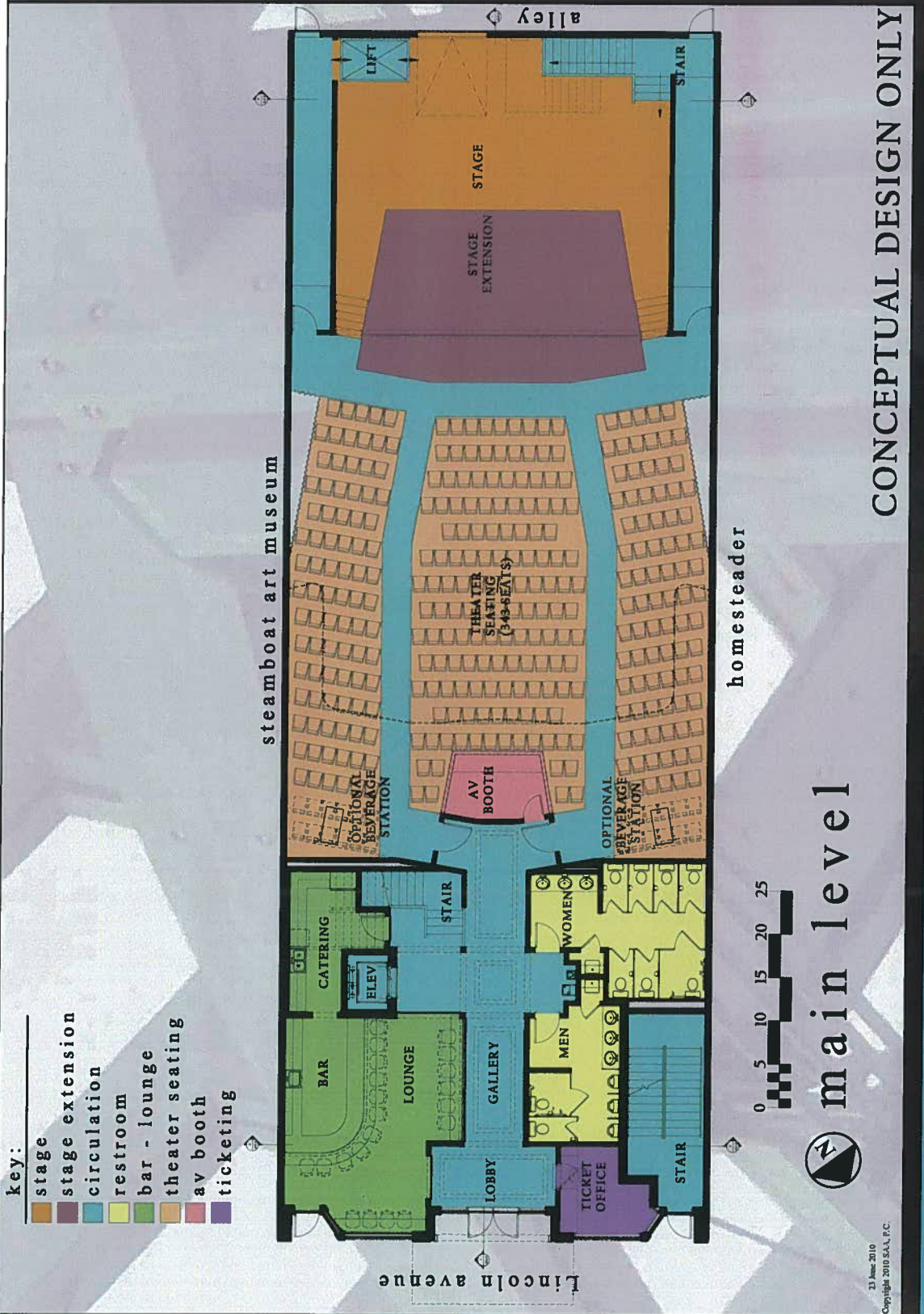
**Zoning**  
CO - Commercial (CM) Town

**Front lot Area**  
6,885 sq. ft. (138 Acres)

**Floor Area Ratio (FAR) (max level not included)**  
Floor Area Ratio: 0.231:1  
Floor Area Proposed: 9,700 s.f.

**setbacks**  
Front: 10' 0"  
Side: 10' 0"  
Rear: 10' 0"  
Setbacks Determined by the City Community Development Code from the City of Steamboat Springs

**Building Height Maximum**  
Average Floor Height: 12' 0"  
Overall Height: 52' 0"  
Building Height Maximum Proposed: Overall Height as adjacent buildings: 30' 0"  
Overall Height as of: 60' 0"



**CONCEPTUAL DESIGN ONLY**

**The Chief - A New Cultural Center**

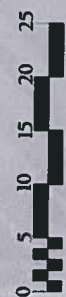
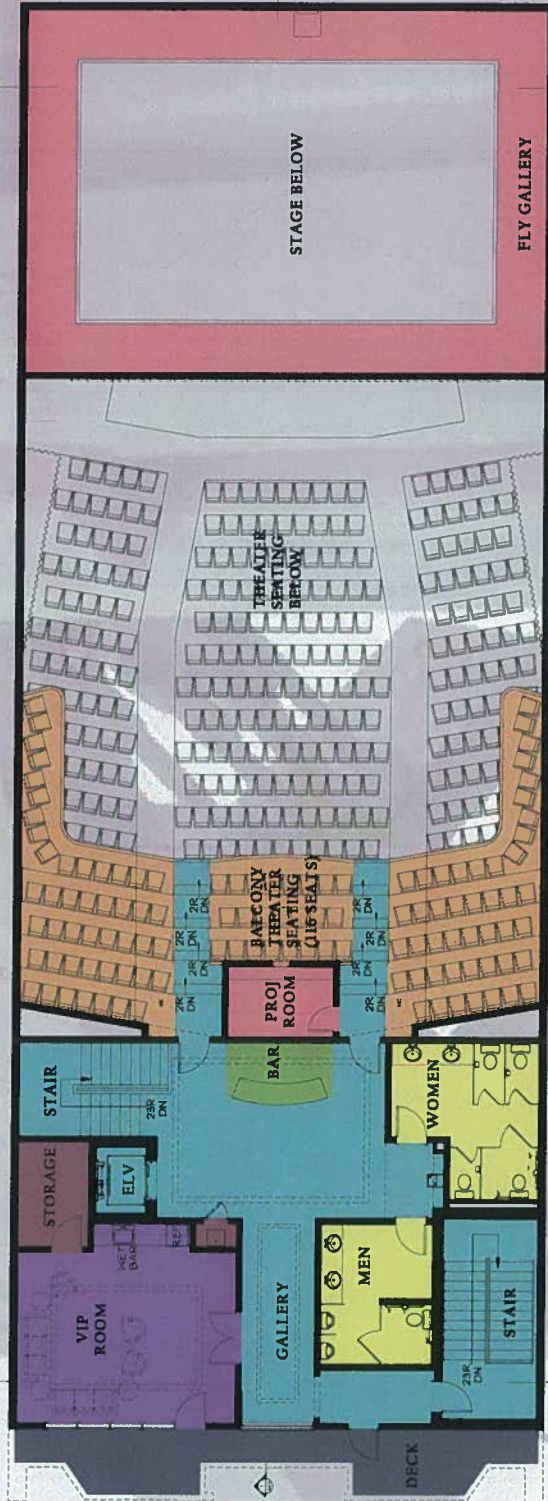


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- key:
- bar
  - balcony seating
  - circulation
  - deck
  - projector room
  - fly gallery
  - storage
  - vip room



upper level

CONCEPTUAL DESIGN ONLY

UPPER LEVEL SQUARE FOOTAGE

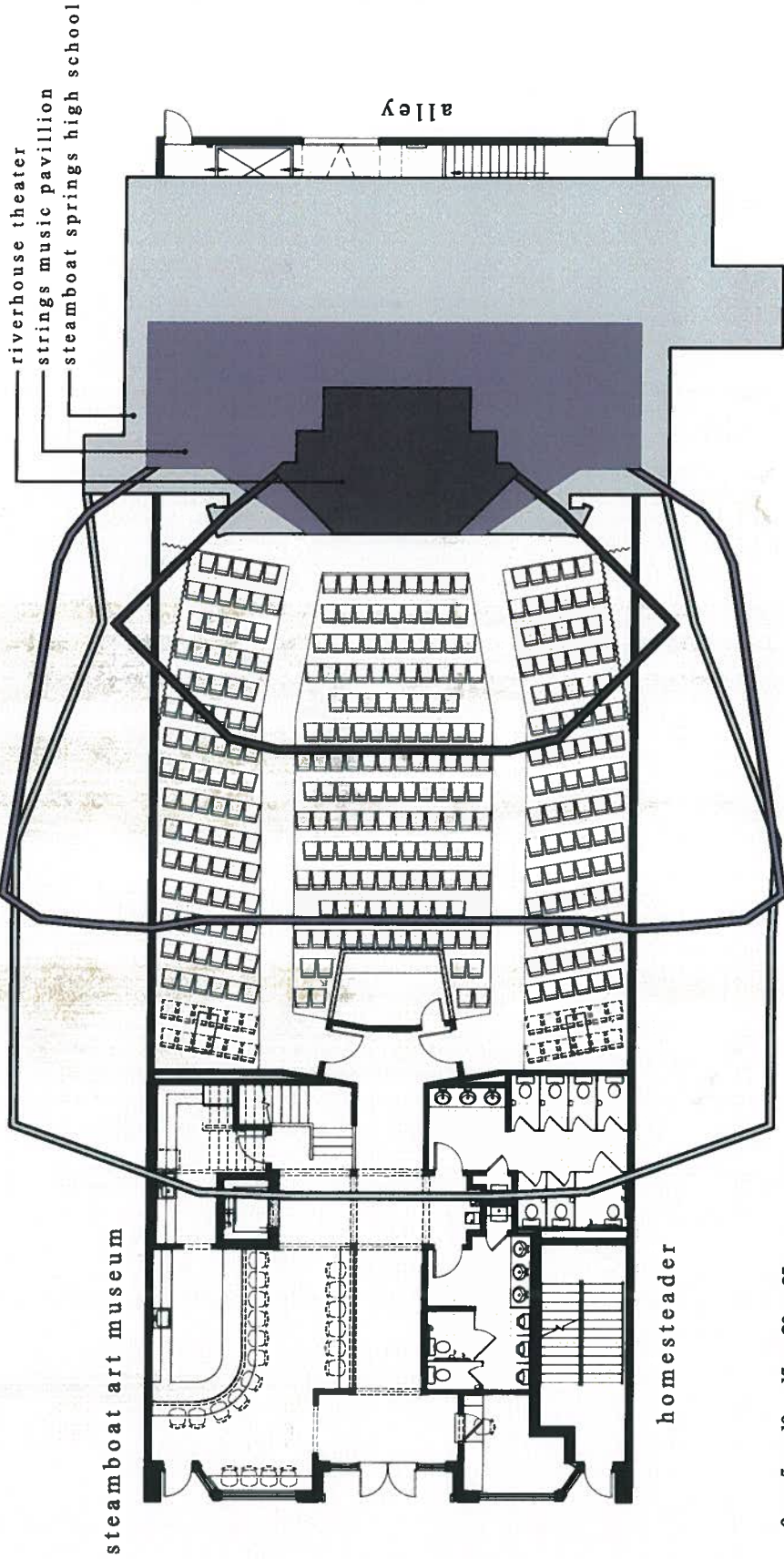
Mechanics Area	740 s.f.
VIP Room	344 s.f.
Bar	148 s.f.
Projector Room	66 s.f.
Gallery/Circulation	1126 s.f.
Restrooms	30 s.f.
Storage	86 s.f.
<b>TOTAL Upper Level SF</b>	<b>2,820 s.f.</b>

The Chief - A New Cultural Center



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riverhouse theater  
strings music pavillion  
steamboat springs high school

steamboat art museum

homesteader

alley

lincoln avenue



stage overlays

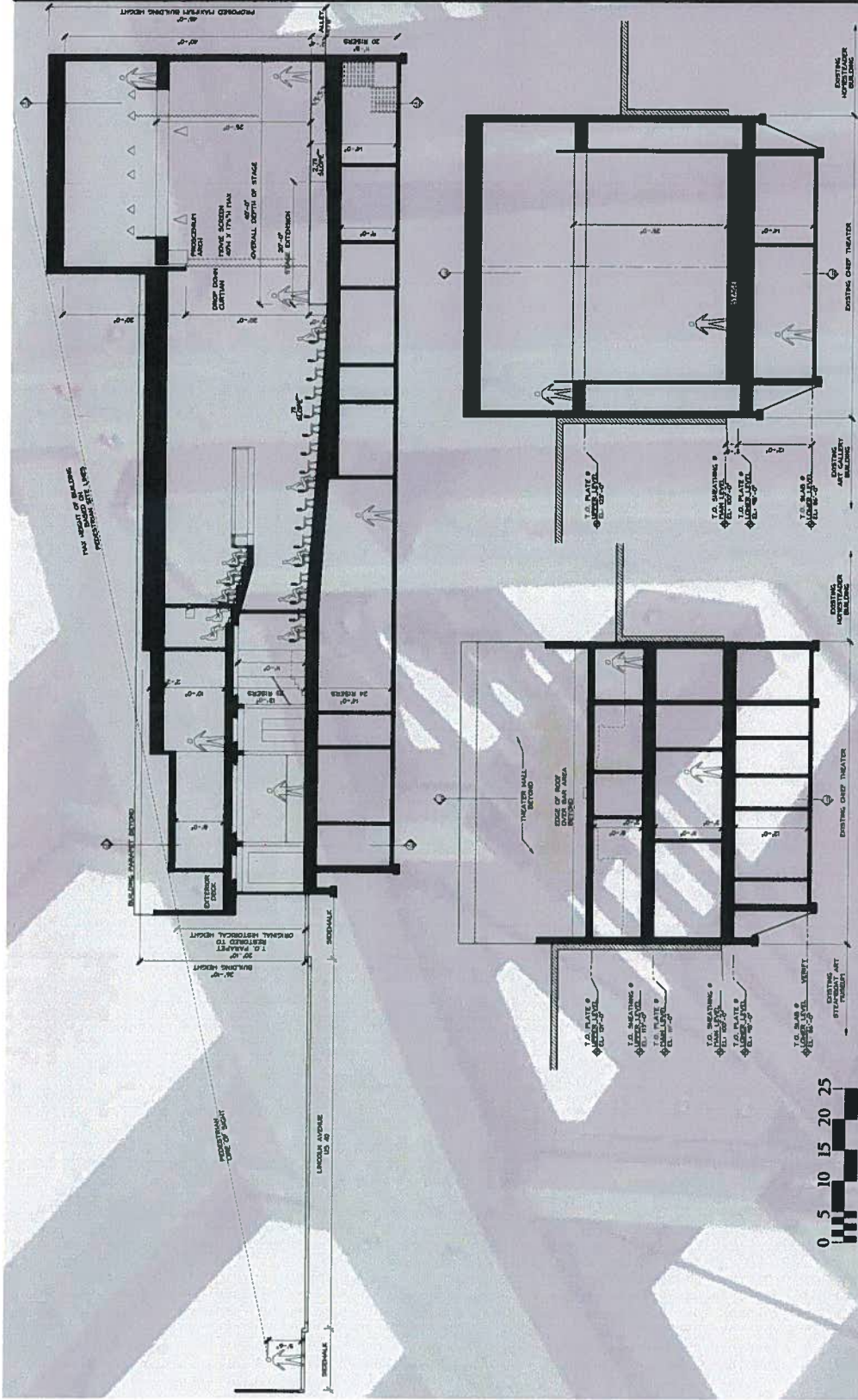
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The Chief - A New Cultural Center



STEAMBOAT  
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building sections

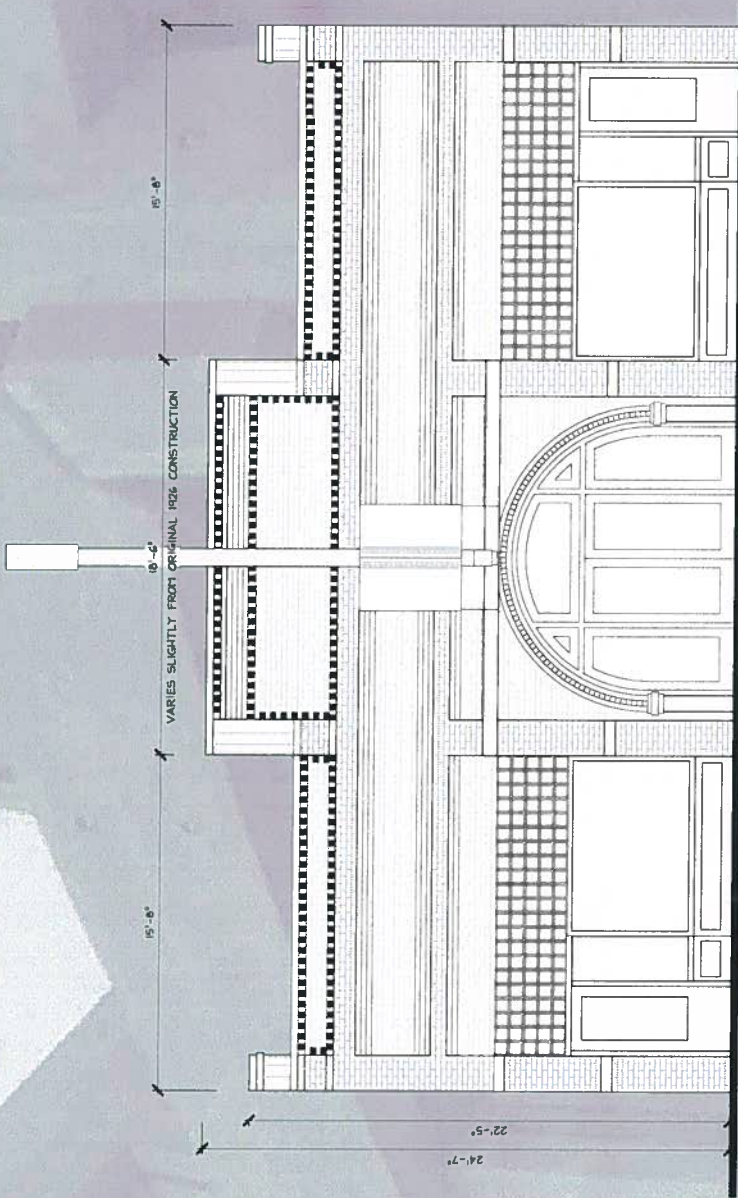
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The Chief - A New Cultural Center



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elevation

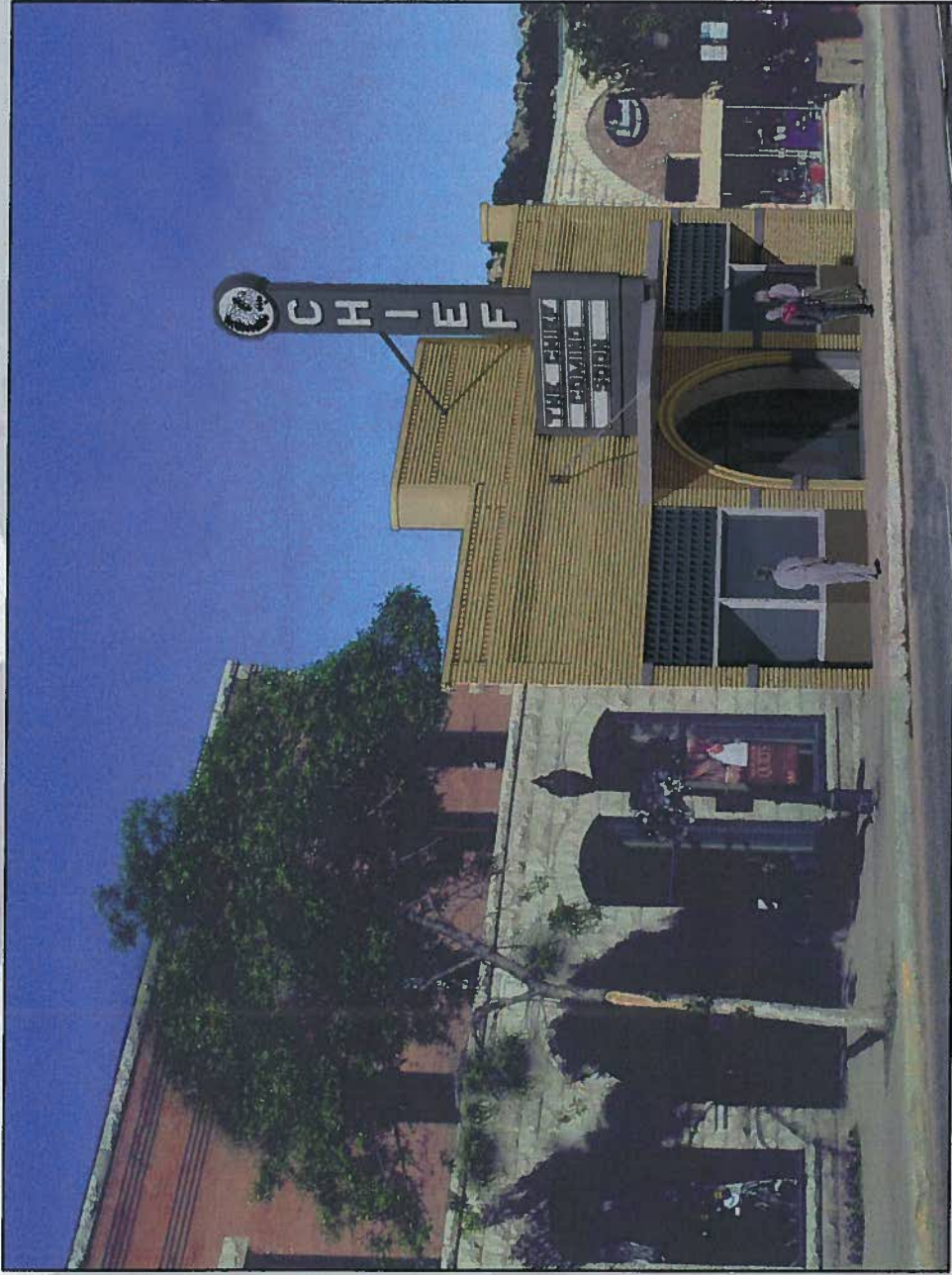
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The Chief - A New Cultural Center



STEAMBOAT  
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# The Chief - A New Cultural Center



The Chief Theater

813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 2B

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Executive Director Resume

# Tamara Lee Beland

[tamaraleebeland@hotmail.com](mailto:tamaraleebeland@hotmail.com) \* 720-425-0522

**Hair:** Auburn **Height:** 5'7" **Eyes:** Hazel **Vocal:** Alto-Tenor/Belt

## Other (more information provided upon request)

Radio Co-Host (Dudley & Bob Morning Show)	KLBJ (Austin)
Public Speaker/Public Relations	Nationwide
Jazz/Blues Singer	Nationwide (including SXSW)
Producer/Booker	Texas and Colorado
Board Member	Blue Theatre, Working Stages (Austin, NY)
Judge	American Idol judge-Local auditions (Austin)

## Theatre

State the Truth	Joan Marks	5280 Players The Down Under/Denver
Desdemona	Emilia*	Iron Belly Muses The Vortex/Austin
American Arcana	Mom	Refraction Arts Blue Theater/Austin
A Christmas Carol	Belle/Various	Second Theatre Helms Fine Arts/Austin
Be It As It May	Joni	Slide Theatre Company Zachary Scott/Austin
Talk Cooks No Rice	Various	Script Works Blue Theater/Austin
Remembering	Writer/Narrator	Frontera Fest Hyde Park/Austin
Various	Various	Working Stages** Various/NY
<b><u>Musical/Comedy</u></b>		
Big Mama Red	Emcee/Songstress	Various/Nationwide
Esther's Follies	Troupe Member/PR	Esther's Pool/Austin
Hooked on Symphonics	Singer/PR	Esther's Pool/Austin
Catfight/All-Girl Improv	Director/Producer	Bad Dog/Austin
Two Red Heads	Singer/Songwriter Duet	Various/Austin (including ACL)
Inflatable Egos Improv	Performer	Velveeta Room/Austin
Little Shop of Horrors	Audrey	Biggest Lil'Theatre, Tx
Big River	Mary Jane	Biggest Lil'Theatre, Tx

## Training

Zachary Scott	Austin, Texas
The New School/American Musical and Dramatics Academy	NY, NY
Alley Theatre	Houston, Texas

\*Austin Theater Critics Table Award

\*\*All works written, produced and performed by company members

**Tamara Lee Beland**  
1360 Skyview Lane #2 Steamboat Springs, Co. 80487  
(720)-425-0522 or [tamaraleebeland@hotmail.com](mailto:tamaraleebeland@hotmail.com)

### **Strengths**

---

- Comprehensive management experience with a focus on arts and human services.
- People person skilled at relationship development in a vast array of situations.
- Problem solver, adept at providing exemplary leadership focused on staff development and support.
- Multi-tasker with an ability to thrive in fast-paced and changing environments.
- Well rounded, passionate and creative individual with a unique ability to inspire others.
- Gifted at seeing the "Big Picture" while being able to map out the necessary steps and details required.
- Innovator with a focus on systems design and budgetary controls.

### **Experience (Full-Time)**

---

- 2008-2012      *Eating Recovery Center (ERC)*      *Director of Facilities and Housing*
- As a member of ERC's senior management team played an integral role in the opening and growth of a start-up hospital recognized as the 2<sup>nd</sup> fastest growing company in Colorado in 2010. Responsible for various tasks including: HR, space programming/planning, interior design and FFE procurement, construction project management, real estate planning, patient advocacy, IT/PBX, maintenance, EVS, EOC, vendor contracts/relations and administrative team supervision. Oversaw all facilities management for 6 locations and 100k+ square feet. Wrote, edited and educated staff on Environment of Care policies which in turn passed four Joint Commission Accreditation and State Licensing reviews. Acted as consultant on operations planning and integration for newly acquired practices outside of Colorado.
- 2004-2008      *Austin Arts and Music Project*      *Founder/Executive Director*
- Solely founded Austin Arts and Music Project in order to provide much needed arts enrichment to abused children and children of battered women in shelters. The program grew to serve over 140 children per week through classes in music, theater and art. Established "Feedback", a youth volunteer program giving high school students the opportunity to earn community service hours while planning, executing and performing for live music events. Oversaw all marketing, grant writing and creation and execution of programming.
- 1999-2004      *Austin School of Music*      *Director of Operations*
- Grew the Austin School of Music from under 300k per year to a multi-million dollar business by expanding enrollment in private lessons and camps serving 2 locations and over 1000 students. Created ASM's marketing campaign allowing me to do numerous media interviews on radio, TV and in print which in turn branded ASM state-wide. Coordinated all aspects of summer and spring break camps including enrollment, programming, performance events and media appearances. Booked rehearsal space for usage by local non-profits, bands radio events including KLBJ's "Local Licks Live". Served as Project Manager for facilities growth including interior, FFE and IT/PBX design.
- 1995-1999      *Austin Children's Shelter*      *Community Relations Director*
- Established Austin Children's Shelter volunteer and in-kind donation programs to support a 10 million dollar budget by creating strong relationships with individuals, businesses and organizations. Spoke statewide at conventions and for small private events to bring child abuse awareness to the community. Researched, planned and executed events ranging from fundraisers netting over \$600,000 to live music concerts and intimate dinner parties. Coordinated volunteers, board members, staff and vendors to ensure successful and memorable events. Oversaw all aspects of marketing, grant writing and publications.
- 1993-1995      *Lucy's Retired Surfer's Restaurant*      *Event/Floor Manager*
- Helped open a NY and NOLA staple on historic 6<sup>th</sup> Street in Austin. Responsible for hiring and training wait and host staff. Coordinated catering and events as well as booking bands nightly and coordinating week long events for SXSW music festival. Provided public relations assistance and booked publicity for hired bands on radio and television.



***Additional contract/consulting (done in conjunction with full-time positions)***

---

2005-2007	Martin House Design	Interior Design/Sales
2004-2007	Architects and Heroes	Product Design/Sales
1996-1999	Food Heads Culinary	Specialty Sales/Marketing
1989-1992	Boulevard Restaurant	Event planning/Catering/Server

***Additional performance related experience (also see attached performer resume)***

---

Radio Co-Host (Dudley & Bob Morning Show)	KLBJ (Austin, Texas)
Jazz/Blues Singer	Nationwide
Actress/Emcee	Nationwide
Producer/Booker	Texas and Colorado
Board Member	Blue Theatre, Working Stages (Austin, NY)

***Specific Professional Experience/Training***

• ***Operations***

- Marketing/Media
- Public Relations
- Human Resources/Training
- Travel Arrangements
- Strategic/Financial Planning
- Mail/Filing Systems
- IT/PBX
- Research/Data Management
- Expense Reporting
- Physical Plant/Space planning
- Interior Design
- Help Desk Support/Software Implementation
- Department Relations/Awards
- Sales (Retail /Catering / Home)
- Accounts Payable/Receivable
- Customer/Vendor Relations
- Medical Billing/Records
- Microsoft Office/Raisers Edge
- Real estate planning/procurement
- Maintenance/Housekeeping
- Project /Contractor Coordination

• ***Non-profit***

- Fundraising/Grant Writing
- Volunteer Recruitment
- Volunteer Trainer/Manager
- Event /Meeting Planning
- In-kind Donation Coordination
- Programming/Evaluation
- Client Relations/Assessment
- High Risk/Diverse Clientele
- Outing/Activities Coordinator
- Capital Campaign Coordination
- Expansion Design/Build-Out
- Database Design/Maintenance
- Direct Care Staff/Patient Advocacy
- Public Speaking/ Speakers Bureau
- Ticket sales/coordination
- Publications/Social Media
- Community Relations
- Board Member

• ***Education/Arts***

- Instruction/Mentoring
- Camp/Class Development
- Scheduling/Coordination
- Enrollment/Registration
- Tutoring/Substitute Teacher
- Alumni Relations
- Director/Producer/Actress/Singer
- Prop coordinator/designer

***Education***

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New School	1990-1992	NY, New York
American Musical and Dramatics Academy	1988-1990	NY, New York

***References and Salary requirements attached***

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**The Chief Theater**  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 2C

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### Immediate Programming Start Examples

- Fundraising - Stars (Steamboat Adaptive Recreational Sports)
- Film Festival (Michael Martin Productions)
- Literary Arts (New Works via Perry Mansfield)
- Theater (Steamboat Follies and Pirate Theater)
- Live Music (The Voice Finalist - Suzanna Choffel & Uncle Lucious)
- Events - First Friday Art Walk & Winter Carnival Reception
- In our Bar Lounge - Jazz, Acoustic & Blues Music (tentatively weekly)
- Dance – San Francisco Keith Terry
- Youth – Battle Of The Bands



**The Chief Theater**  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 2H

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Phase II Operating Pro Forma

PROFORMA OF INCOME & EXPENSE  
 THE CHIEF CULTURAL & PERFORMING ARTS CENTER  
 October 1, 2012  
 REVENUE ASSUMPTIONS FROM OPERATIONS  
 BEGINNING JANUARY 1, 2015

	2015	2016	2017	2018	2019
Seats Available	470	470	470	470	470
Cultural Events - No Charge	4	4	4	4	4
Shows - Booked In-House (1)	51	68	68	68	68
Percent of Seats Sold for In-House Bookings	60%	60%	60%	60%	60%
Shows - Outside Bookings (2)	50	50	50	50	50
Percent of Seats Sold for Outside Bookings	65%	65%	65%	65%	65%
Ticket/Insurance Fees for Outside Bookings	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Daily Rental Fee for Outside Bookings	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Space Rentals (Day &/or Night), Days	15	15	15	15	15
Daily Rental Fee for Conferences, Weddings Etc	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
Average Ticket Price for In-House Bookings	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Average Ticket Price for Outside Bookings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Concession Percentage/ Patron / Show Night	75%	75%	75%	75%	75%
Concession Sales/Patron/Show Night	3.00	3.00	3.00	3.00	3.00
Average Concession Price	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Non-Show Nights - Concession Only	124	107	107	107	107
Number of Patrons/Non-Show Night	846	846	846	846	846
Concession Sales/Person/Non-Show Night	2.50	2.50	2.50	2.50	2.50

**CONTRIBUTED INCOME - FROM MEMBERSHIPS**

Friends - Up To \$249	20,000	20,000	20,000	20,000	20,000
Emmy Winners \$250 to \$999	15,000	15,000	15,000	15,000	15,000
Golden Globe Winner \$1,000 - \$2,499	40,000	40,000	40,000	40,000	40,000
Grammy Winner \$2,500 - \$4,999	50,000	50,000	50,000	50,000	50,000
Director - \$5,000 - \$9,999	50,000	50,000	50,000	50,000	50,000
Producer - \$10,000 - \$19,999	50,000	50,000	50,000	50,000	50,000
Oscar Winner - \$20,000 and above	40,000	40,000	40,000	40,000	40,000

Construction Fund Raising - - - - -

**Total Membership Income:** 265,000 265,000 265,000 265,000 265,000  
 Estimated Membership At EOY 5: - - - - -

**CONTRIBUTED INCOME - FROM EVENTS**

3 Events Annually @ \$ 10,000 Per Event 30,000 30,000 30,000 30,000 30,000

Total Events Income:

**COMMUNITY SUPPORT REQUEST - TWO YEARS**

City Of Steamboat Springs @ \$30,000 Per Year 30,000 30,000 30,000 30,000 30,000

**TOTAL CONTRIBUTED INCOME:** 345,000 345,000 345,000 345,000 345,000

**IN-KIND DONATIONS**

Architectural - - - - -  
 Legal Counsel 6,000 6,000 6,000 6,000 6,000  
 Accounting & Admin Services 3,600 3,600 3,600 3,600 3,600

**OPERATING INCOME**

Box Office Receipts from In-House Events 266,490 355,320 355,320 355,320 355,320  
 Box Office Receipts from Outside Events 466,710 466,710 466,710 466,710 466,710  
 Rental Income from Outside Bookings 100,000 100,000 100,000 100,000 100,000  
 Space Rentals (conferences, weddings) 30,000 30,000 30,000 30,000 30,000

PROFORMA OF INCOME & EXPENSE THE CHIEF CULTURAL & PERFORMING ARTS CENTER October 1, 2012	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Ticket Fees Income from Outside Bookings	31,114	31,114	31,114	31,114	31,114
Concession Sales from In-House Events	194,157	172,584	258,876	258,876	258,876
Concession Sales from Outside Bookings	210,020	140,013	210,020	210,020	210,020
Stage Door Revenues - Non-Event Related (3)	131,130	113,153	113,153	113,153	113,153
<b>Total Operating Income:</b>	<b>1,429,621</b>	<b>1,408,894</b>	<b>1,565,192</b>	<b>1,565,192</b>	<b>1,565,192</b>

<b>Total Income All Sources:</b>	<b>1,784,221</b>	<b>1,763,494</b>	<b>1,919,792</b>	<b>1,919,792</b>	<b>1,919,792</b>
----------------------------------	------------------	------------------	------------------	------------------	------------------

**OPERATING EXPENSE:**

Executive Director	77,250	79,568	81,955	84,413	86,946
Development Director	61,800	63,654	65,564	67,531	69,557
Production Staff Costs, Show Nights	202,000	236,000	236,000	236,000	236,000
Staffing Costs, Tipped Employees	37,760	40,480	40,480	40,480	40,480
Legal & Accounting	18,000	18,000	18,000	18,000	18,000
Talent Costs, In-House Bookings	111,192	178,520	178,520	178,520	178,520
Promoter Fees, Outside Bookings	466,710	466,710	466,710	466,710	466,710
Marketing Costs, In-House Bookings	53,298	40,800	40,800	40,800	40,800
Concession Costs (1/3 Sales)	178,436	141,917	194,016	194,016	194,016
Utilities (Incl. Trash, Office Supplies, Repairs & Maint.)	26,400	26,400	26,400	26,400	26,400
Bldg, Liability, Emp, D&O Insurance	10,800	10,800	10,800	10,800	10,800
Contingency 10%	120,645	126,565	132,204	132,647	133,103
Repairs & Maintenance	12,000	12,000	12,000	12,000	12,000
Allocation for Replacement Reserves	24,000	24,000	24,000	24,000	24,000

**IN-KIND DONATIONS**

Architectural Design	-	-	-	-	-
Legal Advice	6,000	6,000	6,000	6,000	6,000
Accounting & Admin	3,600	3,600	3,600	3,600	3,600

**INTEREST EXPENSE**

Acquisition Loan Int	-	-	-	-	-
Constr Loan & Mortgage Int	159,247	157,562	155,808	153,983	152,083

<b>Total Costs - All Sources</b>	<b>1,569,137</b>	<b>1,632,575</b>	<b>1,692,857</b>	<b>1,695,900</b>	<b>1,699,014</b>
----------------------------------	------------------	------------------	------------------	------------------	------------------

<b>Net Income(Loss)</b>	<b>215,083</b>	<b>130,919</b>	<b>226,935</b>	<b>223,892</b>	<b>220,778</b>
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**FOOTNOTES:**

1. Strings In The Mountains Festival currently books 85 events in a 10 week period. 50% of these performances are of a different genre from a musical perspective and there are no performances of dance or theatre.
2. Up until approximately 5 years ago, there were two venues in the base area of the mountain that was specific to live entertainment. Both of those venues were closed, not because of lack of business, but because their leases were not renewed. With exception of Ghost Ranch Saloon, which was C & W, there has been nothing established to pick up the lack of live entertainment in doors.
3. While impossible at this time to project gross revenues from the "Stage Door Bar", which will be a 7 per week business operation, comparable annual sales in the area would put the gross at a minimum of \$550,000 +/- per year. The net to operations would most likely be in the 15 - 20% range, and has been shown in the proforma at that level.

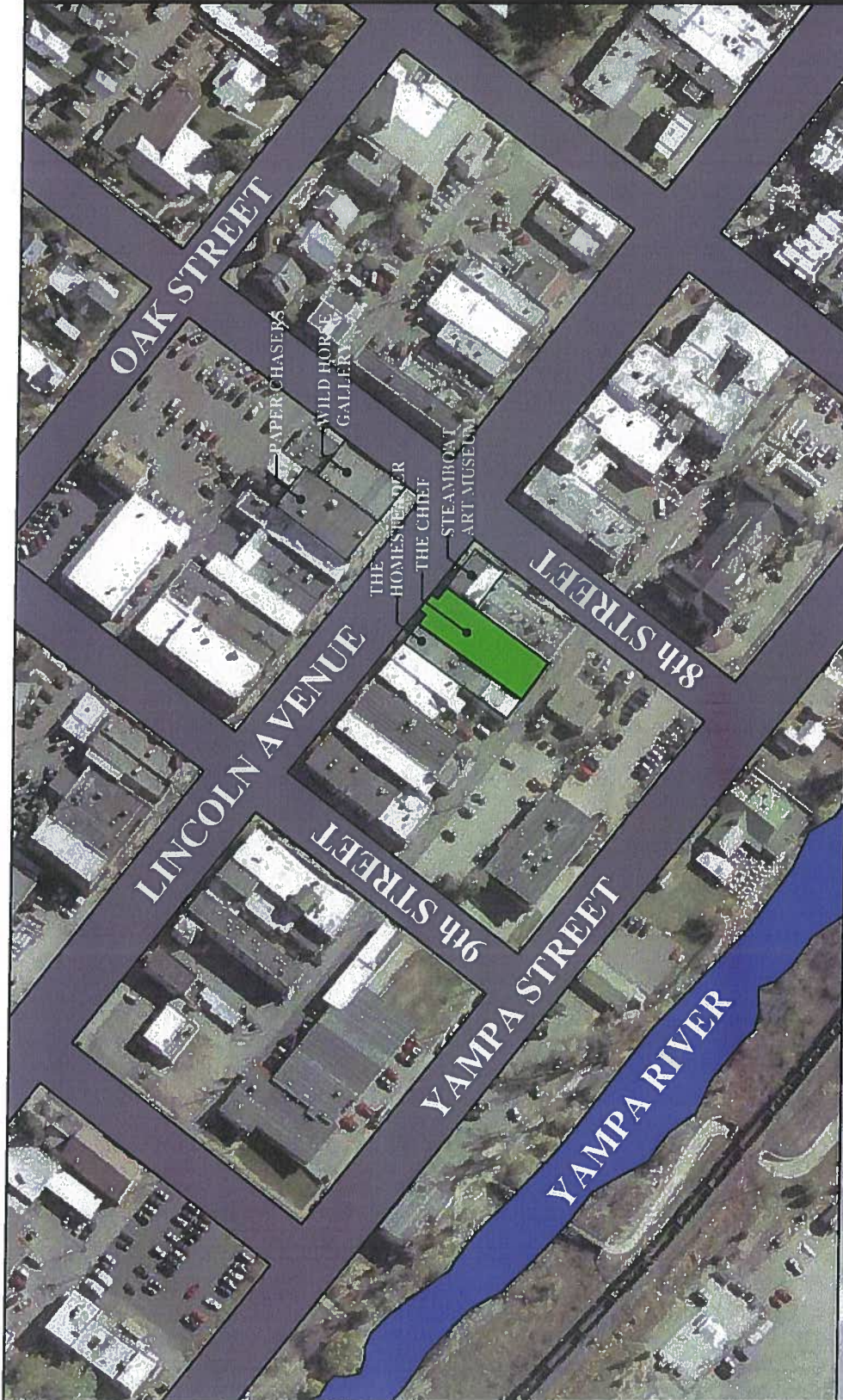


**The Chief Theater**  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 3

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Location Map



site plan

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ARCHITECTURAL  
ASSOCIATES



The Chief Theater  
813 Lincoln Ave. | Steamboat Springs, CO

## Exhibit 4A

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Letters of Support





*In support of The Chief Theater*

Attention: Steamboat Springs Accommodations Tax Committee, Steamboat Springs City Council and other funding sources for The Chief Theater as requested,

Please accept this letter as recognition of our support for The Chief Theater and its non-profit corporation, Friends of The Chief. We understand their mission and vision and look forward to The Chief's continued presence in downtown Steamboat. We will partner with The Chief to assist in bringing year round business and tax revenue to the city. We look forward to this partnership and the benefits it will provide us and our neighbors. We also believe keeping the doors open to this historic building will provide an additional economic driver to Lincoln Avenue and will fill the pillows for local lodging establishments. The Chief is an iconic and valued piece of Steamboat history and the dream of turning it into a state of the art center for performance will increase Steamboats national visibility. In turn we believe it will help create jobs and opportunities for those throughout Routt County. The diverse programming opportunities will allow Steamboat a venue for music of all genres, theater, comedy, dance, visual arts, film and more filling a unique and desired need for everyone. The draw caused by this endeavor will allow both Downtown and Yampa Street the chance to thrive while also engaging those on the mountain to put heads in beds throughout the city.

We pledge our support of the Chief and look forward to the future through both Phase I and Phase II of this project. We encourage you to also support The Chief by granting funds for this endeavor.

Sincerely,

Name

Jesse Murphy

Business/Organization

Creative Bearings

In support of The Chief Theater and

*Friends of The Chief, A Colorado Not-For-Profit Corporation*

P. O. Box 776121 \* Steamboat Springs, CO 80477 \* [www.chieftheater.org](http://www.chieftheater.org)



January 4, 2013

Accommodations Tax Committee:

As a board member for the Friends of the Chief Theater and the Executive Director of MainStreet Steamboat Springs, I would like to offer my support of the proposal by the Friends for a portion of the accommodations tax funds coming available in 2014.

The proposed Chief Theater Performing Arts and Cultural Center, located in the center of Downtown Steamboat Springs, would be an additional amenity to both draw new visitors to Steamboat, as well as to satisfy those who are already here. The varied programming and special event opportunities in this venue would not only help to fill beds in the community, but would also help to elevate the tourism scores when it comes to nightlife in the community, something that has been a problem with numerous ski and travel magazine/website surveys over the years.

Historic theaters across the country have been renovated and used as a catalyst to spur further development in numerous communities which, in turn, helps make the destination more desirable as a place to visit. The arts are becoming an ever growing economic force as can be seen by governmental support for Colorado Creative Industries and the establishment of Colorado Creative Districts throughout the state, making these districts eligible for government grants and funding. The addition of the theater will also help to bolster the restaurants with before and after diners, and perhaps some retail sales. It's a chicken and egg situation where you must invest before you see beneficial return.

Please consider the Chief Theater worthy of serious consideration when it comes to the use of the upcoming Accommodations Tax funds for the next several years to come.

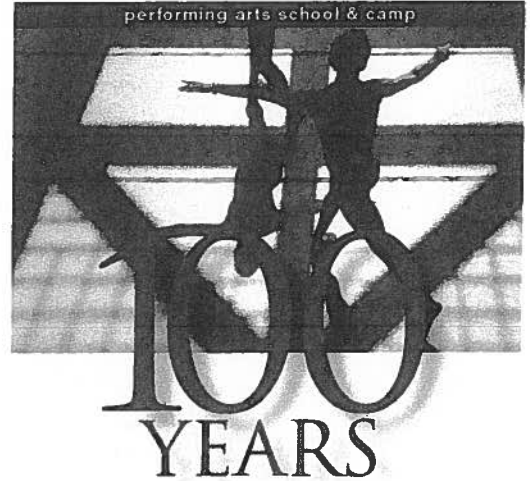
Sincerely,

A handwritten signature in cursive script that reads "Tracy Barnett".

Tracy Barnett  
Executive Directore

# PERRY-MANSFIELD

performing arts school & camp



Date: 9 January 2013

To: City of Steamboat Springs  
Accommodations Tax Review Panel

From: Joan Lazarus  
Executive Director

Re: The Chief Theater

Please accept this letter as in support of the funding request from The Chief Theater and its non-profit corporation, Friends of The Chief. Perry-Mansfield is completely aligned with The Chief's mission to bring the performing arts downtown, and we hope to collaborate with them often, as co-presenters and partners in providing arts experiences for the region.

The Chief is an iconic and valued piece of Steamboat history and the dream of turning it into a state of the art center for performance will increase Steamboat's national visibility and make it clear to visitors and locals alike that life in Steamboat includes dinner out and then the theater. The Chief's diverse programming vision will allow Steamboat a venue for music of all genres, theater, comedy, dance, visual arts, film and more — filling a unique and desired need for arts-loving individuals and their families.

We pledge our support of The Chief and look forward to the future — the arts community in Steamboat is eager for choice and excellence. I think The Chief Theater can supply both!

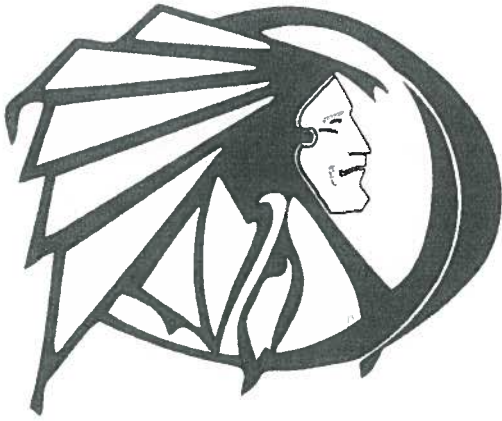
Best regards,

A handwritten signature in cursive script that reads 'Joan Lazarus'.

Joan Lazarus

Kathleen Wasserman, President . Jim Cook, Vice President . Lore Marvin, Treasurer . Don Kaplan, Secretary  
Linda May Morrison . Sue Neville . Faye Morgenstern . Jeff Tarnoff . Pat Walsh . Joan Lazarus . Jim Steinberg, Past President

40755 COUNTY ROAD 36 . STEAMBOAT SPRINGS, CO 80487-9202 . 970-879-7125 . WWW.PERRY-MANSFIELD.ORG



*In support of The Chief Theater*

Dear Steamboat Springs Accommodations Tax Committee, Steamboat Springs City Council and other funding sources for The Chief Theater as requested,

Collectively, the undersigned restaurant owners of Downtown Steamboat Springs are writing in support of the request by The Chief. As businesses that generate a significant amount of employment and sales tax revenues for the city, it is vitally important that we find ways to enhance opportunities for nightlife through planned events. The Chief offers us the opportunity to provide pre and post show dinners and promotions to those in attendance at events being held at the facility. The Chief will be a mixed use facility offering a venue not only for arts performances, but for conferences, weddings, and other events requiring food service. The Board of Directors of The Chief made a conscious decision to not provide a full kitchen in favor of using local restaurants to handle any catering needs, which offers our businesses yet another opportunity.

We pledge our support of the Chief and look forward to the future of this project. We encourage you to also support The Chief by granting funds for this endeavor.

Sincerely,

Name

Business/Organization

Sharon Mitchell

Winn's

Jim Tuck

Sweetwater Grill

Paul McComiskey

8<sup>th</sup> Street Steakhouse

David C. Orr

Sunpie's

Sydney Lowe

Ciao Gelato

Stacy S

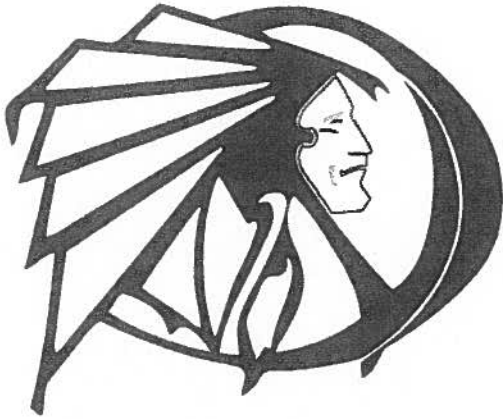
Carl's Tavern

Wally W. W.

Ghost Ranch

David B. B.

Brathouse Pub



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Sincerely,

Name

Business/Organization

Kathleen C. DeBell

Steaming Bean

Eric Pyle

Noodle & More

Lindsay Balgooten

Smokehouse

~~Wendy~~

Tap House

Janie Roberts

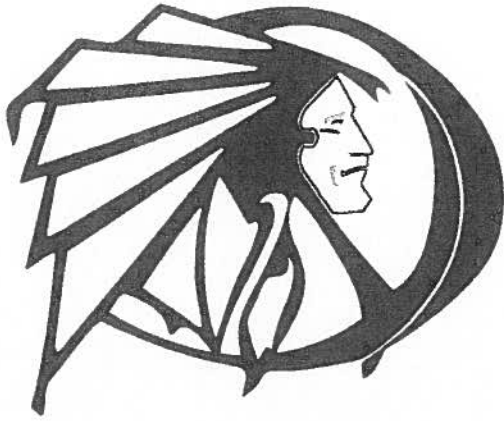
Mambo Italianos

Erin Cristan

5th St. Deli + Bar

Brian Vaughn

Bistro CV.



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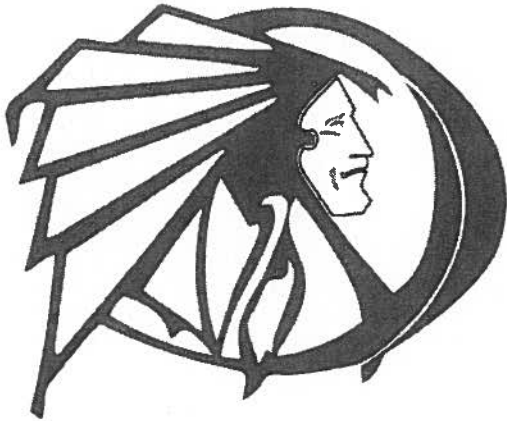
Sincerely,

Name

Business/Organization

*[Handwritten signatures]*  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Cesar Harms  
\_\_\_\_\_  
Minda Rumpel  
\_\_\_\_\_  
Bradley Ser  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*[Handwritten business names]*  
O+P (OLD TOWN PUB)  
\_\_\_\_\_  
THE STACK CAFE  
\_\_\_\_\_  
SRG - Laundry  
\_\_\_\_\_  
RET.  
\_\_\_\_\_  
Canton  
\_\_\_\_\_  
Supporter  
\_\_\_\_\_  
Hungry Dog  
\_\_\_\_\_  
BLP - BACK COUNTRY PROVISIONS  
\_\_\_\_\_



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Sincerely,

Name

Business/Organization

Clark L Davidson

In support of The Chief Theater and

*Friends of The Chief, A Colorado Not-For-Profit Corporation*

P. O. Box 776121 \* Steamboat Springs, CO 80477 \* [www.chieftheater.org](http://www.chieftheater.org)



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Sincerely,

Name

CANDICE  
BANMISTER

Business/Organization

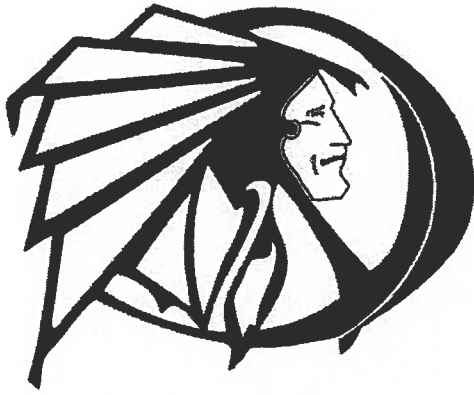
TREAD OF PIONEERS  
MUSEUM

In support of The Chief Theater and

*Friends of The Chief, A Colorado Not-For-Profit Corporation*

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Sincerely,

Name

  
Brian Harvey

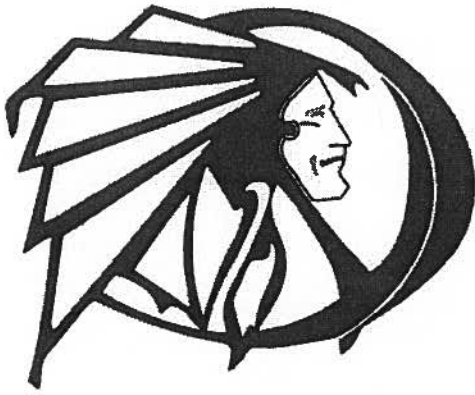
Business/Organization

  
SKI TOWN TOWN PRODUCTIONS  
PIRATE THEATRE

In support of The Chief Theater and

*Friends of The Chief, A Colorado Not-For-Profit Corporation*

P. O. Box 776121 \* Steamboat Springs, CO 80477 \* [www.chieftheater.org](http://www.chieftheater.org)



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Sincerely,

Name

Todd Davidson  
TODD D =

Business/Organization

Pirate Theatre

In support of The Chief Theater and

*Friends of The Chief, A Colorado Not-For-Profit Corporation*

P. O. Box 776121 \* Steamboat Springs, CO 80477 \* [www.chieftheater.org](http://www.chieftheater.org)



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Sincerely,

Name

*Kristen Jespersen*

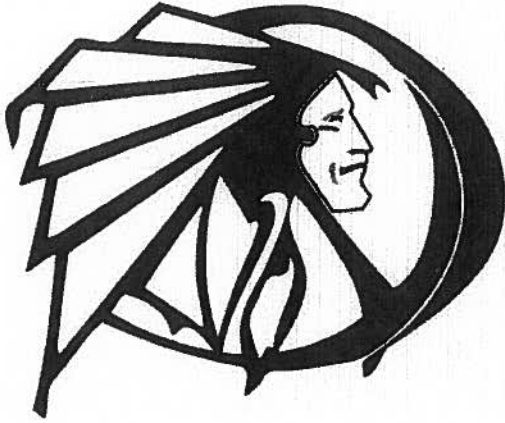
Business/Organization

*Steamboat Dance Theatre*

In support of The Chief Theater and

*Friends of The Chief, A Colorado Not-For-Profit Corporation*

P. O. Box 776121 \* Steamboat Springs, CO 80477 \* [www.chieftheater.org](http://www.chieftheater.org)



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Sincerely,

Name

Business/Organization

[Signature]  
[Signature]  
[Signature]  
Bruce Krace  
[Signature]  
[Signature]  
Kelly Landers  
[Signature]

HARNIGS  
JAWHONY B GOODS DINER  
City Cafe  
off the Beaten Path  
Milk Run  
Tommy Domingo/Brooklynns  
Kelly Landers/Creekside Cafe  
Bill Hamil Steamboat Meat & Seafood Co

DO NOT  
MAKE PUBLIC

~~4/2/2014~~  
James M. Bahrt

CANTINA  
Azteca Tequileria

In support of The Chief Theater and

*Friends of The Chief, A Colorado Not-For-Profit Corporation*

P. O. Box 776121 \* Steamboat Springs, CO 80477 \* [www.chieftheater.org](http://www.chieftheater.org)



**811 Yampa St. - PO Box 774424  
Steamboat Springs, CO 80477  
Ph. 970-879-9500**

December 28, 2012

To Whom It May Concern:

This letter is to express my opinion about the impact that the Chief Theater will have on our restaurant once the renovation is completed.

The Chief Theater is going to be a huge asset for Steamboat Springs and especially for downtown. I believe that the Chief Theater will be the cultural center for downtown by providing a much needed venue for many user groups that have either outgrown where they are currently holding their events or are capable of so much more in such an excellent setting.

One of the most overlooked groups in Steamboat Springs is youths. This could become a safe, fun place where teens are welcome on certain nights leaving parents free to shop or dine in town.

I see the Chief Theater bringing business downtown year round and not just seasonally. As a restaurant operator within a few blocks of the theater, this will definitely bring more business to us. I foresee going to an event at the Chief Theater as an entire evening out which could include dinner at Sweetwater Grill.

Of course, as the success of the Chief Theater grows, so does the amount of people that it will employ and the sales tax revenue that it will generate. We see at Sweetwater Grill all of the additional local businesses that are supported by us by providing goods and services for our restaurant. The Chief Theater will provide this same support of local vendors creating more residual jobs and revenue.

The first event held at the Theater was very successful. As the reputation of the Chief Theater as a high quality "hot spot" continues, it will become an actual destination like other similar places in ski towns around the country. As stated above, everyone will benefit from their success including Sweetwater Grill and other surrounding restaurants.

Those are my opinions. Please feel free to call me to discuss this topic further.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Walker", written over a horizontal line.

Joe Walker

General Manager - Sweetwater Grill

From: Friends of the Yampa, Inc.  
To: Julie Franklin, City Clerk  
Re: Response to RFP Re: Accommodations Tax  
Date: January 10, 2013



Dear Committee:

The Yampa River is one most important natural resources, signature landscapes and recreational facilities that we have here in Northwest Colorado. This beautiful river navigates into everything we do here in Steamboat Springs. The Yampa brings a tremendous amount of direct and indirect revenue to our community via the jobs, activities and pleasure for locals and tourists alike.

Like other recreational facilities, the Yampa requires annual maintenance and upkeep. Yes it functions naturally but still requires tweaking, cleaning and restoration like all other facilities. Beyond Howelsen Hill, when you think about the amount of people who spend time in and around the river during the summer months, this natural facility handles more people than any other City maintained facility at a fraction of the cost.

Over the past decade, we have worked diligently as a partner with the City in efforts to promote the Yampa as a key recreational component of Steamboat Springs. We've helped enhance river features, built fisheries habitat and access points along with leveraging donated monies and in-kind efforts to make the Yampa what it is today. The recent investments that the City has made thru GOCO, the Rivers Corridor Initiative and the America's Great Outdoors provide this proposal with a backbone to move forward. A little bit of money annually directed towards the Yampa will be leveraged multiple times and give the river the nudge toward being the well maintained recreational resource that it needs to be.

The Friends of the Yampa, Inc. is excited to provide the following response to the City's request for proposal concerning how to spend future accommodations tax revenue. We appreciate this opportunity and hope you find this proposal sufficient for future funding.

Sincerely,

The Friends of the Yampa Board of Directors

Adam Mayo  
Eugene Buchanan  
Greg Henion  
Peter Van De Carr  
Ken Brenner  
Kent Vertrees  
Soren Jespersen  
Charlie Preston-Townsend  
John St. John  
John Saunders  
Danny Tebbenkamp

### Description of project:

- a. The projects are contained in the *Yampa River Structural Master Plan (2008)* ["YRSMP"]. The YRSMP includes over \$4 million of specific projects that address public access, riparian habitat, river clean up, bank stabilization and recreational features. There was a coordinated public process and analysis by professional consultants funded by the City to engage all the various user groups. The community went through a ten-year process to develop consensus of the user groups about what should be done and where. The Yampa River is the cornerstone of the local summer economy and no other amenity has received such a thorough public vetting and professional analysis.
- b. The City would be the primary entity involved with the development of this project. The U.S. Army Corps of Engineers (COE) would be responsible for issuing the necessary permits to allow the project to proceed. The CO Division of Wildlife (DOW) has historically provided input through the permitting process at the COE. The general public has already been involved with the development of the YRSMP. Most of the projects contained in the YRSMP occur on property already owned by the City. Inasmuch as, the YRSMP addresses improvements on privately held land, such landowners would either be involved, or such portions of the YRSMP could be eliminated if cooperation were not obtainable.
- c. The projects consist of in-stream and riverside improvements along the Yampa River within the city limits of Steamboat Springs. The City would continue to own the project and be responsible for any limited management needs. The projects contained within the YRSMP dovetail perfectly with current City plans for Yampa Street revitalization, Bear River, and Fournier.
- d. Implementing just the portions of the plan that are contained between Fetcher Park (Staples) and the new skate park (Bear River Park) is estimated to cost about \$2.1 million. Implementing the plan from Fetcher Park to the D hole (Elk Park) is estimated to cost about \$1.3 million. Overall, the plan anticipates approximately \$4 million worth of improvements. These capital costs estimates are taken directly from the YRSMP. See APPENDIX E of YRSMP(2007). In 2012, Friends of the Yampa obtained a \$25,000 grant from the city to begin implementing a portion of the YRSMP. Friends of the Yampa was able to leverage that \$25,000 into \$100,000 by obtaining additional grants that required matching funds. Friends of the Yampa hopes to use whatever monies may be earmarked from the Accommodations Tax as leverage to receive matching grants from other sources. If \$50,000-\$100,000 per year were allocated to implementing the YRSMP, Friends of the Yampa believes that considerable progress could be made over time.
- e. The projects contained within the YRSMP can be phased over a number of years. Some of the projects can only be completed during the low water seasons, while others may be performed year-round. The phasing of these projects is extremely flexible, depending on how funds are allocated. Multiple projects could be addressed simultaneously.
- f. New infrastructure would not be necessary to complete the projects detailed in the YRSMP.
- g. No future capital needs are anticipated. The projects contained in the YRSMP are intended to be permanent.



h. While data is somewhat limited, please see attached economic study related solely to the creation of the C hole and the Recreation In-channel Diversion associated therewith. Note, this study does not address the benefits of improved access along the river for floaters, fisherpersons, and wildlife observers. See attached "Potential Beneficial Values of Waters Diverted in the Yampa River for the Steamboat Springs Boating Park" (2005).

i. As suggested above in (d), it is possible to select certain line item improvements from the YRSMP for implementation. However, Friends of the Yampa would suggest completing projects within the high-use areas of the river, at least in between Fetcher Park and the D hole (Elk Park). This would give the City the most bang for its buck. This portion of the river is most visited by tourists for fishing, floating, and wildlife viewing.

### Maps

See APPENDIX D of the YRSMP(2007).

### How the project meets the criteria of the ballot question:

Promote Tourism: Both users and admirers of the Yampa come to SS for the experience of the Yampa's wild and natural river qualities. An improved river corridor will draw from the thousands of river recreation enthusiasts throughout the state and region. The core trail ensures easy access for both active participants and those there simply to enjoy the view shed.

Enhance the vitality of Steamboat Springs as a destination resort: Unlike every other resort community, Steamboat has a large free-flowing river gushing directly through downtown providing exceptional fishing, floating and viewing opportunities. Improving on this amenity would set Steamboat apart from most other resort communities. The free-spirited nature of the Yampa is the exact sort of things tourists seek when planning a Rocky Mountain vacation.

Enhance the community identity of Steamboat Springs: When people think of Steamboat, they should imagine snow-capped mountains in the winter, and a lush, green river valley in the summer. Improving on the river corridor through town will highlight the uniqueness of this wonderful valley. The river corridor is the center-piece for many of our community's summer activities. Among competing river communities, Steamboat stands out has having the only free-flowing river.

Enhance the environmental desirability of Steamboat Springs: Many of the projects included in the YRSMP anticipate removing the randomly placed concrete rip-rap that has been dumped into the river. Removing the unnatural debris that has been deposited in the river over the years will create a more natural environment for people to enjoy. The YRSMP anticipates repairing much of the riparian habitat that has been damaged.

Enhance the economic health of Steamboat Springs: An improved river corridor will provide a boom to the local fishing, wildlife viewing, and floating industries. For instance, the City currently lacks a single boat ramp capable of launching drift boats and larger rafts. The economic study performed in 2005 found that river users could create as much as \$7,000,000 annually to the Steamboat economy. See *The Potential Beneficial Values of Waters Diverted in the Yampa River for the Steamboat Springs Boating Park*, Robert S. Raucher, PhD. et al., 2005. An increase in use could also potentially create jobs in the river-related industries.

# Stratus Consulting

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## **The Potential Beneficial Values of Waters Diverted in the Yampa River for the Steamboat Springs Boating Park Draft Report**

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April 19, 2005  
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## Introduction and Summary

This report describes our investigation of the economic benefits associated with waters diverted in the Yampa River to support recreation in the boating park in Steamboat Springs. Order of magnitude estimates of the potential economic benefits are derived.

While the benefits estimates derived here are preliminary (e.g., we anticipate updating this report with boater visitation data collected in 2005), our results are indicative of the types of potential economic values derived by users of the boating park, and also the potential economic values realized by spectators and the greater community. These findings are based on a review of available information and published economic literature.

This report is organized as follows:

- ▶ Chapter 1 examines the economic stimulus to the local region from the boating park. It addresses employment and tax revenues from recreation to Routt County. It considers both direct and indirect impacts associated with boating park users, special event spectators, and their potential economic stimulus to the economy.
- ▶ Chapter 2 provides an overview of the river structures comprising the boating park; the types of uses (rafting, whitewater kayaking and canoeing, and tubing); and a preliminary discussion concerning levels of use.
- ▶ Chapter 3 describes the value of the course to those engaged in kayaking and related whitewater activities. We estimate direct expenditures made by users. We also summarize estimates of the user value (consumer surplus) of a kayak-related recreational outing. These consumer surplus results — derived from the published economics literature — are applied in a “benefits transfer” to estimate direct use values for the boating park. This chapter also addresses the potential benefits associated with special events, such as the Yampa River Festival.
- ▶ Chapter 4 shows a summary of potential future benefits generated from the Steamboat Springs boating park. The benefits will be revised when new information on boater use is collected in 2005.

Our results demonstrate that waters diverted in the Steamboat Springs boating park can generate considerable economic benefit. We estimate that the future annual monetary benefits potentially derived from the boating park are greater than \$7.2 million. When capitalized over 20 years at 7%, the present value of benefits are greater than \$81.4 million. This estimate will be refined when actual boater visitation data are collected for 2005. The estimate does not include several

benefits that could not be quantified or valued within the present study's constraints, leading to an underestimation of total benefits. Details are shown in Table 1.

**Table 1. Estimated value of future beneficial uses of waters diverted in the Steamboat Springs' boating park (in 2005 dollars)**

Beneficial use category	Level of use	Monetary unit value	Beneficial value <sup>d</sup>
Kayakers and canoers <sup>a</sup>	13,700		
Expenditures (locals and nonlocals)		\$69	\$945,300
Expenditures (nonlocals) <sup>b</sup>		\$150	\$1,027,500
Consumer surplus		\$41	\$561,700
Economic stimulus to community <sup>c</sup>			\$1,346,025
Increase in rafters	>0	>\$0	+
Increase in tubers	40,000	\$23	\$1,310,000 <sup>e</sup>
Special event (Yampa River Festival) <sup>f</sup>	22,000*		
Expenditures			\$1,137,182
Economic stimulus to community <sup>c</sup>			\$852,887
Nonevent spectators	>0	>\$0	+
Increase in property values			+
Community identity, quality of life			+
Option value			+
<b>Total beneficial use values per year</b>			<b>&gt;\$7.2 million</b>
<b>Total beneficial use values over 20 years<sup>g</sup></b>			<b>&gt;\$81.4 million</b>

a. Based on estimate documented for Golden. Steamboat-based estimates are anticipated via 2005-use survey.

b. Nonlocal boaters equal 25% of total boaters and include one companion.

c. 0.75 times out-of-pocket expenditures (excluding the value of travel time).

d. "+" indicates positive benefits that could not be quantified or monetized using readily available data.

e. Includes economic stimulus of 0.75 times out-of-pocket expenditures.

f. Potential special event spectators based on 100% of 2004 Teva event in Vail.

g. Over a time horizon of 20 years and a discount rate of 7%.

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# 1. Economic Stimulus to the Local Region

## 1.1 Value of Recreation and Tourism in Colorado

Outdoor recreation is an important activity nationwide. Approximately 142 million Americans, or 68% of Americans 16 years of age and over, participated in a “human powered” recreation activity in 2003. Participation by Americans in at least one outdoor activity is up 8% over 1998, far outpacing the impact of natural population growth in the United States (Outdoor Industry Association, 2004). Recreation is particularly popular in Colorado, and as detailed below, plays a key role in the state and local economies.

### 1.1.1 Employment

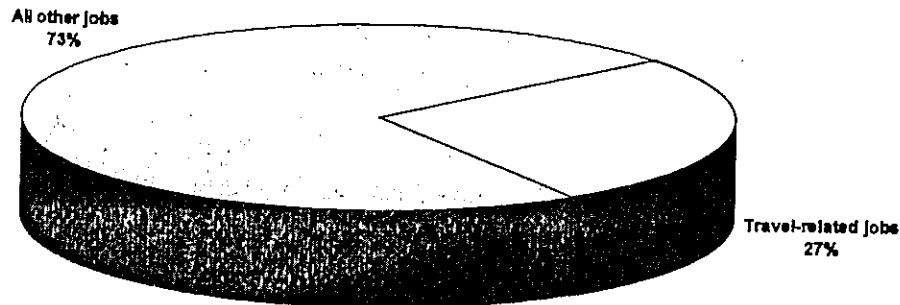
The importance of recreation-related tourism to employment in Routt County is highlighted in Figure 1.1. These results are based on a Colorado Tourism Office (in the Office of Economic Development and International Trade) study conducted by Dean Runyan Associates (2004). The Dean Runyan study found that in 2003, jobs generated by visitors traveling to and within Colorado made up 4.5% of all jobs in the state of Colorado.<sup>1</sup> These tourism-generated jobs are much more important, however, to Colorado’s mountain resort areas. In 2003, travel-generated jobs accounted for 27% of all jobs in Routt County (not including tourism-related jobs generated in the real estate and construction sectors).

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1. Dean Runyan Associates (2004) uses the results of a Colorado visitor survey to estimate spending by travelers. Spending on air travel in Colorado was estimated using data from the Bureau of Transportation Statistics. Spending by visitors staying in hotels, motels, resorts, and private campgrounds was estimated using a ratio of total travel spending to spending on lodging, where total spending on lodging is estimated using applicable state and local tax receipts. Spending by visitors to public campgrounds and private homes is estimated using survey results on daily spending by visitors in each category. Spending by visitors to vacation homes is based on an “inventory of vacation homes (2000 U.S. Census) expenditure survey data of vacation home visitors that made trips of 30 days or less.”

Once total travel spending is estimated, travel earnings are estimated using payroll-to-receipts ratios derived from the 1997 Economic Census and earnings data from the Bureau of Economic Analysis; and travel employment is estimated using wage data from the Colorado Department of Labor and the Bureau of Economic Analysis. Local tax receipts generated by travel are estimated as a percentage of “local lodging taxes, sales taxes, and other local taxes applicable to traveler purchases (e.g., automobile rentals).” State tax receipts generated by travel are estimated as a percentage of “state sales taxes, gasoline taxes, and income taxes on travel-generate earnings and business income.”





**Figure 1.1. Tourism-related jobs as a percentage of all jobs: Routt County.**

Sources: Dean Runyan Associates (2004), Colorado Department of Labor and Employment (2005).

### 1.1.2 Impacts on earnings, tax revenues, and employment

Recreation and tourism-related impacts on the state and local economies of Colorado extend beyond direct impacts on employment. Earnings and tax receipts are among the other important economic parameters that are boosted by recreation-related spending in Colorado's resort communities.

Further detail on the economic value of tourism-related spending is provided in Table 1.1, based on data from the Colorado Tourism Office report prepared by Dean Runyan Associates (2004). The spending categories are defined as follows:

- ▶ **Employment.** All employment associated with travel and recreation spending, including wage and salary workers and proprietors, and full- and part-time positions.
- ▶ **Earnings.** The wage and salary disbursements, earned benefits, and proprietor income of employees that receive travel expenditures; includes only the earnings that are attributed to travel expenditures.
- ▶ **Travel spending.** All purchases by travelers during their trip, including lodging taxes and other applicable local and state taxes paid by the traveler at the point of sale.

**Table 1.1. Recreation and tourism-generated impacts on the economies of Colorado, and Routt County: 1999-2003 (spending in current dollars)**

	1999	2000	2001	2002	2003
<b>Colorado</b>					
Employment (thousand jobs)	121	120	111	108	105
(% of all Colorado jobs)	5.5%	5.2%	4.8%	4.7%	4.5%
Earnings (\$M)	2,527	2,660	2,597	2,556	2,488
Travel spending (\$M)	7,486	7,884	7,639	7,534	7,533
Recreation spending (\$M)	1,129	1,171	1,138	1,133	1,125
(% of travel spending)	15.1%	14.9%	14.9%	15.0%	14.9%
Local taxes (\$M)	259	281	271	267	262
State taxes (\$M)	276	279	265	262	258
<b>Routt County</b>					
Employment (jobs)	3,620	3,570	3,520	3,390	3,260
(% of all Routt County jobs)	33.2%	31.7%	30.2%	28.2%	27.0%
Earnings (\$M)	93.5	98	101.4	103.8	101.6
Spending (\$M)	212.4	223.4	229.2	233.9	230.6
Local taxes (\$M)	7.5	8.0	8.3	8.3	8.2
State taxes (\$M)	5.8	6.0	6.1	6.1	6.0

Sources: Dean Runyan Associates, 2004; Colorado Department of Labor and Employment, 2005.

Note: Excludes tourism-related jobs created in the real estate and construction sectors.

- ▶ **Recreation spending.** Spending on entertainment and recreation, such as admissions to tourist attractions or artistic events; does not include accommodations, eating and drinking, food, transportation, or retail sales.
- ▶ **Local taxes.** Tax receipts collected by counties and municipalities, as levied on applicable travel-related purchases, includes lodging taxes, local sales taxes, and other local use taxes (e.g., auto rental taxes), but not property taxes.
- ▶ **State taxes.** State sales taxes, gasoline taxes, and income taxes on individuals and businesses.

As shown in Table 1.1, in 2003, the tourism-related travel industry statewide provided 105,000 jobs to the Colorado economy. Earnings for these jobs totaled almost \$2.5 billion. Total travel-related spending in Colorado in 2000 was just over \$7.5 billion. In addition, travel

spending contributed significantly to state and local taxes. Of these travel-generated taxes, a large share of the receipts accrued to local governments. In 2003, 50.4% went to local taxes, 26.7% went to state sales tax, 14.2% went to the state gas tax, and 8.6% went to state income taxes (Dean Runyan Associates, 2004).

It is important to note that these results reflect only “direct” spending effects and do not include the multiplier effect of travel spending that occurs when money spent by travelers is recirculated throughout the local economy. As detailed in Section 1.4, these multiplier effects can be significant.

## 1.2 Kayaking as an Emerging Recreational Asset

The Outdoor Industry Association’s (2004) report on participation in outdoor recreation highlights the continuing popularity of kayaking. The report presents the results of a 2003 survey of 4,000 people (as a representative sample of the U.S. population), in which participants were asked about their participation in 21 “human-powered outdoor recreation” activities, including kayaking.

Kayaking has been experiencing strong growth in participation in recent years. Participant and enthusiast levels for kayakers have more than doubled since the first year of the survey, which was 1998 (Outdoor Industry Association, 2004). The survey divided kayakers into three types – sea kayakers, recreation/sit-on-top kayakers, and whitewater kayakers.<sup>2</sup> Whitewater kayakers were estimated to total 1.8 million people in the United States in 2003. Of these whitewater kayaking participants, 879,000 were considered “enthusiasts” — defined as people who participated 3 or more times in 2003 as whitewater kayakers (equivalent to the top 15% of participation in the category).

Several other results from the study show that kayaking holds great potential for boosting local tourism spending in Colorado. In addition to being relatively young, kayakers tend to be among the most wealthy participant populations (Outdoor Industry Association, 2004). Fifty percent of whitewater kayakers are under 35 years of age. The mean household income reported by whitewater kayakers was \$76,000, with 26% reporting household incomes of \$80,000 or more. Finally, kayakers also tend to enjoy a variety of activities that Colorado has to offer — 73% of whitewater kayakers also bike on paved roads, 72% hike, 47% canoe, and 45% bike on dirt paths and roads (Outdoor Industry Association, 2004).

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2. Due to the change in categorization starting in 2001 in which all kayakers are divided into sea kayakers, recreation/sit-on-top kayakers, and whitewater kayakers, a direct comparison of whitewater kayaking participation in 1998 compared to 2003 was not possible. Whitewater kayaking outings were reported to be 8 million in 2001, 14 million in 2002, and 5 million in 2003.

2 → 03 = 02 = drought year

### **1.3 The Value of Recreation and Tourism in Steamboat Springs**

As discussed in Section 1.1, travel spending is an important component of the Colorado economy. It is even more important to Colorado's mountain resort towns. Table 1.1 highlights the importance of recreation and tourism-related travel to Routt County. In 2003, tourism accounted for 27% of all jobs in Routt County. In 2003, travel spending of over \$230 million provided \$101.6 million in earnings to Routt County. Significant levels of local tax receipts are also generated by tourist spending. Routt County and its cities collected an estimated \$8.2 million in 2003 from taxes generated by travel spending (Dean Runyan Associates, 2004).

### **1.4 The Economic Benefit of Kayaking and Other Boating Uses for the Local Economies**

As detailed above, recreation and related tourism is a vital element of the economic well-being of Colorado's resort communities. The provision of quality boating opportunities through the construction of the boating course in Steamboat Springs is intended to fill an important niche in the overall tourism-related economies of the town.

Not only are kayaking and related boating activities among the fastest growing recreational activities in the nation over the last 6 years, but they also provide an excellent seasonal fit for resort communities like Steamboat Springs. The primary attraction for kayakers is relatively high stream flows, which typically occur in the late spring and early summer. The boating parks, by attracting recreational users in late spring and early summer, fill an important shoulder season for these resort towns, which have considerable tourism-related infrastructure in place that would otherwise be relatively idle at that time of year. And, to a lesser extent, the kayakers coming to the site in the latter half of the summer are a good supplement to that season's tourism base.

Tubing is a major activity during the summer months. In previous years the number of tubers has exceeded 20,000.

Increased expenditures on a recreational activity generate an economic stimulus for the community. The regional economy will be affected through a multiplier effect. The multiplier is a factor that when multiplied by new or increased expenditures (or reductions in expenditures) yields the benefits (or reductions in benefits) to the region. While we do not have precise estimates of the multiplier for kayaking and other boating uses in Steamboat Springs, some related published literature provides guidance.

Cordell et al. (1990) estimated regional economic multipliers of 2.00 and 2.03 for the total economic effects of water-based recreation expenditures on local economies. Norton et al. (1981) estimated a range of multipliers from 2.03 to 2.88 in an analysis of the total economic value of

recreational fishing. State of Colorado agencies also use similar or larger multipliers for estimating the total economic impacts of spending activities in one sector (e.g., housing or aeronautics) to the broader economy of the relevant local community or the state as a whole (e.g., airport construction-related economic impacts have been projected that imply a multiplier of slightly over 3.0).

In our calculations, we use a relatively conservative economic multiplier of 1.75, although higher multipliers could be justified. ✱

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## **2. River Structures and Levels of Use**

### **2.1 Background Description of the River Structures**

The Yampa River runs through the heart of the City of Steamboat Springs (City). It is an integral element of the community, adding to its year-round appeal. The importance of the Yampa River to the City is described in the Yampa River Management Plan (2003).

In October 2001, the City constructed a hydraulic feature in the Yampa River to attract and improve the experience of recreational water uses (e.g., kayaking, canoeing, rafting, tubing). This structure is commonly referred to as "D Hole" and is just below the 13th Street Bridge. In April 2003, the City constructed another hydraulic feature called "Charlie's Hole" or "C Hole" just above the 13th Street Bridge. At this same time, improvements were made to D Hole.

These two in-channel diversion structures have attracted many users. This boating park (C and D Holes) is one of the premiere spots in the country for whitewater kayakers and canoers to perform rodeo-like acrobatic maneuvers in their boats. This type of boating is becoming more popular and becoming a more important component of the recreation economy. The structures also enrich rafting and tubing opportunities.

### **2.2 Types and Levels of Use**

We interviewed four people knowledgeable about the City boating park. The persons interviewed are listed in Table 2.1. The interviews were conducted via telephone between March 10 and March 14, 2005.

#### **Summary of types of boater use**

The boating park is used by a variety of users. In the Spring and early Summer, flows can be high enough to support rafting, kayaking, and canoeing. In Summer and early Fall, tubing is very popular on the river given the right conditions.

#### **Rafting user days**

Commercial rafting occurs on the stretch going through the City and the boating park when flows are sufficient. Based on City records summarized in Table 2.2, rafting has been generally increasing over the 5 years spanning 2000 through 2004. In 2002, water flows were extremely low and rafting (and all boating activities) was greatly limited. In 2004, the two companies

**Table 2.1. Interviewees for Steamboat Springs boating park**

Person	Comment
Eugene Buchanan Publisher/Editor-in-Chief of Paddler Magazine Tele: (970) 870-1579	Expert kayaker that used the park about 40 times and visited the park another 40 times during 2004. Very familiar with river flows in cfs. Higher flows provide a better experience. One of best spots in state at high flows. Estimates 75% local and 25% out-of-town boaters. More out-of-town boaters at higher flows.
Peter Van de Carr Owner of Backdoor Sports Tele: (970) 879-6240	Expert kayaker that used the park about 30 times and visited the park another 30 times during 2004. Very familiar with river flows in cfs and posts daily values in his store. Higher flows provide a better experience. Did C&D holes at over 4000 cfs in 2003 and loved it. Estimates about 80% local and 20% out-of-town boaters. More out-of-towners on weekends.  His store rents tubes for people to float river. Notes the C&D structures attract people that cycle through the structures many times per day. C&D holes add to the experience, especially those looking for more action.
Kent Vertrees Manager of Blue Sky West Tele: (970) 871-4260	Expert kayaker that used park about 25 times and visited the park another 10 times in 2004. Very familiar with river flows in cfs. Higher flows provide a better experience. Estimates about 60% local and 40% out-of-town boaters. More boaters on weekends and when flows are higher.  His store rents tubes for people to float the river. Notes C&D structures are popular and people cycle through structures multiple times.  His store runs raft trips through town. The C&D structures are the "big event" on the run. Professional pictures are taken at this spot and sold to clients. C&D structures are what clients talk about, that in turn, brings in more customers.
Barry Smith Owner of Mountain Sports Kayak School Tele: (970) 879-8747	Expert kayaker that used park about 100 times and visited the park another 25 times in 2004. Very familiar with cfs. Higher flows provide a better experience, up to about 2000 cfs.  He runs kayak instruction lessons. About 25% of his business relates to some use of C&D structures.

reporting raft clients (i.e., Blue Sky West and Bucking Rainbow) ran about 436 guests through this stretch in May and June 2004. In looking at the Yampa River flows measured at the USGS 09239500 gauge, flows dropped below 400 after June 23, cutting the rafting season short.

Table 2.2. Rafting guest counts

Year	Period	Number of guests		
		Blue Sky West	Bucking Rainbow Oufitters	Totals
2000	Total	0	0	0
2001	May	0	2	2
	June	46	15	61
	July	0	0	0
	August	0	0	0
	Total	46	17	63
2002	May	0	0	0
	June	0	4	4
	July	0	0	0
	August	0	0	0
	Total	0	4	4
2003	May	Na	4	40
	June	Na	16	52
	July	0	0	36
	August	0	0	36
	Total	144	20	164
2004	May	7	59	7
	June	297	73 <sup>a</sup>	297
	July	0	0	0
	August	0	0	0
	Total	304	132	436

a. 2004 values for Bucking Rainbow need to be estimated given data were in dollars not number of guests. Given Blue Sky West charged \$34.30 per rafter in 2004 (revenue/# of guests), we estimate the May 25-29 count to be 59 (\$2,027.68/\$34.30) and the June count to be (\$2,519.05/\$34.30) 73 guests.

Source: City of Steamboat Springs.

### Kayaking and canoeing user days

Whitewater kayaking and canoeing is a major use of the boating park. Boater use varies with flow, day of week, and time of day, among other factors.

We do not have historic data on the number of boaters using the boating park. It is our current plan to have such data collected during the 2005 boating season.



Although we do not have such data yet, it is clear from our interviews with people knowledgeable about the boating park that:

- ▶ The number of boaters in the boating park increases with flow, holding all other factors constant. Use also tends to increase on the weekends and holidays, and during warm weather, among other factors.
- ▶ The increase in boaters resulting from increased flow comes both from more intensive use by local boaters and from an influx of out-of-town boaters attracted to the features of the boating park. Out-of-town boaters (e.g., from the Colorado front range) have multiple options in selecting where to boat (i.e., substitutes). They are more likely to travel to the Steamboat Springs boating park when flows are higher.
- ▶ Higher flows provide boaters with higher-value experiences. Higher flows increase the types and magnitudes of rodeo-like maneuvers that boaters can perform.
- ▶ Higher flows provide spectators with higher-value experiences.

These observations are not only consistent with the four people interviewed, but are consistent with previous findings concerning other Colorado boating parks. Previously, we analyzed the use of new boating parks in Golden (Stratus Consulting, 2000) and in the Town of Breckenridge and the Town of Vail (Stratus Consulting, 2002). These studies all showed the number of boaters increased with increasing flows within the claimed amounts.

The Golden study estimated that the number of boaters using their boating park ranged from 13,170 to 13,709 per year. The boater use estimates for Steamboat Springs are likely to be similar. Steamboat has flows that are similar in magnitude to Golden, substantially higher than those experienced with the Breckenridge and Vail boating parks.

### **Spectator use**

The boating park provides benefits beyond the direct benefits to boaters. The park is located along the Yampa River corridor and is highly visible to spectators. In fact, the boaters interviewed commented that many spectators stop and watch boaters perform at the park. This type of entertainment adds to the ambiance of Steamboat Springs as a premium outdoor recreation area. Tourism is an important element of the Steamboat Springs economy, and the boating park adds to the draw of Steamboat Springs as a destination for visitors.

The Yampa River Festival, for example, has potential to bring in a large number of out-of-town guests. This annual festival is held on a weekend in early June and includes a variety of events. The boating park is central to this festival, including the whitewater rodeo that receives the

biggest draw of spectators. We do not have data, and we do not know of an evaluation quantifying the impact of the Yampa River Festival on the Steamboat Springs economy.

We do have, however, data on the Teva Whitewater Festival/Mountain Games in Vail that includes kayakers competing in a rodeo event. This event has been held on Memorial Day weekend and in early June. This event helps the Vail economy during a non-peak period. Steamboat Springs has the potential to leverage its boating park into a similar type of event in the future.

The number of spectators estimated at the Teva event in 2001 was 2,300 (Stratus Consulting, 2002). The number of spectators has grown significantly and was estimated to be 22,000 in 2004 (Untraditional Marketing, 2004).

Key findings from detailed intercept surveys conducted for the 2004 Teva event show:

- ▶ 40% of spectators come to Vail specifically for the Teva event
- ▶ 80% go out after the event in Vail for drinks, dining, and shopping
- ▶ \$109 is the average spent on lodging per out-of-town spectator
- ▶ \$52 is the average spent on dining per spectator
- ▶ \$45 is the average spent on shopping and activities per spectator
- ▶ \$89,000 is the median household income of spectator
- ▶ 37.1 is the average age of a spectator
- ▶ 65% said the event has a very positive influence for them to return to Vail in future
- ▶ \$1,137,182 is the direct expenditures from the mix of day and overnight spectators incremental to the Town of Vail.

### **Tubing user days**

Tubing is a major use of the Yampa River in Steamboat Springs. Table 2.3 shows commercial tubing counts from 1998 through 2004.

40% for TEVA

Table 2.3. Tubing guest counts

Year	Period	BackDoor Sports/ Rock & Roll	Blue Sky West (Buggywhips)	Lockhart	One Stop Ski Shop	High Adventure/ Bucking Rainbow	Total
1998	Total	12,983	4,352	5,902	1,873	855	26,366
1999	Total	10,337	4,268	4,239	1,493	545	21,226
2000	June	509	190	269	na	55	1,023
	July	5,595	3,292	5,211	1,009	1,343	16,450
	August	na	841	1,369	445	91	2,746
	Total	6,104	4,323	6,849	1,454	1,489	20,219
2001	June	1,300	0	128	89	234	1,751
	July	4,711	1,528	2,023	1,008	590	9,860
	August	2,542	862	774	630	252	5,060
	September	113	0	0	0	0	113
	Total	8,666	3,262	2,925	1,727	1,076	17,656
2002	June	922	142	40	272	115	922
	July	0	0	0	0	0	0
	August	0	0	0	0	0	0
	September	0	0	0	0	0	0
	Total	922	142	40	272	115	1,491
2003	June	125	8	0	13	0	146
	July	6,523	1,378	979	1,302	384	10,566
	August	2,029	484	51	558	10	3,132
	Total	8,677	1,870	1,030	1,873	394	13,844
2004	June	195	34	0	0	na	229
	July	5,882	1,325	323	1,164	na	8,694
	August	587	103	0	150	0	840
	Total	6,664	1,462	323	1,314	na	8126 <sup>a</sup>

a. 2004 total is an underestimate given Bucking Rainbow did not provide number of tubes.

Tubers used to put into the river at Rotary Park and float down to various takeouts above the James Brown Bridge. In 2001, the City forced all commercial tubers to put in below the 5th Street Bridge. This greatly decreased the length of the run and also the visibility of commercial tubing to visitors (e.g., eliminated run through Weiss Park). This has led to a drop in the number of commercial tubers. This drop in tubing was exacerbated by very low water flows in 2002.

The addition of the C and D Holes in the boating park has enhanced the remaining section of the tubing section of the river. The boating park is just above the half-way point between the 5th Street and James Brown Bridges. The C and D Holes provide the most active water features on the run. Many people tube through the C and D Holes, walk back upriver, and then run the C and D Holes again. They certainly enhance the experience and have increased tubing during a difficult period of decreased tubing for commercial outfitters.

With the addition of the boating park, we believe the commercial tubing numbers can be increased back to and exceed pre-2001 levels in the future. Without the boating park, this would be unlikely. The addition of the boating park mitigates the change in the tubing section to a shorter and less visible section. With better recognition and knowledge of the public to the change, it is reasonable to believe the number of tubers will increase.

The City estimates that the number of commercial tubers could reach 40,000 to 50,000 per year. This is based on commercial tubing companies meeting their regulated capacity limits (Yampa River Plan, 2003). In our calculations, we assume the potential number of tubers related to the existence of the boater park is 40,000. Some of these tubers may not be incremental to the boating park. Hence, this might be an overestimate. However, we note that this section of river did not receive much tubing use prior to 2001. It is only when the City pushed tubing to this lower section and added the structures that tubing increased in this section. In addition, we do not include private tubers in our calculations. The City estimates that the number of commercial to private tubes is approximately two to one. Therefore, 40,000 commercial tubers translates into 20,000 private tubers for a total of 60,000 tubers. These estimates may be refined based upon data expected to be collected in 2005.

## 2.3 Conclusions

The boating park is used by a variety of users and spectators. They can be divided into three groups:

- ▶ Rafting
- ▶ Kayaking and canoeing
- ▶ Tubing.

Commercial rafting occurs when flows exceed 400 cfs for 12-foot rafts. When flows exceed 800 cfs, 14-foot rafts are also permitted. Rafting is a growing business on this section of river. A total of 436 paying customers were reported to the City in 2004.

Kayaking and canoeing are major users of the boating park. The number of participants using the park is unknown. We expect the total number of boater days in the future to compare to Golden

— about 13,700. We anticipate collecting data in 2005 to get a more precise understanding of use.

Special events have the potential to generate a large number of out-of-town visitors during the May and June non-peak season (i.e., this is a shoulder season between the high use winter skiing and summer tourism seasons). The Teva event held in Vail is reported to generate up to 22,000 spectators. These spectators tend to be affluent and spend up to \$206 per day per spectator on lodging, dining, shopping, and activities. The total direct expenditures of spectators incremental to the Town of Vail were estimated to be \$1,137,182 in 2004. These are direct out-of-pocket expenditures and do not include any economic multiplier effect.

Commercial tubing has seen a general decline in use since 2001, largely related to a major change in the section of the river that can be run, and also to less than ideal flows especially in 2002. The boating park is a major feature in the revised and shortened stretch used for commercial tubing. The potential increase in tubing in this section could be as high as 40,000 tubers per year.

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### **3. Value of Boating Park to Users and Spectators**

Instream recreational uses of water can be highly valuable. These instream values accrue not only to those engaged in recreational activities, but also provide value to spectators and for the local and regional economy. This chapter looks at benefits derived from the Steamboat Springs boating park to specific user and spectator groups. The next chapter calculates their aggregate role in the larger economy.

The total value of the boating park to users has two components: (1) what people actually pay in going to the park (e.g., equipment costs), and (2) what they would be willing to pay over and above what they currently pay. The first component of value can be represented simply by the expenditures incurred. The second component requires more explanation. Consumers purchase products in the marketplace because they are better off with the products than they were with the money needed to obtain the products (or whatever else they would have purchased with the money). If that were not true, goods and services would not be exchanged through free will in the marketplace. Similarly, recreational site visits cost money and time, and recreationalists would not undertake visits unless the visits yielded net benefits. Those net benefits are referred to by economists as “consumer surplus,” and are measured as willingness to pay (WTP).

This chapter is divided into four subsections. In Section 3.1, an estimate of user expenditures is developed. Our figures account for kayak equipment and other costs. In Section 3.2, we show WTP “unit values” obtained from the peer reviewed economics literature. In Section 3.3, we summarize the estimated use of the boating park (from Chapter 2) and combine this information with the valuation estimates to calculate the value of this use to boaters and others who use the Steamboat Springs boating park. In Section 3.4, we also quantify the potential impacts from spectator events (i.e., Yampa River Festival), based on inferences from the Teva Whitewater Festival/Mountain Games in Vail.

#### **3.1 Direct Expenditures**

We conducted a preliminary assessment of the costs that might be typically incurred by a kayaker visiting the boating park. We considered three cost items: kayak equipment, automobile, and travel time.

Table 3.1 shows our cost calculation for kayak equipment. We estimate the cost of purchasing a typical set of new kayak equipment to be about \$2,000. This estimate is based on a detailed review of prices including a kayak, paddle, helmet, dry top, life jacket, spray skirt, booties, gloves, and throw rope (Stratus Consulting, 2000; personal communication with Barry Smith who runs a store in Steamboat Springs selling kayaks). We amortize the equipment costs over three to five years and assume the equipment is used on average 15 to 20 days per year. This leads to an average equipment cost ranging between \$20 and \$44 per user day. The midpoint of this range is \$32 per user day that we use for our calculations.

**Table 3.1. Cost of kayaking equipment (2005\$)**

Kayak gear purchase cost	Useful life (years)	Average user days/year	Gear days over useful life	Kayak gear cost per user day
\$2,000	5	20	100	\$20
\$2,000	4	20	80	\$25
\$2,000	3	20	60	\$33
\$2,000	5	15	75	\$27
\$2,000	4	15	60	\$33
\$2,000	3	15	45	\$44

The other two cost components we considered relate to travel costs. Table 3.2 shows automobile costs for roundtrip distances of 20, 65, and 200 miles using the federal reimbursement rate of \$0.375 per mile. We assume 75% of the boaters using the boating park are local to Routt County with an average roundtrip travel distance of 20 miles. We assume 25% are outside Routt County with an average roundtrip travel distance of 200 miles. The 75%/25% split between locals and out-of-town boaters is consistent with the results of our interviews of four people knowledgeable about the boating park, and also consistent with results derived from our research of Vail and Breckenridge boating parks. The 200 mile estimate for out-of-town boaters considers most boaters will come from the front range (about 300 miles roundtrip from Denver to Steamboat Springs). The composite average roundtrip travel distance for all users is estimated to be about 65 miles.

**Table 3.2. Automobile costs to travel to kayak course (2005\$)**

Average round trip miles to whitewater courses	Auto cost per mile <sup>a</sup>	Auto cost <sup>b</sup>
20	\$0.375	\$7.50
65	\$0.375	\$24.38
200	\$0.375	\$75.00

a. Equals the federal reimbursement rate as of January 1, 2004.

b. Equals round trip miles multiplied by the cost per mile.

Studies of recreational expenditures and travel costs also typically include the opportunity cost (value) of travel time in the estimation process (time spent on site also might be included). Assuming an average 50 miles per hour travel rate (including stop signs, etc.), the average travel time given a 65 mile round trip is 1.3 hours. We use a \$10 per hour value to reflect this travel time cost, which translates into a \$13 travel time cost per visit. The total cost from the kayak equipment, automobile, and travel time cost components is about \$69 per visit (\$32.00 + \$24.38 + \$13.00).

Tubing expenditures consist of \$13 for a tube rental. We do not include travel expenditures for people that tube as tubing is not always the primary reason people visit Steamboat Springs.

### 3.2 Consumer Surplus

The method of "benefits transfer" is a standard practice used by resource economists to obtain quick approximations of value when there is no opportunity to undertake primary research by administering a new survey or econometric model. Benefits transfer is conducted by obtaining values per unit of use for similar types of activities from studies conducted in similar locations. Then, those unit values are multiplied by the amount of use. A unit value typically might be the consumer surplus value for an activity such as a fishing day or a hiking trip.

We conducted a benefits transfer using recent, peer-reviewed recreational valuation literature. One set of unit values per day of kayaking was obtained from a 1999 database compiled by John Loomis, a professor of economics at Colorado State University and an expert in valuing environmental amenities. This database is a "meta-analysis," which is an amalgamation of many individual studies to develop an estimate of central tendency. Meta-analysis is used to exploit and combine the strengths of multiple studies that use different valuation methods, and to avoid being misled by a single potential outlier study. These user day values reflect the availability of substitute sites for the recreationalists.

Typically, two types of valuation methods are used in the literature, and in the Loomis database: (1) revealed preference (RP) methods such as travel cost models, which use observed recreational behavior to infer values; and (2) stated preference (SP) methods such as contingent valuation, which ask people to state their values or their willingness to trade off different resource commodities. Carson et al. (1996) demonstrated that estimates of use values do not vary substantively whether RP or SP methods are used.

The Loomis database reports values for five regions of the United States. The values used in this report are taken from the values listed for the "Intermountain" region because they apply directly to Colorado. This region had six studies on floatboating, which includes kayaking, rafting, and



sailing. The mean value per person per day for the "Intermountain" region is \$43.22, in 2005 dollars. For comparison, Loomis found the national average to be \$35.80, in 2005 dollars.<sup>1</sup>

The recreation values summarized in the Loomis database are generally consistent with summary values obtained in other analyses, such as Walsh et al. (1980). This study, using the contingent valuation method, found kayaking values on the Crystal, Roaring Fork, and Yampa rivers (all in Colorado) to be \$38.58 in 2005 dollars per person per day. In the same study, rafting on these same rivers was valued at \$33.37 per person per day. Thus, we may deduce that, in general, kayaking is a more highly valued activity than rafting. Accordingly, the Loomis value for floatboating may be an underestimate, since it includes kayaking and rafting together. Nonetheless, the Loomis estimate is used as an upper bound in our analysis.

Another study focused on kayaking in the West found that the average user day value for kayaking on the Colorado River is \$72.83, in 2005 dollars (Bishop et al., 1989). However, we do not apply this value to the Steamboat Springs boating park because the Colorado River is considered to be a unique resource in the United States and, thus, values for use of this special amenity may be higher than those for similar activities at other sites.

Therefore, for the purposes of this study, we use a range of \$38.58 to \$43.22 per person, per activity day, as the value of kayaking (in 2005 dollars). The midpoint of this range is about \$41 that we use in our calculations.

We note that this consumer surplus serves as an average estimate. Based on our interviews and previous research, consumer surplus increases with increases in flow. Boaters are more likely to come from longer distances more frequently when higher flows improve the experience.

We do not have any specific studies on tubing. In this analysis, we use a consumer surplus value of \$10. This is likely a conservative (low) estimate, given the higher values found in the available empirical literature for other water-based recreational activities (e.g., for swimming or floatboating).

### 3.3 Total Use Values

As described in Chapter 2, we anticipate obtaining data on boater use for the 2005 season. At this point, we make an estimate of possible use based on experiences at Golden. We focus on kayakers and canoers using the boating parks. Rafting is growing in its importance and the C and

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1. Values updated to 2005 dollars using Consumer Price Index, U.S. Department of Labor, Bureau of Labor Statistics.

D Holes add to the demand for this service. In a similar manner, the C and D Holes also have a positive impact on tubing.

For the Steamboat Springs boating park, we use 13,700 kayakers and canoers per year. This estimate represents boaters that come exclusively or primarily to the boating park to paddle. We anticipate that a more precise figure will be generated when actual observations in 2005 become available.

To obtain the recreational use value of the boating parks, the user days are multiplied by the sum of expenditures and consumer surplus.

For kayakers and canoers, we use the average estimate of \$69 per person for daily expenditures, which reflects kayak, automobile, and travel time costs. Added to this is the consumer surplus realized by each kayaker of \$41 per outing. Thus, the total willingness to pay recreational value per outing is \$110 (2005 dollars). Multiplying the estimated number of boater days by the value per outing yields a total recreational beneficial use of \$1,507,000 per year.

For tubing, we use an average estimate of \$13 per daily expenditures and \$10 for consumer surplus. Thus, the total willingness to pay is \$23. Multiplying the estimated number of tubing days by the value per outing yields a total recreational beneficial use of \$920,000.

These values do not include benefits to spectators.

### **3.4 Beneficial Value of Special Events**

Special events held at boating parks can generate other economic benefits besides ones that accrue to participants. The Yampa River Festival has potential to bring in a large number of out-of-town guests. This annual festival has historically been held in early June and includes a variety of events. The boating park is central to this festival, including the whitewater rodeo that receives the biggest draw of spectators. We do not have data and we do not know of an evaluation quantifying the impact of the Yampa River Festival on the Steamboat Springs economy.

To illustrate the upside potential of special events, we can look at the Teva Whitewater Festival / Mountain Games in Vail that includes kayakers competing in a rodeo event. It can be argued that the Steamboat boating park is similar if not superior to the Vail boating park for performing rodeo moves.

The Teva event has been held on Memorial Day weekend and in early June. The main rodeo event is held in Vail's boating park that is located near the center of town. The boating park consists of three control structures along approximately 300 feet of the existing channel. The

structures were constructed in October and November 2000. Twenty professional kayakers competed in the feature events of the TEVA 2001 Whitewater Festival. Of these 20, five were Colorado residents — one was a Vail resident and four came from other Colorado towns. Ten competitors traveled to Vail from other U.S. states, including California, Montana, New Mexico, North Carolina, Oregon, Utah, and Washington. There were five international competitors — three from Canada, one from England, and one from Costa Rica. The spectator audience was estimated to be 2,300.

According to a survey of 2001 Teva spectators conducted on behalf of the Vail Valley Tourism and Convention Bureau by RRC and Associates:

- ▶ 67% came to Vail specifically for the Teva Whitewater Festival.
- ▶ 47% came from outside Eagle County, and 26% of these visitors spent at least one night in the area.
- ▶ Those staying overnight stayed an average of 3 days, and 30% stayed 4 nights or more.
- ▶ The average Saturday spectator spent a total of \$133 for food, lodging, and shopping. Therefore, the festival generated over \$305,000 in spending by spectators alone at the Saturday competition alone.

The 2001 boating festival provided valuable regional and national exposure to Vail. The event was marketed heavily in Colorado's print and electronic media and had several promotional tie-ins with local businesses. In addition, radio station Q106.5 in the Quad Cities (of Iowa and Illinois) highlighted the festival and conducted a contest to win a Vail rafting trip. The biggest exposure, however, was provided by FOX Net Sports, which prepared a one-hour program on the kayaking competition. This program was aired a confirmed 13 times in seven of Fox's major markets across the United States (Detroit, Pittsburgh, Midwest, Los Angeles, San Francisco Bay Area, Rocky Mountain Region, and Florida).

The Teva event has expanded and grown over time and now includes professional and amateur athletes competing in six sports and ten disciplines including: freestyle and extreme kayaking, kayak and raft paddlecross, bouldering, speed and dyno climbing, mountain bike trials, cross country racing and the Vail Hill Climb, trail running championships, and the GNC adventure sprint race. Kayaking is the center of the event including the Dagger Kayak PaddleCross — where boaters race against the clocks down class IV rapids, to the most skilled boaters competing in the Paddler Magazine Extreme Creek Race. Additionally kayakers compete in the "8" Ball which is comparable to "American Gladiators" — boaters sprint 200 meters down river while over coming human obstacles. The Teva Pro Kayak Rodeo is another event where boaters get to show off their moves in front of both the judges and the crowd. Lastly, is the East vs West Amateur Kayak

Rodeo that places top male and female boaters from the Golden and Vail rodeos against each for the "Battle of Water Rights."

This event helps the Vail economy during a non-peak period. The number of spectators estimated at the Teva event in 2004 was 22,000 (Untraditional Marketing, 2004). Key findings from detailed intercept surveys conducted of spectators of the 2004 Teva event show:

- ▶ 40% of spectators come to Vail specifically for the Teva event
- ▶ 80% go out after the event in Vail for drinks, dining, and shopping
- ▶ \$109 is the average spent on lodging per out-of-town spectator
- ▶ \$52 is the average spent on dining per spectator
- ▶ \$45 is the average spent on shopping and activities per spectator
- ▶ \$89,000 is the median household income of spectator
- ▶ 37.1 is the average age of a spectator
- ▶ 65% have say event has a very positive influence for them to return to Vail in future.

A study of the Teva event calculates that the direct expenditures from the mix of day and overnight spectators incremental to the Town of Vail for the Teva event in 2004 was over \$1.1 million. When a 1.75 economic multiplier effect is taken into consideration, the value is \$1.9 million per year.

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## 4. Preliminary Estimate of the Beneficial Value of the Steamboat Springs Boating Park

Table 1 in the Introduction and Summary shows a summary of potential future benefits generated from the Steamboat Springs boating park. The benefits will be revised when new information on boater use is collected in 2005.

Annual direct expenditures from equipment, automobiles, and travel time for kayakers and canoers are \$945,300. The direct expenditures related to nonlocals staying in Steamboat Springs is estimated to be \$1,027,500; we use a \$150 per day per person estimate that is below typical values estimated for mountain resort communities.

Applying the multiplier of 1.75 to the out-of-pocket expenditures of \$56 per boater day (excluding the value of travel time) and nonlocal expenditures related to lodging, dining, and shopping, we obtain an incremental economic stimulus value of \$1,346,025 per year. The net impact on the local economy beyond direct expenditures is obtained by reducing the multipliers by 1.0 (to 0.5 and 1.00).

Direct expenditures related to tube rentals can potentially be \$520,000. Consumer surplus values would be \$400,000. The indirect economic stimulus would be \$390,000. Total economic impacts from tubing would be \$1,310,000.

We do not quantify any additions related to the increase in rafting from the boating park. The contribution from this growing activity could be significant in the future.

We do estimate a range of values related to the potential use of the boating park for special events. We assume Steamboat Springs can produce an event equal in magnitude to the 2004 Teva event in Vail. Given Steamboat Springs has the infrastructure and boating park, it is not unreasonable that Steamboat Springs can develop a special event generating spectator interest of this magnitude in the future.

The total potential benefits of the boating park are over \$7.2 million per year. When capitalized over 20 years at 7%, the present value of benefits are greater than \$81.4 million.

Other economic and nonpecuniary benefits can be generated in Steamboat Springs and surrounding vicinities because of the waters diverted in the boating park. These likely benefits include nonevent spectators, enhancement of local property values, improved community identity and quality of life, and option values.

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November  
2008

# Yampa River Structural Master Plan



Ecological Resource Consultants, Inc.

City of  
**Steamboat Springs**   
Parks, Open Space and Recreational Services



## Executive Summary

The Yampa River Structural Master Plan was created in a combined effort between Ecological Resource Consultants, Inc. (ERC), the City of Steamboat Springs (City) and the general public. It provides a framework for instream and riparian area improvements that will optimize the recreational benefits of the river while protecting its ecological integrity. The area that was used includes approximately 34,000 linear feet (6.4 miles) of the Yampa River located on City property from the Chuck Lewis Wildlife Management Area to the Fournier Open Space. The plan prioritizes the recommended improvements and provides budgetary cost estimates for City implementation. The study area consists of approximately 6.4 miles of river and riparian corridor located along City owned property.

Resident interest and comment was encouraged throughout the study process and was primarily received during three public meetings. This input, combined with river reconnaissance performed by ERC and the results of past studies, allowed “areas of interest” (AOIs) to be identified and recommended improvements to be given for each. These areas were grouped into three categories based on the nature of their issue(s): river rehabilitation, recreational use and water rights. River rehabilitation AOIs were defined as areas where the stream channel and adjacent riparian corridor have been degraded and natural aquatic habitat is limited. This category was further broken down into smaller categories including bank stabilization, vegetation and riparian buffer, channel form and aquatic habitat. Recreational use included AOIs where active and passive recreational opportunities exist and require improvement or areas where they are desired. The water rights category addressed the need for the construction of a gage that will ensure that Steamboat Springs receives flows required for its recreational demands. These flows were decreed by the Recreational in Channel Diversion Steamboat Springs received in March of 2006. Community input and reconnaissance also facilitated the ranking of each AOI based on its severity.

The culmination of the study was an easily understood and usable master plan, including detailed costs and mapping, which will help the City in planning future river improvements.

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## I. INTRODUCTION

### A. Project Description

The City of Steamboat Springs (the City) is developing a structural master plan that will provide a framework for instream and riparian area improvements on City owned lengths of the Yampa River. These improvements will optimize the recreational benefits of the Yampa River (the River) while protecting its ecological integrity. The Yampa River Structural Master Plan (the Plan) is intended to prioritize these improvements and to provide budgetary cost estimates for City implementation.

The Plan is the result of a collaboration between the City, Ecological Resource Consultants, Inc. (ERC), and the general public..

### B. Project Area

Within the project area the Yampa River flows through both urban and natural settings including parks and downtown Steamboat Springs. The project area includes approximately 34,000 linear feet (6.4 miles) of the Yampa River from the Chuck Lewis Wildlife Management Area to the Fournier Open Space. Throughout a significant portion of the project area, the river generally flows from south to north with a railroad on its western bank and the City on its eastern bank. There are 6 main tributaries to the Yampa within the study area and include: Walton Creek, Fish Creek, Spring Creek, Soda Creek, Butcher Knife Creek and Burgess Creek. The land adjacent to the River is held in both public and private ownership and there is development, existing or planned, on many of the river's borders within the study area. City owned properties were analyzed as part of this Plan. Some other adjacent areas that were identified as areas of interest by the City that are not on City property were also evaluated.

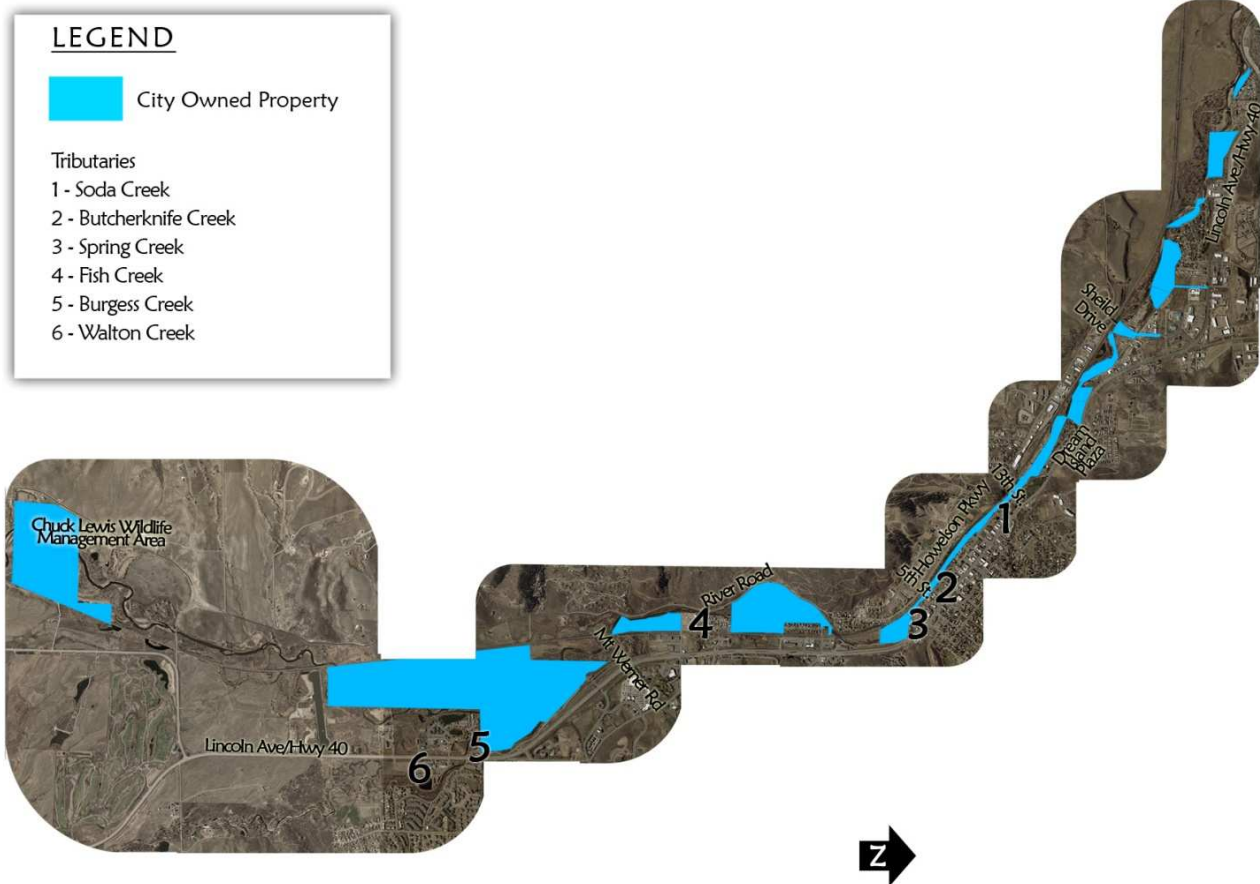


Figure 1 - City Owned Parcels

### C. Project Approach

Residents of the City are very interested in protecting and improving the Yampa River. Because of this, citizens’ input was solicited in public meetings that took place during each of the three phases of the project and used throughout the creation of the Plan. Phase 1 consisted of gathering existing information, including mapping and past studies of the River, as well as a river reconnaissance by ERC. Public meeting #1 introduced the project and ERC to the community and provided a forum where stakeholders raised the main issues they see affecting the River. In Phase 2 ERC performed additional river reconnaissance and more closely observed those areas that had received comments in Phase 1. During this phase ERC identified areas of interest based on the River assessments and community comments. This phase also included public meeting #2 where ERC presented its areas of interest and asked the community to identify additional areas they perceived as areas of interest. Phase 3 included the completion of a draft Plan and public meeting #3 where ERC showed the community its draft recommendations for the River. It also allowed the community to provide input on the Plan before it was finalized.

Please note that all report figures can be found in a larger size in Appendix A. A figure showing photo locations can also be found in Appendix A.

## **D. Data Collection, Mapping and Surveys**

Project sponsors provided information and records during the course of the study. The information included copies of previous related studies, aerial topographic data and aerial photographs. The City provided all mapping. M.J. Harden Associates, Inc. processed and prepared the aerial topography with a 2' contour interval in August of 2007 based on 1994 contour data. Aerial photographs were created by Pixxures, Inc. in July of 2007.

## **E. Previous Studies**

In 2001, the City collaborated with Aquatic and Wetland Company (AWC) of Boulder, Colorado and completed the Yampa River Studies. It provided a river management plan for approximately 4 miles of the Yampa River from the Walton Creek-Yampa River confluence to the James Brown Bridge. Phase 1 and phase 2 of a planned 5 phase study, including a water quality and macroinvertebrate analysis and a river user survey, were completed. Phases 3-5 which included baseline map development, policy development and a river management plan were not completed.

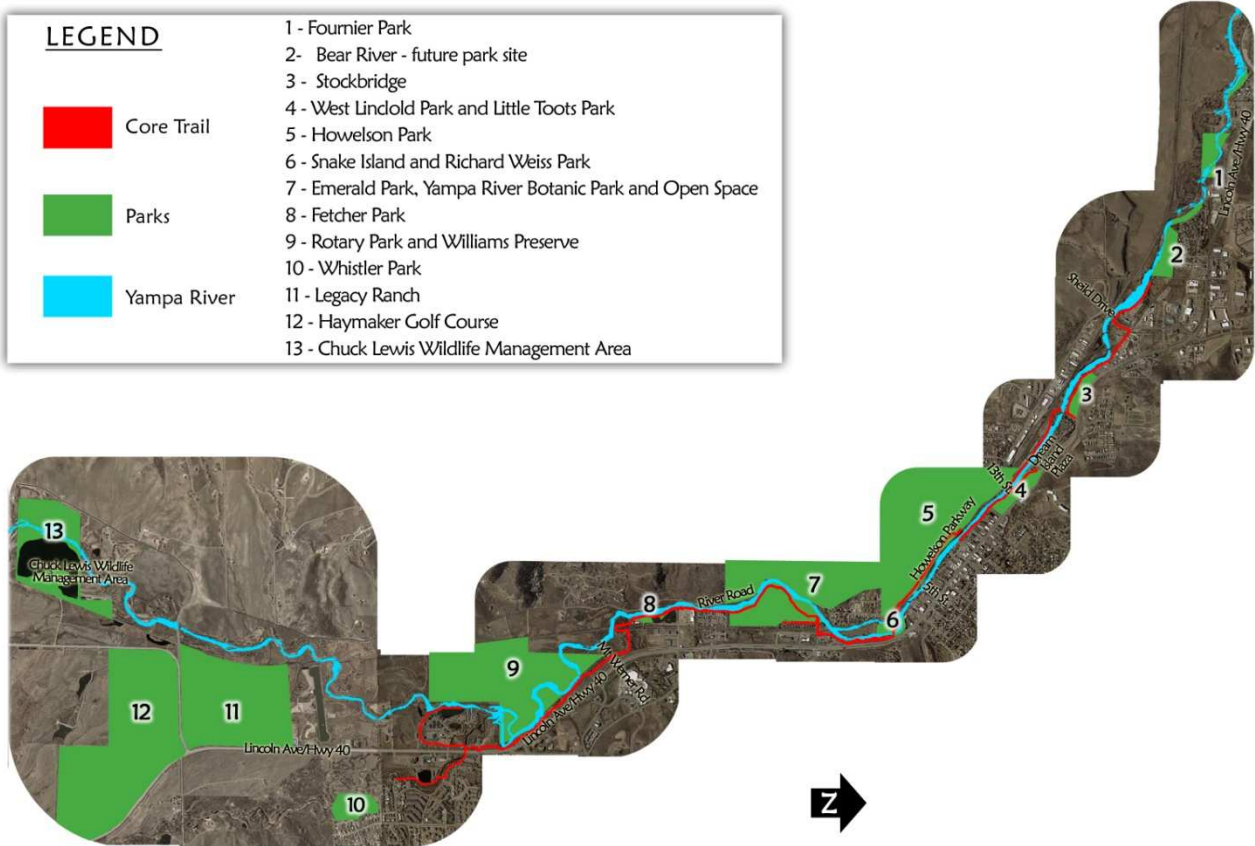
In 2003, the City collaborated with EDAW of Denver, Colorado to produce the Yampa River Management Plan (YRMP). This plan divided the Yampa River Corridor into 5 River Management Areas (RMAs) based on their land and aquatic habitats, land uses and recreational amenities. It also defined recreational uses, access points and seasons of use along the corridor. Recreational uses included tubing, paddling (kayaking and rafting) and fishing. It also provided a river management and monitoring plan. The recreational uses, seasonal use and access point information from this plan were used to define specific improvements in the Plan that will enhance the recreational use of the river.

## **II. BACKGROUND**

### **A. Community Amenity**

The Yampa River corridor is one of the most important amenities to the City of Steamboat Springs. From its value as an ecological resource to its economic impact on the community from activities associated with stream related recreation to the beauty and character it provides, the Yampa corridor is vital to the City. The community appreciates how important a resource it is and has worked hard to protect and improve the area.

Use of the corridor by the public is encouraged by the multitude of parks and trails that the City has developed. Parks located along the River include: Dr. Rich Weiss Park, River Creek Park, Rotary Park, Fetcher Park, Emerald Park, Little Toots Park, West Lincoln Park, Howelsen Park and the Stockbridge Multi-Modal Center. Wildlife Management Areas (WMAs) like the Chuck Lewis WMA and public open space also exist along the River. Connecting the parks and neighborhood trails is the Yampa River Core Trail. This trail follows the river from Walton Creek Road and Highway 40 to the James Brown Bridge on Shield Drive and provides access to the river. The trail is highly used and there are plans to extend the trail South and West along the river corridor.



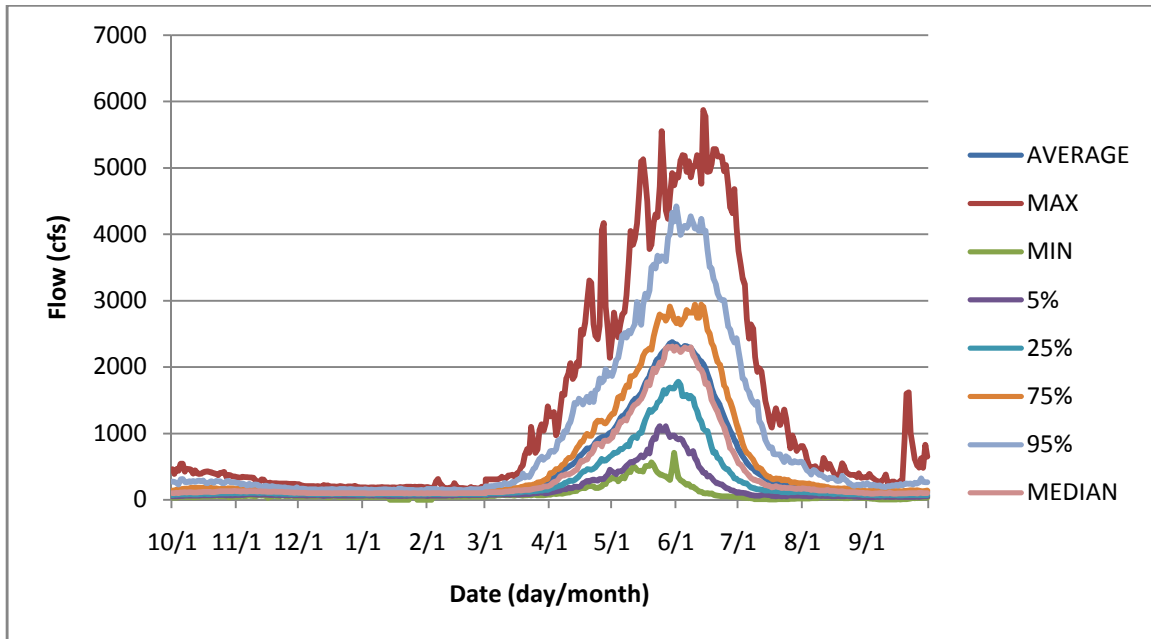
**Figure 2 - Parks, WMA's and the Core Trail provide easy access to the River**

The parks, WMAs, open space and trail offer easy river access which has led to an increase in recreational demands on the river. This increase has occurred with some impacts to the resource. Creation of informal access points along the banks of the river, loss of vegetation and bank erosion, user conflicts and increased trash are all results of the high level of use this area receives. ERC anticipates that as the City implements improvements presented in this Plan, more use will follow. We recommend that the necessary level of regulation, monitoring and maintenance is implemented to ensure the resource retains its character and value.

## B. Yampa River Hydrology

Daily flow data from the United States Geologic Survey (USGS) database for the Yampa River at Steamboat was retrieved from October 1, 1904 to July 1, 2007 (USGS Station No. 09239500). The data was analyzed and statistics of observed daily flows were determined.





**Figure 3 - Flows on the Yampa River**

This graph shows the average, minimum, maximum, median and varying percentile daily flows on the Yampa River. Percentile flows describe how one flow relates to other observed flows. For example, the 95% daily flow value is the value below which 95% of the observed flows for that day during the years that measurements were taken have occurred.

Historically, lower flows occur during the months of October through March with the lowest flows occurring during January or February. Flows begin to increase in March from snowmelt and reach their peaks during May and June. The flows decrease during July through October. These flows coincide with the recreational use seasons on the river specified in the YRMP; with recreational use occurring from April to November and peaking in July and August.

In an average year, flows peak in early June at a flow rate of approximately 2940 cfs. Average flows through the critical late summer months of August and September when air and water temperatures peak are approximately 256 cfs and 189 cfs, respectively. Average flows through the lowest flow month of January are approximately 114 cfs.

The bankfull, or channel maintenance discharge, is the flow that generally controls the channel shape. Regionally the bankfull flow can be defined as the flood flow that occurs on an average of once every 1.5- to 2- years. Bankfull flow is an important parameter in stream improvement projects as any proposed channel modifications need to take this parameter into account so as to not adversely impact major sediment transport requirements. Based on review of the available flow data the bankfull flow for the Yampa River at Station No. 09239500 is approximately 2,700 cfs.

## C. Existing Channel Character

The character of the River changes along the project reach. The upstream and downstream most portions have been impacted the least by encroachment and development and are slightly entrenched, have natural meander patterns and relatively low slopes. The riparian buffer in these sections of the River is typically wider than through the downtown area. The downtown area, through the more developed reaches along the river, is more entrenched, has less sinuosity and steeper slopes. The riparian buffer in this portion is narrow or non-existent due to development on its eastern bank and the location of the railroad on its western bank. In some areas, development has occurred adjacent to the river bank and little to no buffer is present.

The channel within the project reach was classified by ERC according to the Rosgen Classification System, level 1 (Rosgen, 1996). Using this system, stream channels are given a classification based on the general geometry of the channel and floodplain. The Rosgen classification system was used as a tool to describe the existing state of the River in the study area. The channel classification system was not used to determine rehabilitation methods; rather, each area of interest was viewed as unique and received improvements tailored to its issue(s).

A majority of the stream was classified as a Type C stream. Type C streams are riffle/pool streams with well developed meanders, pointbars and a broad well defined floodplain. They are wide streams with a width to depth ratio (W/D) greater than 12, are slightly entrenched and usually have slopes less than 2%. Prior to human impacts we believe the Yampa River, through the entire project area, would have classified as a Type C stream.

In areas where the stream has been straightened and encroachment into the natural floodplain has occurred with development of the City and railroad, the channel is no longer in a natural state. The straightening of the channel reduced sinuosity and increased channel gradients. The channel banks have been built up to minimize flooding and have resulted in increased entrenchment. Using the Rosgen method, the decreased sinuosity and increased entrenchment result in a Type F classification. Type F streams are riffle/pool streams that are deeply entrenched with a W/D ratio greater than 12. They are often meandering, have little to no floodplain and low slopes.

Other isolated sections of the project area have braided flows most likely resulting from an increase in deposition. These areas classify as D stream types. Type D streams are braided streams characterized by moderate to high bank erosion rates, depositional features such as longitudinal and transverse bars and a frequent shift in bed forms. They are very wide channels, are slightly entrenched and have slopes of less than 4%. The results of ERC's level 1 classification are shown below.

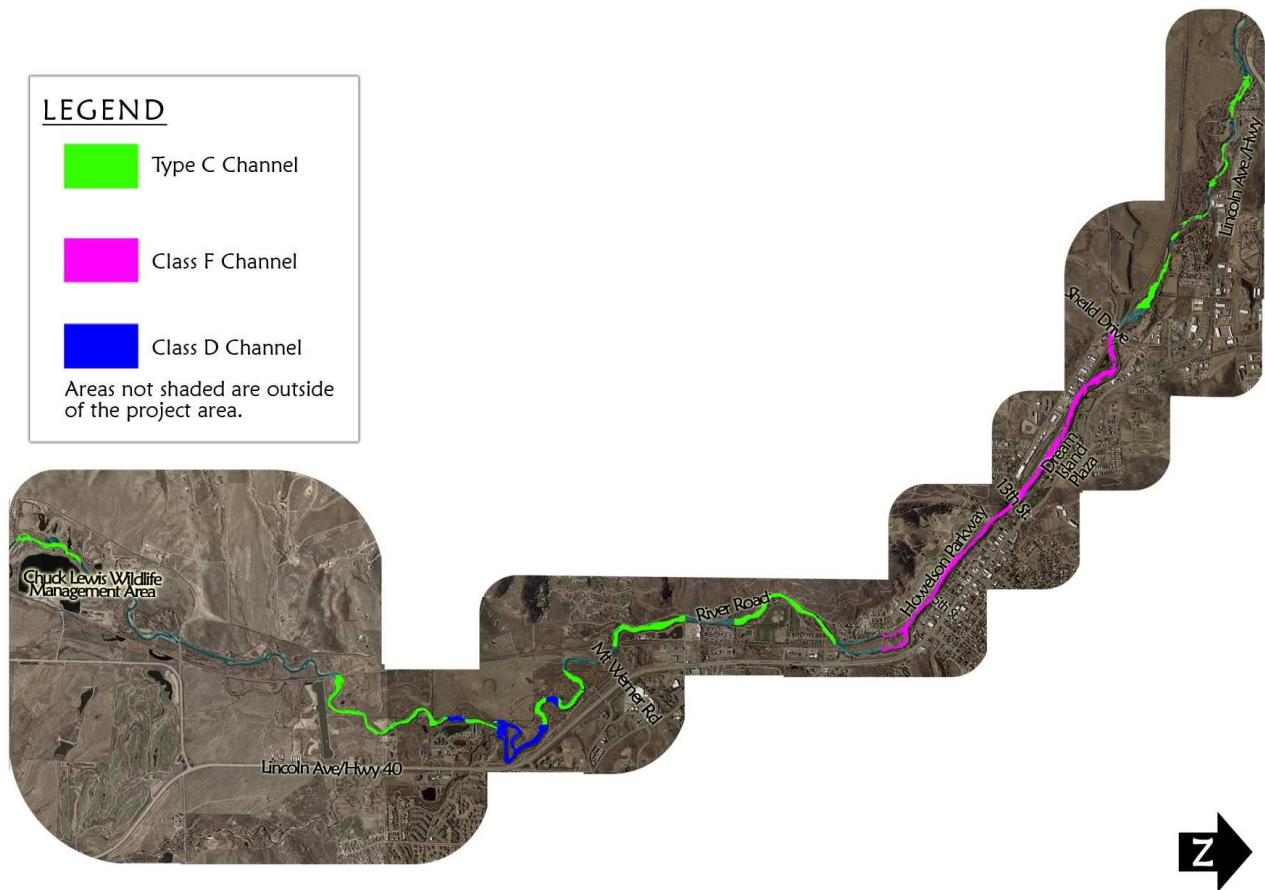
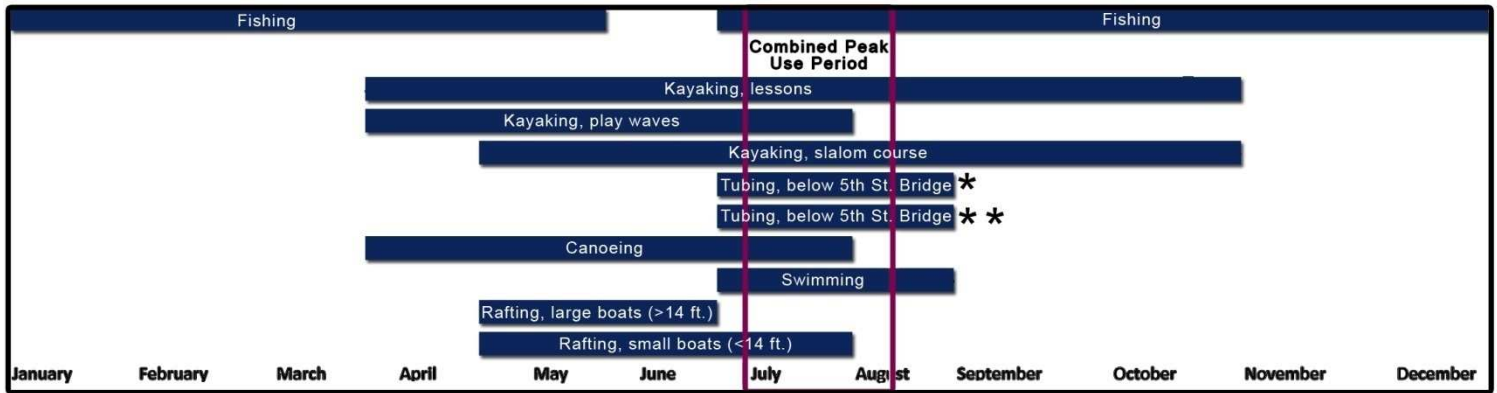


Figure 4 – Level I Rosgen Channel Classification

This classification system was established for natural rivers. Many portions of the River through the project reach have been modified from their natural state through straightening and encroachment. Classifications therefore may not be completely accurate.

## D. Defined River Use

Due to the quality of the resource there are many competing interests for its use. The Yampa River Management Plan (EDAW, 2003) identified river users and the times of years they used the river.



\*Private Tubing    \*\*Commercial Tubing

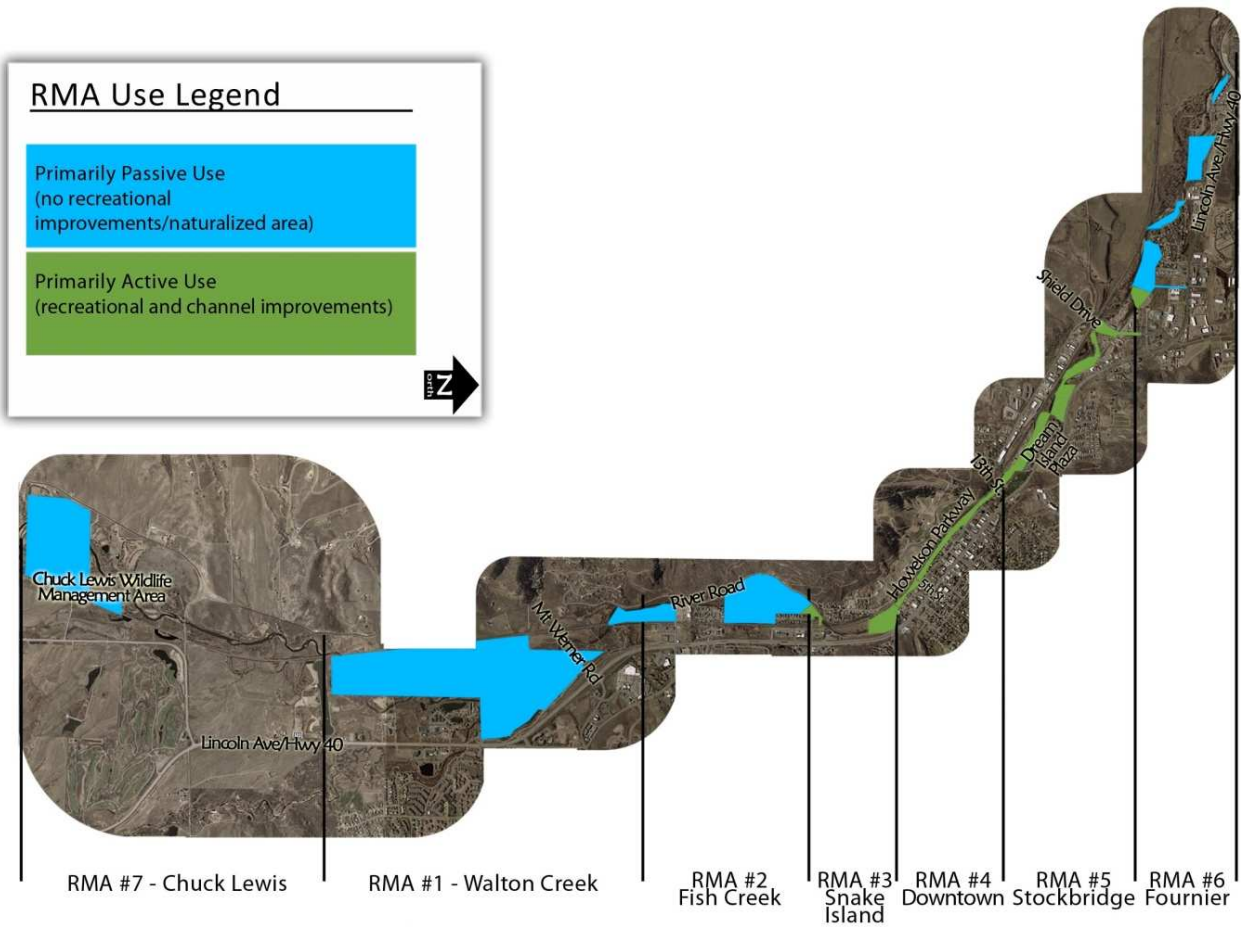
Figure 5 - Optimal Use Periods by Recreation Activity (EDAW, 2003)

In addition to the time of year the river is used, the Yampa River Management Plan established the locations along the river where different uses are allowed/recommended. The River was divided into five distinct River Management Areas (RMAs) and major uses within each RMA were defined.

River Management Area	Main Recreational Uses
RMA - 1	Wildlife viewing, fishing and kayaking
RMA - 2	Fishing, kayaking and private tubing
RMA - 3	Fishing, kayaking, swimming and private tubing
RMA - 4	Fishing, kayaking and tubing
RMA - 5	Kayaking and commercial tubing
*RMA – 6	Wildlife viewing and fishing
*RMA – 7	Wildlife viewing and fishing

\*RMA created by ERC for this report. It was not part of the EDAW report. Recommended uses for these areas were provided by the City.

Table 1 - RMA's and Their Main Recreational Use



**Figure 6 –RMAs and Their Recreational Use**

The Plan includes Fournier Park, an area recently acquired by the City, and the Chuck Lewis WMA. These areas were not included in the 2003 YRMP. Per direction from the City, uses in Fournier Open Space and the Chuck Lewis WMA will emphasize wildlife viewing and fishing.

The recommended improvements presented in this Plan will reflect these use patterns. Heaviest “park and play” boating kayak uses occur from downstream of the Fifth Street Bridge to the “D Hole” downstream of the 13<sup>th</sup> Street Bridge. The approach in this reach will be to recommend improvements that improve/optimize its recreational utility while a more natural, less structural approach is recommended in other areas to protect and promote the natural character of the stream.

## E. Public Input

Community input was received throughout the Plan development process with specific input obtained during the first two public meetings. At the first public meeting recreational use improvements requested included increased and more user-friendly River access, new kayak holes and play areas and the reconstruction of existing play structures. The installation of a gage for RICD rights and agricultural diversion repair were other requests. The need for strict regulation and enforcement to protect the resource was also a main concern raised at the first public meeting. During the second public meeting,

when ERC's initial assessment of areas of interest was presented, river health concerns were more prominent with channel stabilization and minimizing and controlling River access being more vocal concerns. Community comments from public meeting #1 and #2 can be found in Appendix B.

## **F. Past Improvements**

The Yampa River has historically been a popular place for fishing, rafting, swimming, tubing and kayaking and, because of this, the community has been committed to improving the health and recreational use of the river. Improvements have included the addition of boating play structures, rock vanes and boulder clusters, revegetation and bank stabilization measures. Many of these improvements still exist today. Dates and scope of prior stream projects known to ERC are provided in Appendix C.

## **III. EXISTING CONDITIONS ASSESSMENT**

As part of ERC's assessment of existing conditions, the entire project area was walked and the condition of the channel, banks and vegetation were evaluated. Input was also received from the City and public on problems along the project reach. Based on our observations and input from others, areas of interest (AOIs) were defined. These AOIs were the basis for ERC's recommended improvements.

Areas of interest were grouped into two major categories: river rehabilitation and recreational use. River rehabilitation AOIs were defined by ERC as areas where the stream channel and adjacent riparian corridor have been degraded to a point where they are functioning well below their potential, considering current conditions and constraints. Included in this category are areas where the channel form is degraded (poor width/depth ratio, low sinuosity, etc) and natural aquatic habitat is limited. It also includes areas lacking a healthy riparian corridor (stable, vegetated banks with riparian terraces and connected floodplains where possible). Recreational use AOIs included areas where active and passive recreational opportunities exist and are desired.

A third category was included in ERC's assessment for water rights. Ensuring that maximum flows continue through this reach is of importance to the health of the river system and recreational uses alike.

To understand the basis for ERC's assessment, the sections below describe types of problems that were noted and why these issues are concerns to the overall integrity of the system. Specific areas along the project reach where each type of problem was identified are presented in Appendix D.

### **A. River Rehabilitation**

#### **1. Bank Stabilization**

Bank stability affects channel shape, aquatic habitat and water quality. Eroding banks can cause the river to widen, migrate laterally or create a new bend. The sediment from an eroding bank can fill in pools and other areas that fish use for refuge and, by increasing the amount of suspended solids, it can decrease water quality. Bank instability results from a lack of sufficient natural armoring.

Bank stability problems can be found in many locations along the River and vary from minor surface erosion to mass wasting and undercutting. In some locations the undercutting is stabilized by existing vegetation and provides aquatic habitat. In others, vegetation is not well established or does not sufficiently stabilize the bank. Existing revetments, i.e. forms of structural bank stabilization, include large placed boulders and logs and riprap. Many of these structures are locally effective and have been placed on an as needed basis.

Steep bank angles and sparse surface protection, both vegetative and structural, are closely correlated with bank instability in severely eroded sections of the River. These steep banks may have formed as either a result of channel incision or of the River adjusting to past channel modifications and encroachment. In areas that have been straightened and confined the River has tried to reestablish its equilibrium by becoming erosive. These changes, combined with the River's inability to access its historic floodplain, have increased shear stresses and caused bank erosion to be more prevalent.

New areas of bank instability may develop over time in sections that are not identified in this report and areas that received a low ranking in this report may develop into more immediate problems if corrective measures are not taken, particularly as existing revetments degrade with age.



**Photo 1- Existing Bank Stabilization AOI example**



**Photo 2 - Existing revetment**

Areas where bank stabilization was observed are depicted on Drawings 1 – 11 in Appendix D. A description of the specific issues noted at the individual AOIs is presented in Appendix E.

## **2. Vegetation and Riparian Buffer**

Healthy and viable vegetation in the riparian corridor is very important. It has many functions including: stabilizing riverbanks and resisting erosion, filtering suspended solids, nutrients and other pollutants, supporting riverine and riparian fish and wildlife species and helping to moderate the climate of the riparian system. It also protects and buffers the river from adverse impacts such as stormwater runoff.

Vegetative quality is a subjective indicator of observed vegetation characteristics. These characteristics include the presence and density of overstory, midstory and understory vegetation, amount of hardscape present, complexity of the vegetation structure, amount of non-native species present and the presence and width of the riparian buffer. A table of recommended native plant species and non-native species is located in Appendix F.

Higher vegetative quality is found in the upstream and downstream reaches where less development is present. In many of these areas the amount of vegetation could be increased but is sufficient and, since there is very little development on the banks of the river, buffer width is adequate. This is primarily true along the eastern bank of the river.

In many locations in the middle reaches, the railroad track or road lies along the top of the western bank and little to no buffer is present. The middle portion, through downtown, has lower vegetative quality with little to no buffer and less vegetation along the banks. In areas where bank instability has necessitated the installation of bank armoring little to no vegetation is present. The lack of riparian vegetation in these areas affects the overall health and function of the channel.





**Photo 3- Lack of Riparian buffer and Vegetation Example**



**Photo 4 - Lack of Riparian buffer and Vegetation Example**

Areas where concerns with the vegetation and riparian buffer were observed are depicted on Drawings 1 – 11 in Appendix D. A description of the specific issues noted at the individual AOIs is presented in Appendix E.

### **3. Channel Form**

In its natural state the Yampa River through the project area was an alluvial or unconstrained river. This means that its beds, banks and floodplain were composed of materials deposited by the river and, since these materials were constantly being moved, the bed and banks were moveable boundaries. Thus, the floodplain was constantly being reworked as the river removed sediment from one bank and deposited

the material in a sandbar on the opposite bank. Channel stability occurred when the removal and deposition of this material was equal.

As previously described, the River channel was naturally a Rosgen Type C channel through the project reach prior to human impacts. Areas less affected by development and where braiding has not occurred are typical of this type of alluvial rivers. During flood events they are able to access their floodplains and they have meanders and point bars.

Areas where past human activities have straightened the channel, built up its banks to prevent flood flows from leaving the main channel and encroached within the natural floodplain, the natural stream balance has been upset and the River is no longer in a natural state. In these areas natural meanders have been lost as the river has been straightened, the channel has become incised due to the heightened banks and the natural floodplain has been lost to railroads, roads and development. These activities have combined to result in a channel that is no longer functioning as a natural system.

It is natural for a river to change its morphology in response to a disturbance. Following a channel altering disturbance the river typically undergoes a period of recovery in which the equilibrium of the channel is reestablished. For example, a channel that widens and straightens in response to a flood will narrow and regain sinuosity through revegetation and sediment transport. In the case of the River through much of the project reach, the degree of human impact is so great that the system is not capable of adapting to the forced changes. This is indicative of areas on the River where the channel is wide, straight and shallow with little or no pronounced thalweg.



**Photo 5 - Overly wide and shallow channel**



**Photo 6 - Slackwater and braiding**

Given the development that has occurred in these areas, true channel restoration is not possible. ERC believes the goals for these areas should be to provide a level of channel equilibrium that is obtainable given current land constraints. Minor improvements can regain some of the natural function of the stream system which will lead to improved aquatic and riparian function and recreational opportunities.

The main, fixable problem observed within the River is the absence of a defined low flow channel. This impacts both the ecological and recreational function of the channel. Ecologically, a low flow channel is important because during times of low flow it provides deeper water and higher quality habitats, less evaporation losses by decreasing the water surface area and lower water temperatures. Recreationally, a low flow channel extends the time during the year when boating can occur as a result of the confined, deeper water.

In the past the City has constructed vanes from the bank into the channel in an attempt to remedy this problem. In some locations vanes have been constructed along both the right and left bank. In other locations vanes have been constructed in an alternating fashion with one on the left bank followed by a downstream vane on the right bank followed by a downstream vane on the left bank, etc.



**Photo 7 – Vanes have been used previously in an effort to create meanders and low flow water depths**

ERC believes that the installation of vanes has benefited the stream by creating deeper water in some areas. However, in most cases the vanes as constructed have further aggravated the unnatural form of the channel.

Natural channels have a thread of the deepest water, called the thalweg, on the outside bend and shallower areas and bars on the inside of bends. This follows the natural stream process where channel material is eroded from an outside bend and deposited on an inside bend. In locations where vanes have been constructed along both banks the vanes are fighting this natural process and instead trying to structurally force flows down the center of the channel. This is generally not an optimal solution as the vanes further force the channel into a straight alignment and they are susceptible to failure as the natural forces of the channel are working against them.

Installing vanes on alternating banks, as has been done in other locations, is a more natural approach as it allows the stream to meander from one bank to the other. The problem ERC has observed with these installations, however, is the meandering pattern they force the stream to take.

A degree of variability exists in the shape of meanders that form but the meander wavelength in rivers is generally between 10 and 14 times the width of the channel (Leopold, 1992). One meander wavelength includes a left and a right meander; therefore a single meander should occur approximately once every five to seven channel widths. The width of the river through a majority of the straightened sections is typically between 70 and 90 feet, meaning that each meander should be between 350 and 630 feet apart and that total meander wavelengths should be between approximately 700 and 1260 feet. Alternating meanders that have been installed on the River through the project reach have much shorter wavelengths and distances between meanders. Single meanders spaced as close as 50 feet apart

(100 foot meander wavelength) have resulted based on the vane spacing. These extremely short constructed meanders are fighting the natural tendency of the river and creating an unnatural, structural control that is impacting the health and function of the stream.

Areas where the form of the channel could be modified to improve the overall health and function of the stream are depicted on Drawings 1 – 11 in Appendix D. A description of the specific issues noted at the individual AOIs is presented in Appendix E.

#### **4. Aquatic Habitat**

Aquatic habitat is affected by hydraulic variability, bed material, flow velocity, nutrient availability, water quality and water temperature. Hydraulic variability ensures the presence of an array of microhabitats for various riverine species. Given that this reach of river is of such importance as a trout fishery, the aquatic habitat was judged based on requirements for a healthy trout population and managed as a cold water fishery.

Quality habitat requires that varying flow velocity, depth and flow patterns exist in the channel through a range of flows. Hydraulic variability is a result of varying gradients (channel slopes), thalwegs and instream features. A natural river of this type with hydraulic variability will have riffles (shallow fast moving water) and pools (deep, slower moving water). High flow channels can improve aquatic habitat by providing added diversity. Many factors contribute to the quality of the aquatic environment. During times of the year, water quality (temperature, pH, dissolved oxygen and suspended solids) can be the most influential component. Physical habitat conditions also limit the aquatic habitat of a significant amount of the project reach with average water depth and overwintering pool habitat the two primary limiting physical habitat factors.

An optimal trout fishery requires a variety of specific habitat features. In general, optimal trout riverine habitat can be characterized by clear, cold water; a silt-free rocky substrate in riffle-run areas; an approximately 1:1 pool-to-riffle ratio, with areas of slow, deep water; well-vegetated stream banks; abundant instream cover; and relatively stable water flow, temperature regimes, and stream banks (Raleigh and Duff 1980).



**Photo 8 - Lack of aquatic habitat**



**Photo 9 - Lack of aquatic habitat**

There are many areas along the River where aquatic habitat is well below optimal. Overall a majority of the channel is dominated by low gradient riffles with limited deeper pools. Habitat variety is minimal through most of the project reach. In other areas little or no instream habitat exists.

Areas where aquatic habitat was limited were identified as part of the site assessment and are depicted on Drawings 1 – 11 in Appendix D. A description of the specific issues noted at the individual AOIs is presented in Appendix E.

## B. Recreational Use

Recreational values gained by the river system are of high importance to the City, its citizens and visitors to the community. Recreation takes many forms along and adjacent to the river including wildlife viewing, walking/running/biking the trail, boating (tubing, rafting and kayaking) and angling. These varying uses require different types of amenities and direct access to the river.

As part of ERC's assessment of existing conditions, a specific assessment was completed to evaluate river access and boating. Wildlife viewing was incorporated indirectly as part of the evaluation of vegetation and riparian buffer presented above. Quality angling is related to channel form and aquatic habitat and is therefore addressed indirectly through those categories. Access, which is a requirement of many uses and boating are addressed as part of this section.

### 1. Access

Access to the river is required to support a number of different active and passive recreational activities. Quality access allows the specific users to enter the river setting in a safe and secure manner. Good access points should direct users to a specific location thereby limiting impacts on adjacent slopes and vegetation.

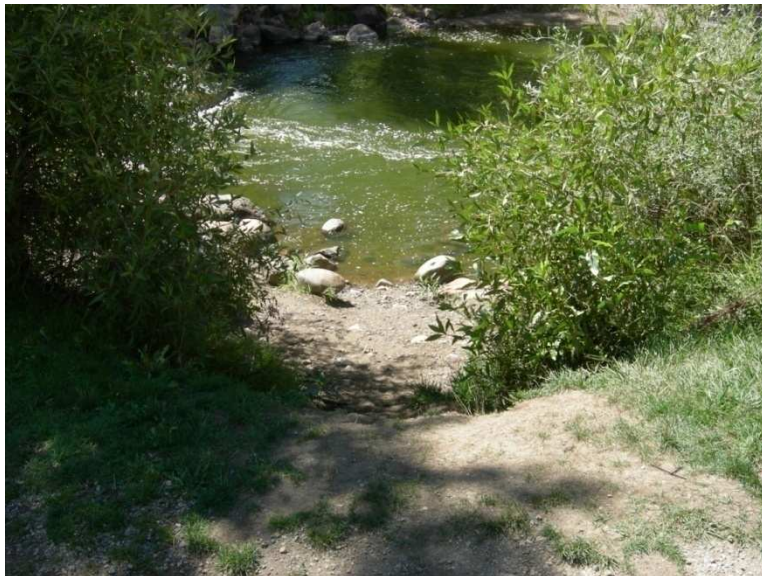


Photo 10 - Eroding access point at "The Beach" in Dr. Rich Weiss Park



**Photo 11 – Eroding Informal Access Point**

As part of our investigation, existing access points to the stream were evaluated. Areas where the access was either difficult to use, unsafe, in a state of disrepair, poorly defined and/or where access was clearly impacting surrounding areas were identified and are depicted on Drawings 1 – 11 in Appendix D. A description of the specific issues noted at the individual AOIs is presented in Appendix E.

## **2. Boating**

Boating is a major use of the Yampa River. Boating takes on many forms including rafting, tubing and kayaking. Boating uses are further split into those who put in the water at one location and float downstream (top to bottom users) and those whose recreation is focused on one specific location (park and play). Use by top to bottom boaters is dominated by tubing (EDAW, 2003) however, kayaking and rafting are still important uses of the area. Park and play use is typically limited to kayaks.

The section of the River flowing through the downtown corridor provides a world class resource to experienced and amateur kayakers alike. The many instream boating structures offer both park and play and top to bottom boating opportunities. The community has been heavily involved with the creation and maintenance of these structures.





**Figure 7 - Play Structures in the Project Area**

In order to function as a quality amenity, boating features should function over a range of time and flow conditions and they should provide a variety of opportunities for enjoyment for differing ability levels. Any boating feature should provide safe passage for novice users.

ERC's evaluation of existing boating features found that a significant number of structures have been built for this purpose. Despite the high number of features available, discussions with the boating community indicated that two specific features, Charlie's Hole and the D-Hole receive far more use than any of the other structures. Other features typically only function well under a small range of flows or do not function as intended altogether. This results in underutilization of most of the boating features and crowding at the most popular locations. Concerns with channel form discussed above are generally areas where the overall channel shape limits the top to bottom boater.

ERC's assessment of the river, which included significant input from the public, identified improvements that could be made to better the area for recreational boating. Areas where boating features are poorly designed or are in a state of disrepair were identified and are depicted on Drawings 1 – 11 in Appendix D. A description of the specific issues noted at the individual AOIs is presented in Appendix E.

### **C. Water Rights**

To ensure that the River within City limits receives flows required for its recreational demands, the City obtained a Boating Park Recreational in Channel Diversion (RICD) in March of 2006. Before this right can be administered the City must install gages required to calculate average daily flow in 1 of 2 locations:

on Butcher Knife Creek near its confluence with the River and on Soda Creek near its confluence with the River; or at or near the 13<sup>th</sup> Street Bridge. As part of ERC's assessment of existing conditions, the need to perfect this water right by installation of the required gage(s) was identified. The City installed a gage at the 13<sup>th</sup> Street Bridge in the summer of 2008.

## IV. MASTER PLAN IMPROVEMENTS

The City's stated objectives for this project were to define master plan improvements:

- To enhance/preserve the natural character of the River through river rehabilitation improvements
- To enhance the value of the River as a community amenity through access points and recreational use opportunities

After ERC completed its evaluation of the stream system through site assessment, review of background data and public input, recommended improvements were defined. Improvements presented herein are intended to address problems identified in a consistent manner establishing a roadmap for future implementation. Improvements presented include all items identified as part of this Plan evaluation. It is envisioned that recommended improvements could be phased in and it is likely that some improvements may never be implemented. It is also likely that as areas which are outside the scope of this study are evaluated, other related improvements may be undertaken and incorporated into this Plan.

Recommended improvements presented in this Plan are described at a conceptual level of detail. Prior to implementation, a more detailed site specific investigation and design will need to be conducted to verify the appropriateness and suitability of a technique for a given area and refine the improvements made in this report.

The sections below describe the typical improvement techniques that were considered as part of the Plan improvements. Possible treatments are broken out below to correspond to the categories of problems observed and discussed above. For each treatment method, means of implementing the treatment along with pros and cons are discussed. Where appropriate, a graphical example of the typical treatment is presented. Locations within the project reach where specific Plan improvements are recommended are shown on Drawings 1 – 11 in Appendix G.

### A. River Rehabilitation Improvements

#### 1. Bank Stabilization

Bank stabilization is recommended in locations throughout the project reach where instabilities were noted.

- Improvement techniques
  - a) Vegetate



**Figure 8 - Improvement Example, Vegetate**

- Description
  - Remove non-native species
  - Revegetate with native species
  - Vegetation may either be along the slope, the top of bank or both
- Where appropriate
  - Where banks are stable and erosion is not a serious problem
  - Widely recommended where structural reinforcement is unnecessary
- Implementation
  - Area is vegetated with a variety of native species.
  - Revegetation should include under-, mid- and overstory.
- Advantages
  - Relatively inexpensive
  - Uses natural materials ensuring a long-lasting effectiveness with generalized habitat benefits.
  - Attractive
  - Improves water quality by decreasing turbidity
  - Improves aquatic habitat through overhead cover
  - Decreases water temperature due to shading
- Disadvantages
  - Only feasible in areas with stable slopes and easy access
  - Maintenance and irrigation may be necessary

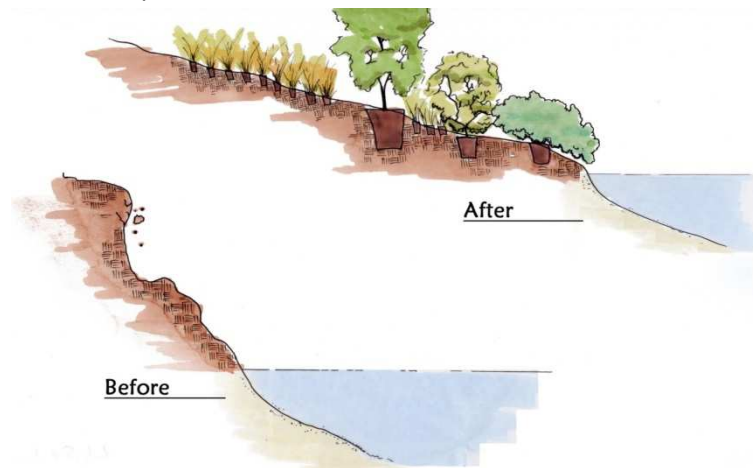
b) Vegetate existing stabilization feature



**Figure 9 - Improvement Example, Vegetate Existing Stabilization Feature**

- Description
  - Existing bank structure remains and is revegetated with native and varied species
- Where Appropriate
  - In areas where the existing feature is effective and in good condition and revegetation is possible
- Implementation
  - Create planting zones with required planting soils
  - Plant appropriate native vegetation
- Advantages
  - Makes structural bank stabilization more natural looking
  - Improves water quality by decreasing turbidity
  - Improves aquatic habitat through overhead cover
  - Decreases water temperature due to shading
- Disadvantages
  - May be difficult to establish planting zones through some existing structural revetment
  - Maintenance and irrigation may be required

c) Regrade and replant



**Figure 10 - Improvement Example, Regrade and Replant**

- Description
  - Existing steep banks are regraded to a maximum 3:1 bank slope
  - Area is replanted with native and varied plant species
- Where Appropriate
  - Where the room exists to regrade and the access is good
  - Along lower banks where water velocities are sufficiently low
  - Where regrading is necessary for vegetation establishment and vegetation is desired
- Implementation
  - Regrade banks without altering the toe of the existing slope
  - Vegetate with native and varied plant species
- Advantages
  - Plant growth will maintain bank stability
  - Aesthetically pleasing
  - Improves water quality by decreasing turbidity
  - Improves aquatic habitat through overhead cover
  - Decreases water temperature due to shading
- Disadvantages
  - Can have a significant lag time between implementation and improved bank stability
  - Disturbs soil and existing plants
  - Maintenance and irrigation may be required

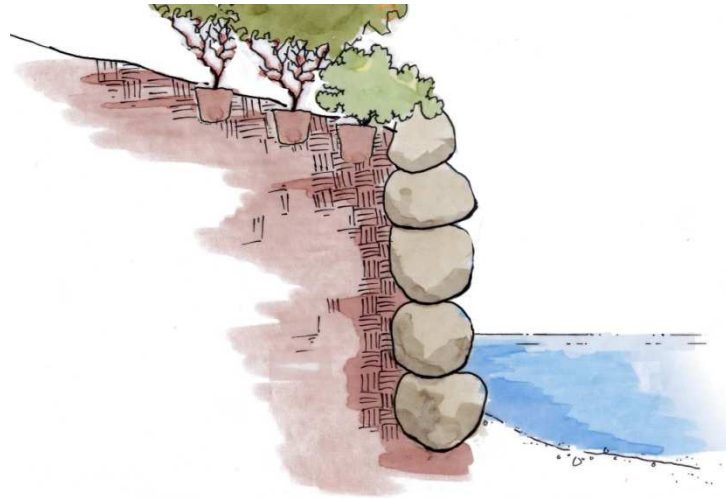
## d) Boulder Terrace



**Figure 11 - Improvement Example, Boulder Terrace**

- Description
  - Bank is stabilized by the creation of one or more vegetated terraces (wide benches cut into the river bank)
- Where Appropriate
  - Where space is limited so that a stable soil slope is not feasible
  - Where riprap is not required
- Implementation
  - Grade terraces
  - Install boulders for vertical face of terrace
  - Provide planting areas in flat sections behind boulders
  - Seed and plant flat sections with native and varied species
- Advantages
  - More aesthetically pleasing than riprapped slopes
  - Long lasting, solid armoring
  - Improves water quality by decreasing turbidity
  - Improves aquatic habitat through overhead cover
  - Decreases water temperature due to shading
- Disadvantages
  - May be more costly than riprap
  - Maintenance and irrigation may be necessary

e) Boulder Wall



**Figure 12 - Improvement Example, Boulder Wall**

- Description
  - Bank is stabilized by construction of near vertical wall
- Where Appropriate
  - Where a distinct buffer is required between the river and adjacent areas and sufficient room does not exist for other treatment methods
- Implementation
  - Regrade bank to facilitate construction of wall
  - Wall typically constructed of boulders or similar materials
  - May use wall to move existing toe of slope
  - Top of wall can be vegetated, if room exists
- Advantages
  - Distinct break between riverine and urban environments
  - Structures are stable under high shear stresses
- Disadvantages
  - Costly to construct
  - Unnatural in appearance

f) Boulder Toe

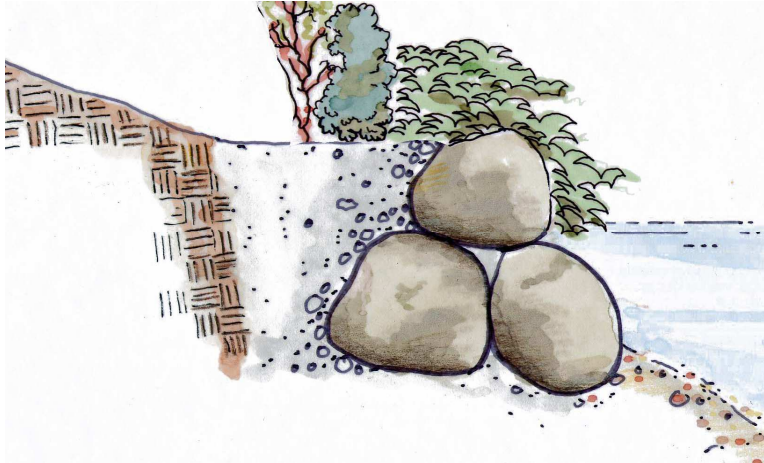


Figure 13 - Improvement Example, Boulder Toe

- Description
  - Protect toe with sufficiently large rocks
  - Include revegetation above the rocks
- Where Appropriate
  - Where erosion is pronounced at the toe
- Implementation
  - Bank graded for stability
  - Boulders placed at toe of bank
- Advantages
  - Prevents further erosion at toe of bank
- Disadvantages
  - Can be costly and labor intensive
  - Does not allow for naturally occurring bank undercutting or other natural bank variation

## 2. Vegetation and Riparian Buffer

Vegetation and riparian buffer improvements were recommended at locations throughout the project reach as determined necessary.

- Improvement techniques
  - a) Supplement existing vegetation
    - Description
      - Remove non native vegetation
      - Add plantings to vegetated areas
    - Where appropriate

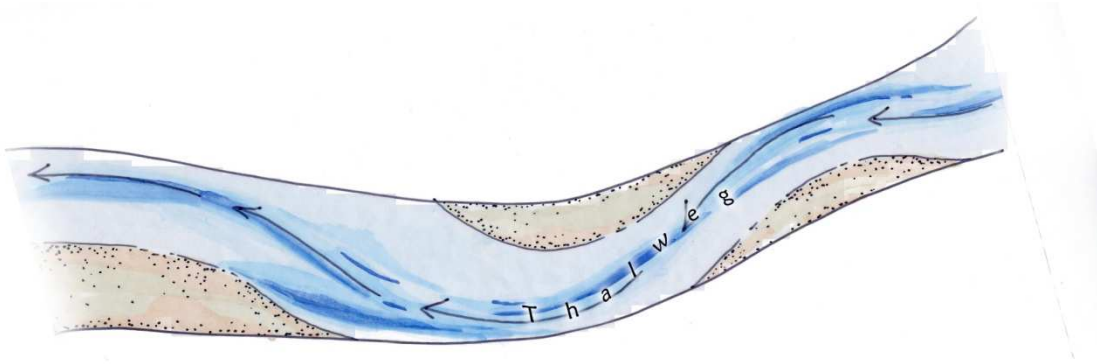


- Areas where vegetative quality is good but could improve with the placement of additional vegetation and removal of non native species
  - Advantages
    - Increases vegetative quality
    - Plant growth will maintain bank stability
    - Aesthetically pleasing
    - Improves water quality by decreasing turbidity
    - Improves aquatic habitat through overhead cover
    - Decreases water temperature due to shading
  - Disadvantages
    - Some cost and labor
    - Maintenance and irrigation may be necessary
- b) Revegetation
- Description
    - A currently non-vegetated or sparsely vegetated area is planted with native species. Non native species are removed.
  - Where appropriate
    - Areas where minimal or no vegetation exists
  - Advantages
    - Increases vegetative quality
    - Plant growth will maintain bank stability
    - Aesthetically pleasing
    - Improves water quality by decreasing turbidity
    - Improves aquatic habitat through overhead cover
    - Decreases water temperature due to shading
  - Disadvantages
    - Some cost and labor
    - Maintenance and irrigation may be necessary

### 3. Channel Form

Channel form improvements were recommended at many locations along the project reach. In general channel form improvements were not recommended in areas through the heart of downtown where existing boating structures are prevalent as reshaping the channel in this manner would likely be detrimental to some boating recreation.

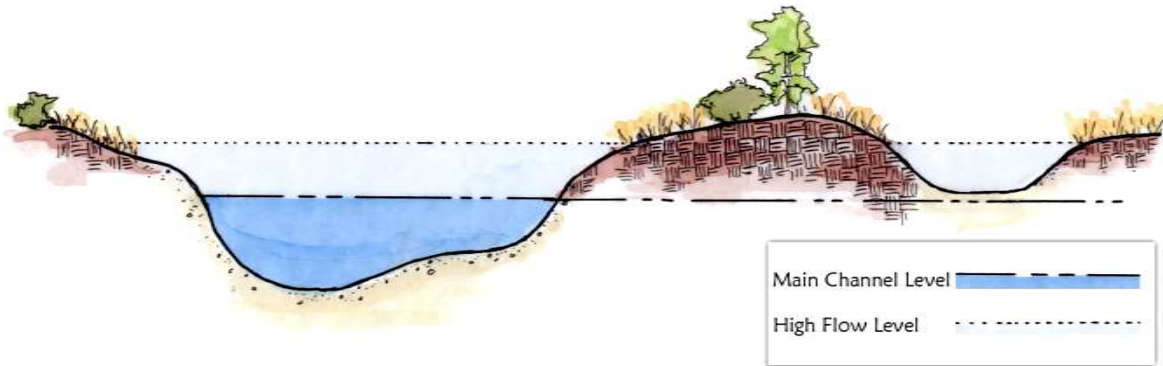
- Improvement Techniques
  - a) Create meander and thalweg



**Figure 14 - Improvement Example, Create Meander and Thalweg**

- Description
  - A meander is created at the appropriate spacing
- Where Appropriate
  - Areas where no low flow channel exists
  - Straight channel sections
  - Areas where a meander exists, but is spaced improperly
- Implementation
  - Excavate a meandering low flow channel
  - Move excavated material to opposite side of channel to create bars
  - Typically done in combination with longitudinal channel modification.
- Advantages
  - Increases depth of water at low flows which results in better aquatic habitat and more boatable water
  - Decreases water temperature
  - Reduces evaporative losses
  - Reestablishes meander pattern of natural channel – if spaced correctly
  - Eliminates improperly spaced meanders that fight natural forces of the stream
- Disadvantages
  - Temporarily disrupts streambed

## b) Create High Flow Channel



**Figure 15 - Improvement Example, Create High Flow Channel**

- Description
  - A high flow channel is created within the channel
- Where Appropriate
  - Areas that require a high flow channel to avoid flooding
- Implementation
  - A high flow channel is graded into the stream channel
- Advantages
  - Contains high flows in channel banks
- Disadvantages
  - Disrupts channel banks and streambed

c) Remove boulder vanes

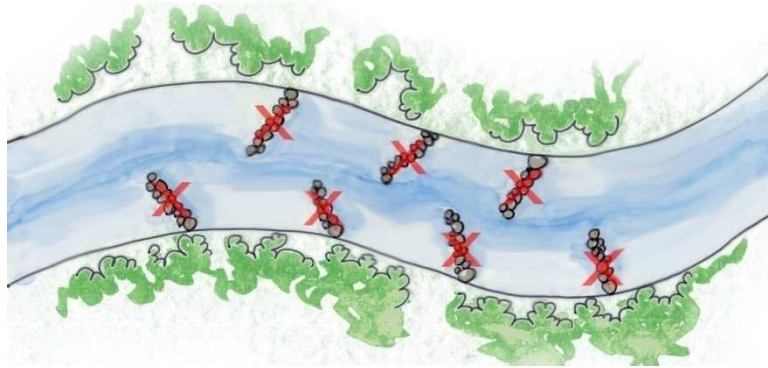


Figure 16 - Improvement Example, Remove Boulder Vanes

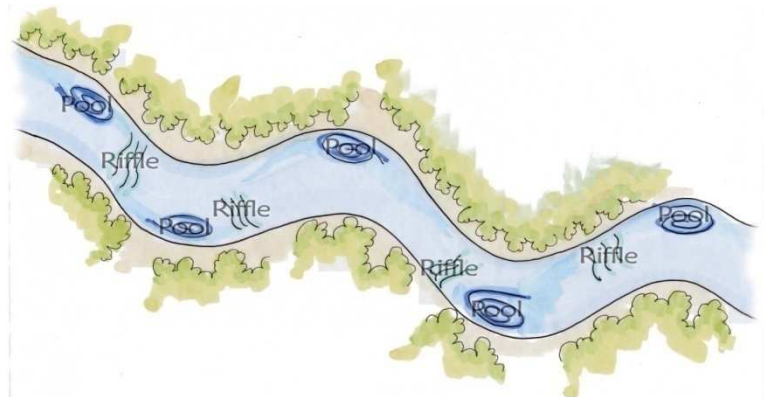
- Description
  - Existing boulder vanes are removed from the channel
- Where Appropriate
  - Areas where boulder vanes are fighting the natural form of the channel or are causing bank erosion
- Implementation
  - Boulder vanes are removed from the channel
- Advantages
  - Allows the channel to follow a natural erosion and deposition process
  - Reduces bank erosion caused by the vane structure
- Disadvantages
  - Disrupts channel banks and streambed

#### 4. Aquatic Habitat

Aquatic habitat improvements were recommended in locations where existing habitat is limited. Locations for these improvements were generally not recommended in locations where use by boaters is highest.

- Improvement Techniques

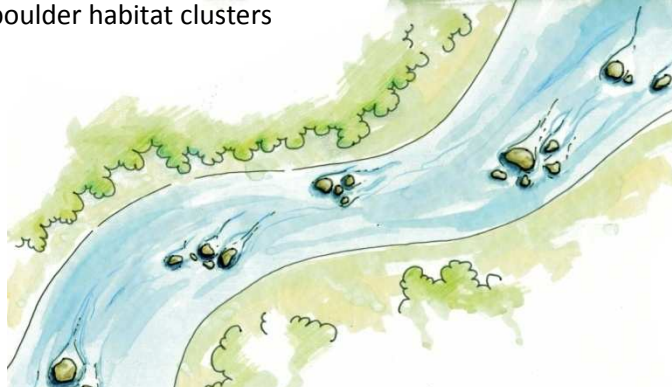
a) Create riffle/pool/glide sequences



**Figure 17 - Improvement Example, Create Riffle/pool/glide Sequences**

- Description
  - Riffle/pool/glide sequences are created within the channel
- Where Appropriate
  - Areas that lack aquatic habitat diversity and have sufficient longitudinal gradient for riffles.
- Implementation
  - The streambed is graded to have steep and shallow sections (riffles), depressions (pools) and transition areas (glides)
  - Done in combination with longitudinal grading discussed above.
- Advantages
  - Provides habitat variety needed for various flow conditions and trout life cycles.
  - Establishes deep overwintering pool habitat.
  - Improves experience for angling
  - Creates instant habitat improvements.
- Disadvantages
  - Temporarily disrupts stream bed

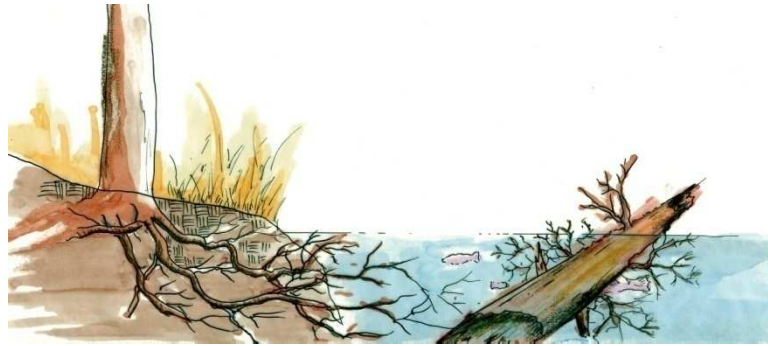
b) Install boulder habitat clusters



**Figure 18 - Improvement Example, Install Boulder Habitat Clusters**

- Description
  - Boulders are placed within the stream to create micro aquatic habitat
- Where Appropriate
  - Areas with insufficient instream aquatic habitat
  - Areas with inadequate hydraulic diversity
- Implementation
  - Boulders are placed within the stream in clusters to provide hiding/resting areas for trout. Instream habitat creates quality feeding lanes and increase holding capacity.
- Advantages
  - Improved habitat
  - Can generally be completed using material that is already in the stream.
- Disadvantages
  - If placed in pool locations may increase erosion downstream or create a backwater issue upstream

c) Install natural habitat feature



**Figure 19 - Improvement Example, Install Natural Habitat Feature**

- Description
    - Instream cover features such as rootwads, submerged vegetation and logs are installed
  - Where Appropriate
    - Areas with inadequate instream cover
    - Particularly successful in areas with low flow velocities and shear stresses
  - Implementation
    - Add logs, rootwads or similar natural material to the stream bed and banks
  - Advantages
    - In-stream cover gives fish and macro-invertebrates shelter from predators, competitors and river current and offers areas for feeding and reproduction
  - Disadvantages
    - Often susceptible to being dislodged
    - Can result in sediment accumulation if placed incorrectly
- d) Remove debris
- Description
    - Debris and other items are removed and disposed of
  - Where Appropriate
    - Areas with a large amount of debris or debris that presents a safety concern
  - Implementation
    - Debris is removed and disposed of
  - Advantages
    - Improves aquatic habitat health
    - Improves user safety

- Disadvantages
  - May be labor intensive

e) Convert open water to wetland



**Figure 20 - Improvement Example, Convert Open Water to Wetland**

- Description
  - Converts a section of land that is currently open water to wetland habitat
- Where Appropriate
  - In locations where stagnant, open water exists and the riparian area would be improved by the creation of wetlands
- Implementation
  - Import channel material to establish proper ground elevation.
  - Add suitable planting matrix, if necessary
  - Vegetate with wetland species
- Advantages
  - Wetlands filter runoff prior to it reaching the river, increasing water quality
  - Wetlands add variety and high quality habitat to the stream system
  - Possible to use material from other portions of the channel improvements to create wetlands thereby eliminating or reducing costs associated with hauling and disposing excavated material.
- Disadvantages
  - Costly if fill material must be purchased and imported.
  - Chance for failure if not set at correct elevations related to river.

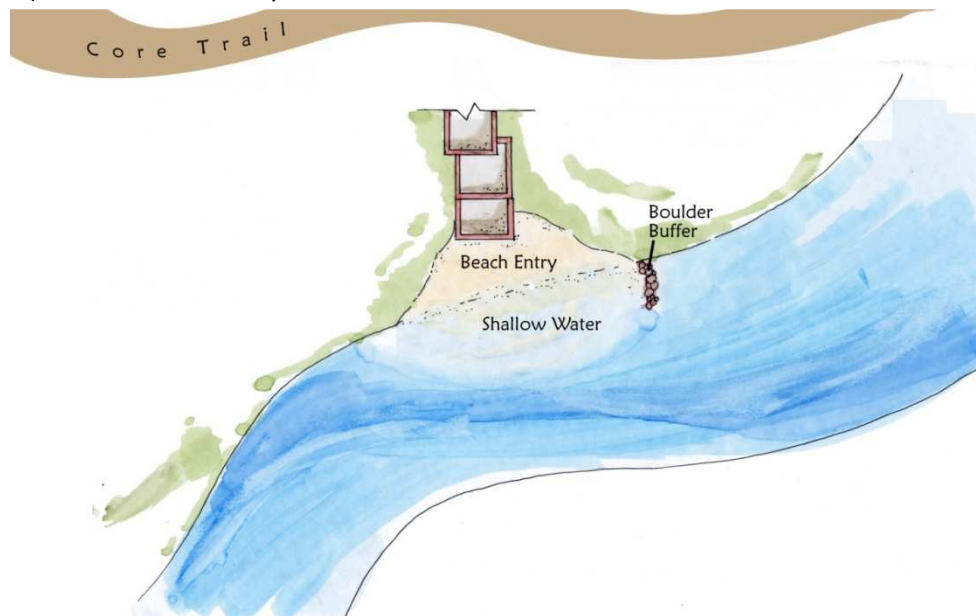
## **B. Recreational Use Improvements**

### **1. Access**

Access improvements were recommended in locations throughout the project.



- Improvement Techniques
  - a) Formalize access point



**Figure 21 - Improvement Example, Formalize Access Point**

- Description
  - User created access point is formalized
- Where Appropriate
  - Areas where additional access is desired and a user created access point exists
- Implementation
  - Boulder terrace similar is installed
  - Slope is graded and stabilized
- Advantages
  - Increases river access
  - Lessens need to user created access point
  - Improves bank stability/reduces erosion and vegetation impacts at access point
- Disadvantages
  - Increases river access
  - Places unnatural structure along river bank
- b) Create formalized access point
  - Description
    - A formalized access point is installed
  - Where Appropriate
    - Areas where additional access is desired and a user created access point does not exist

- Implementation
  - Boulder terrace is installed
  - Slope is graded and stabilized with concrete
- Advantages
  - Increases river access
  - Lessens need to user created access point
  - Ensures bank stability at access point
- Disadvantages
  - Increases river access
  - Places unnatural structure along river bank

## 2. Boating

Boating improvements were generally recommended for portions of the project reach that are already heavily used for boating. Additional boating features were not recommended in areas that are currently more natural to reduce impacts on these areas that come with heavy boating use.

- Improvement Techniques
  - a) Repair/enhance existing boating structure
    - Description
      - Repairs or enhancements are made to an existing boating structure to increase its recreational usability and/or safety
    - Where Appropriate
      - In areas where a boating feature exists, but is functioning in a sub-optimal manor or a safety concern exists
    - Implementation
      - Feature(s) is repaired by moving boulders, grading, extending hole, adding or removing boulders.
    - Advantages
      - Less costly than replacing boating feature
      - Extends lifetime of existing boating features
      - Decreases user pressure at existing high quality boating features
    - Disadvantages
      - Inherent uncertainty as to how feature will function
  - b) Remove and/or replace boating structure
    - Description
      - Existing boating structure is removed and replaced, if appropriate
    - Where Appropriate
      - In areas where the boating structure has become unsafe and/or ineffective and cannot be improved through repair or enhancement

- Areas where the existing structure requires more than minor modifications to function properly
  - Implementation
    - Existing boating structure is removed
    - If appropriate, a new boating structure is constructed in its general location
  - Advantages
    - Ineffective and/or unsafe boating structures are removed
    - Higher quality feature can be implemented
    - Increases the recreational usability of the river
    - Decreases user pressure at existing high quality boating features
  - Disadvantages
    - May be costly
    - Possible floodplain and/or 404 permit issues
    - Inherent uncertainty as to how feature will function
- c) Install new boating structure
- Description
    - A boating structure such as a hole or wave is installed where currently no feature exists
  - Where Appropriate
    - In areas where a boating structure is desired, channel grade is sufficient and it will not have a negative impact on the river
  - Implementation
    - Desired boating structure is designed and installed
  - Advantages
    - The recreational usability of the river is increased
    - Decreases user pressure at existing high quality boating features
  - Disadvantages
    - Adds boating use pressure to new section of the river
    - May be costly
    - Possible floodplain and/or 404 permit issues
    - Inherent uncertainty as to how feature will function

## C. Water Rights Improvements

- a) Install gage for RICD rights
- Description
    - A streamflow gage(s) is installed to allow the City to exercise its RICD water rights
  - Where Appropriate

- At the 13<sup>th</sup> Street bridge
- Implementation
  - Install streamflow gage(s) with recording device to continually measure stream flows
- Advantages
  - The City will be able to make a call on the River for the RICD
- Disadvantages
  - Costly
  - Must be operated and maintained by the City or by a contractor
  - Water right may be so junior that it does not result in any “wet water”

**V. PRIORITIZATION OF AREAS OF INTEREST**

Areas of interest were categorized based on their need for improvements. Their characteristic rating was based on a matrix developed by ERC in conjunction with input from the community. Each individual proposed treatment was ranked on a scale of 1 (least critical) to 3 (most critical). Criteria used to rank the individual components are shown below.

Criterion/Rank	3	2	1
Aquatic Habitat	Existing aquatic habitat is poor. Little to no diversity exists in channel and instream cover is lacking. During low flow periods problems are extreme.	Existing aquatic habitat is limited. Some diversity and instream cover exists, but area is well below optimal conditions.	Overall aquatic habitat is moderate; however minor improvements would increase carrying capacity of the channel.
Channel Form	Channel is out of balance with natural equilibrium. Width, lack of low flow channel and sinuosity are disturbed and affecting health of the stream. Longitudinal profile and plan form require modification.	Channel is in transition between impacted and natural state. Work is required to achieve a natural state, but less work needed than areas ranking as a 3	Channel has characteristics of a natural stream form, but could be improved with minor grading and/or shaping.
Vegetation/ Riparian Buffer	No or limited vegetation on banks and/or in the riparian buffer, non-native species are in high numbers and should be removed. Vegetation will provide habitat, and water quality benefits.	Existing vegetation is sparse and/or non-native vegetation is present and should be removed. Minor habitat and water quality benefits exist, but could be greatly improved with more plantings and/or increased diversity.	Existing vegetation looks good, non-native species are not significant. Additional vegetation would help but is not required.

Criterion/Rank	3	2	1
Bank Stabilization	Visible, extensive bank erosion, bank undercutting, and/or mass wasting. Erosion appears to be on-going in this location and likely to become a greater problem if not addressed. Stabilization is an immediate concern.	Visible erosion and bank undercutting occurring but is localized problem. These areas may develop into larger problems in the future.	Minor localized erosion.
Recreational Use Boating*	Boating structure does not exist or no longer functions as intended, enhancement or improvement is needed for feature to function near optimal condition.	Existing boating structure function is moderate. It provides quality use for a limited amount of time but duration of time it functions well is limited. Modifications or enhancements are expected to significantly improve recreational opportunities.	Existing boating structure functions reasonably well. Improvements could be obtained with minor modifications, but feature currently provides quality recreational experience.
Recreational Use Passive	No formal access points, trails, picnic areas or opportunities for wildlife observation or existing amenities are unusable	Few formal access points, trails, picnic areas and/or opportunities for wildlife observation - none currently needed but may be needed in the future, or existing features in decent condition but need work	Sufficient access points, trails, picnic areas and opportunities for wildlife observation and all in good condition
Water Rights Improvements	Installation of stream gages will allow the City to make calls on the river that result in a significant increase in streamflows through the town. Recreational uses and ecological benefits of resulting from additional water will be significant.	Installation of stream gages will allow the City to make calls on the river that result in an increase in streamflows through the town. Recreational uses and ecological benefits resulting from additional water will be notable.	Installation of stream gages will allow the City to make calls on the river that result in a minor increase in streamflows through the town. Amount or timing of additional water results in minor recreational and ecological benefits.

\*Boating includes kayaking, rafting and tubing

**Table 2 - Area of Interest Categories and Ranking Criteria**

**VI. IMPROVEMENT COSTS**

Cost estimates were developed for the individual Plan improvements. As the improvements presented herein are conceptual in nature, all costs should be considered budgetary level costs. More detailed costs can be developed as part of the final design for improvements as they occur.

Costs contained in this Plan are based on 2008 prices. Estimates were generated from known material costs, cost data provided by the City, costs for completed river improvement projects and engineering judgment.

Unit construction costs (per linear foot, per square foot, per each, etc) were prepared for each specific Plan improvement. Estimated costs to implement any specific improvement can be determined by scaling the unit cost to the number or size of a particular problem area. A table summarizing unit costs for each improvement type is shown below. An itemized breakout that includes all individual items and costs used to generate unit costs is presented in Appendix H.

ERC took the approach that any improvements to be made would be done in the highest quality manner. As an example, areas requiring revegetation were assumed to be planted at very high densities and include seeding, grass plugs, shrubs and trees. As a result, the unit costs for improvements are high. If desired the City could scale back many of the treatments and obtain cost savings over the values derived by ERC.

Category	Improvement	Unit	Unit Cost
<b>Bank Stabilization</b>			
	Vegetate	SF	6.67
	Vegetate existing feature	SF	6.67
	Regrade and replant	SF	7.09
	Boulder Terrace	SF	57.89
	Boulder Wall	LF	350.40
	Boulder Toe	LF	55.85
	Pipe Repair and Bank stabilization	*LS	4,500.00
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer	SF	1.62
	Revegetation	SF	6.40
	Remove vehicle	EA	1,000.00
<b>Channel Form</b>			
	Create meander and thalweg	LF	73.80
	Create high flow channel	LF	16.40
	Remove boulder vane structures	EA	1,000.00

Category	Improvement	Unit	Unit Cost
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences	EA	3,000.00
	Install boulder habitat clusters	EA	670.00
	Install natural habitat feature	EA	1,250.00
	Remove debris	*LS	2,000.00
	Convert open water to wetland	SF	6.78
<b>Recreational Use</b>			
<b>Boating</b>			
	Repair/enhance boating structure	EA	10,000.00
	Remove boating structure	EA	8,000.00
	Install boating structure	EA	40,000.00
	Diversion structure at James Brown Bridge	LS	5,000.00
<b>Access</b>			
	Formalize access point	EA	2,000.00
	Create formalized access point	EA	5,000.00
	Create formalized access point with ADA access and trail connection	EA	15,000.00
<b>Water Rights</b>			
	Install gage for RICD rights	EA	30,000.00
<b>Other</b>			
	Temporary Fencing	LF	3.00
<b>Per Cost Total</b>			
	Construction Management	LS	8% of total cost
	Contingency	LS	10% of total cost
	Design & Permitting	LS	10% total cost
	Mobilization/Demobilization	LS	5% of total cost
	Sediment Control	LS	2% of total cost

\*LS = Lump Sum

**Table 3 - Improvement Unit Cost**

Total costs were then defined for each AOI and can be found in Appendix H. A detailed cost breakdown is provided in Appendix H. For the total cost estimate, final design and permitting was assumed to cost 10% of the total, construction management was assumed to cost 8% of the total, mobilization/demobilization was assumed to cost 5% of the total, sediment control was assumed to cost 2% of the total and contingency was added at a cost of 10% of the total.

The overall cost for all improvements presented in the plan, including design and permitting, construction management, mobilization/demobilization and contingencies is \$5,116,440.61

Costs were evaluated based on AOI rankings. It is anticipated that AOIs ranking most critical will require a majority of the total cost. The ranking of the installation of the RICD gages was ranked uncertain because the effect of the streamflow increase gained by the instream flow right is unknown to ERC.

Ranking	Cost	Percent of total
3 (most critical)	\$2,917,227.47	76%
2 (medium)	\$669,215.12	18%
1 (least critical)	\$260,505.23	7%
Total	\$3,846,947.82	100%

**Table 4 - Cost per Ranking**

Costs were also evaluated based on the type of improvement recommended. Due to the amount of overlap, aquatic and channel form improvements were combined. Vegetation and riparian buffer, which often are recommended in conjunction with bank stabilization, are similarly grouped together.

Improvement Category	Cost	Percent of Total
Aquatic Habitat and Channel Form	\$1,530,946.10	40%
Vegetation/Riparian Buffer and Bank Stabilization	\$2,059,001.72	54%
Recreational Use - Boating	\$179,000.00	5%
Recreational Use - Access	\$48,000.00	1%
Water Rights (RICD)	\$30,000.00	1%
Total	\$3,846,847.82	100%

**Table 5 - Cost per Category**



## VII. PRIORITIZATION OF IMPROVEMENTS

Given the high cost to implement the recommended improvements, the recommendations within this Plan will need to be prioritized. Final prioritization should factor in the relative need for the improvement (ranking presented above), desires of the community and available financial resources.

## VIII. REFERENCES

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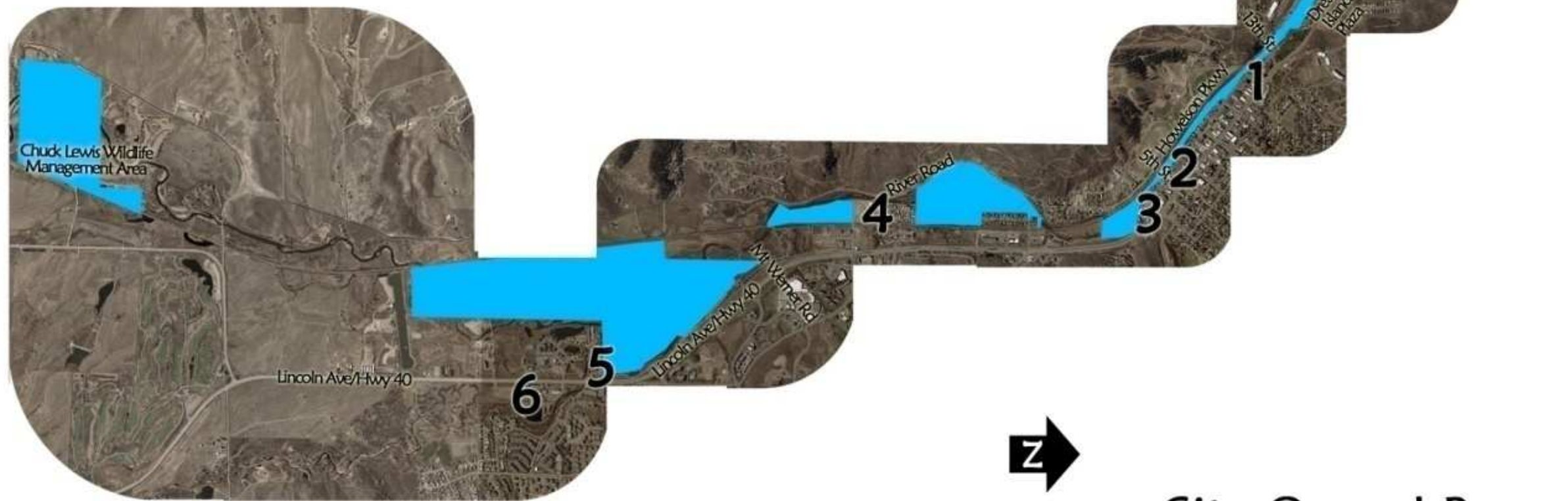
**Appendix A - Report figures 11x17**

**LEGEND**

 City Owned Property

Tributaries

- 1 - Soda Creek
- 2 - Butcherknife Creek
- 3 - Spring Creek
- 4 - Fish Creek
- 5 - Burgess Creek
- 6 - Walton Creek



City Owned Property

**LEGEND**




-  Core Trail
-  Parks
-  Yampa River

- 1 - Fournier Park
- 2- Bear River - future park site
- 3 - Stockbridge
- 4 - West Lindold Park and Little Toots Park
- 5 - Howelson Park
- 6 - Snake Island and Richard Weiss Park
- 7 - Emerald Park, Yampa River Botanic Park and Open Space
- 8 - Fetcher Park
- 9 - Rotary Park and Williams Preserve
- 10 - Whistler Park
- 11 - Legacy Ranch
- 12 - Haymaker Golf Course
- 13 - Chuck Lewis Wildlife Management Area

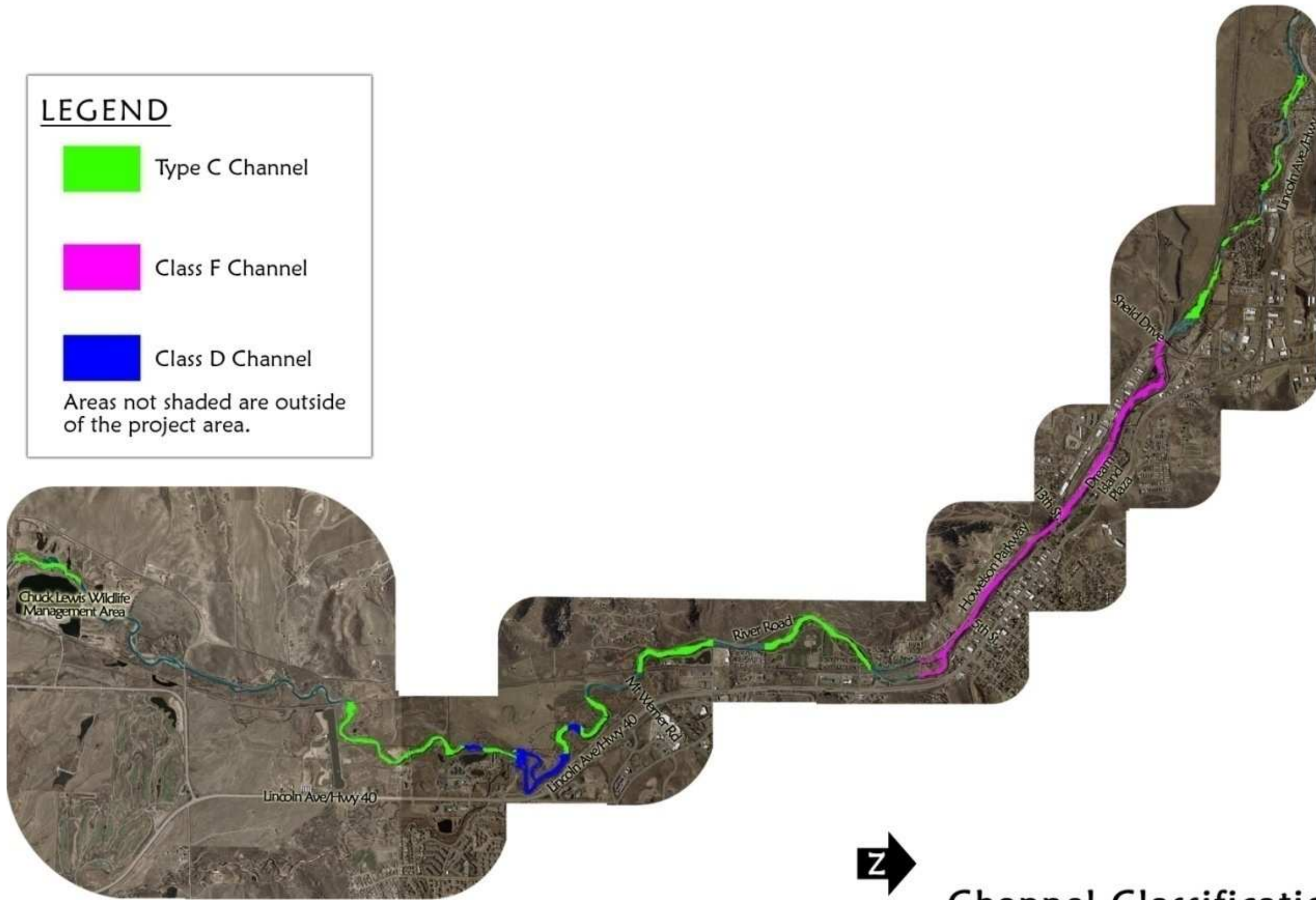


 Parks, WMA's and the Core Trail

**LEGEND**

-  Type C Channel
-  Class F Channel
-  Class D Channel

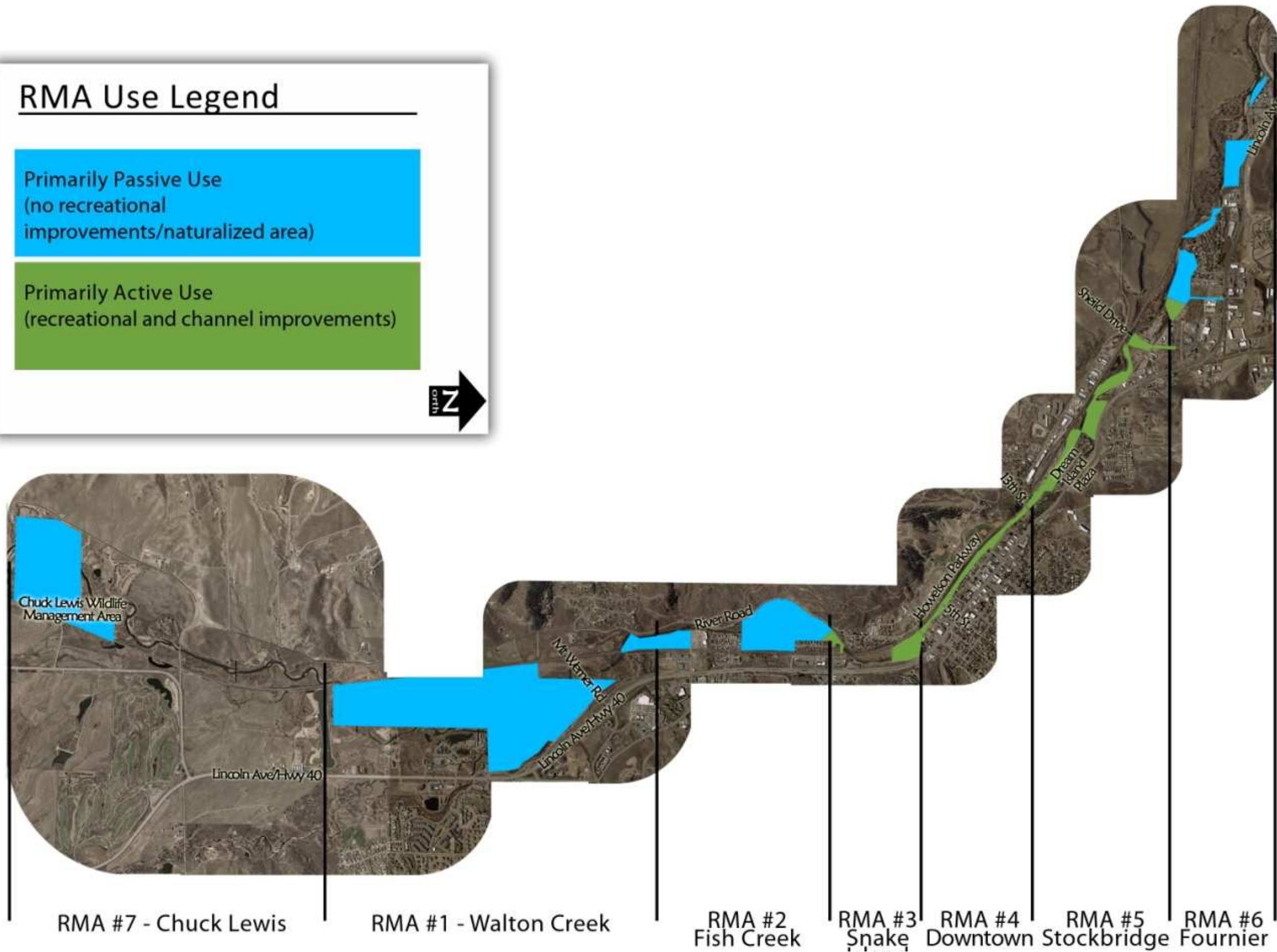
Areas not shaded are outside of the project area.

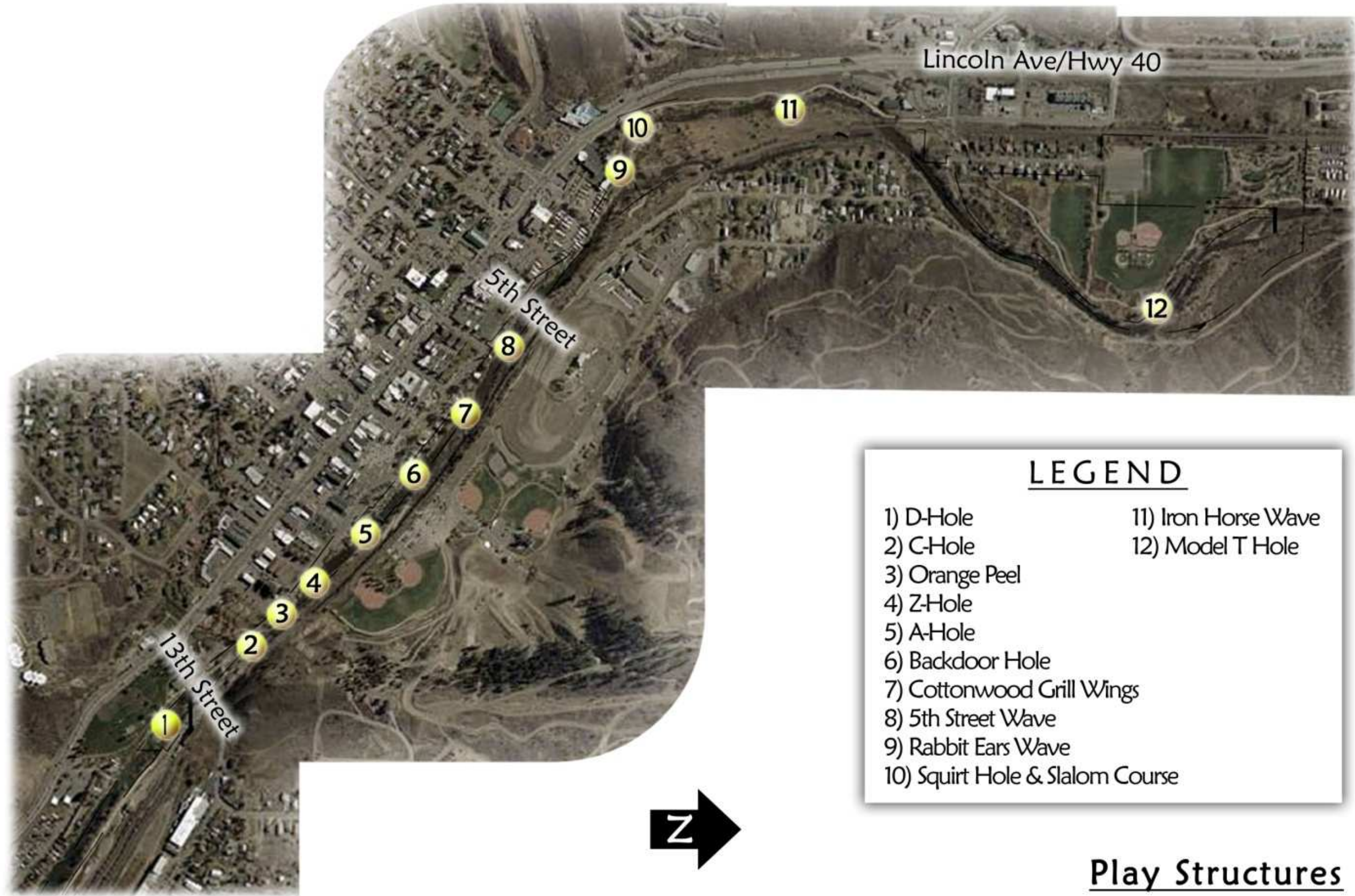


**Channel Classifications**

### RMA Use Legend

- Primarily Passive Use  
(no recreational improvements/naturalized area)
- Primarily Active Use  
(recreational and channel improvements)





Report Photos Locator Map





**Appendix B: Community Comments from Public Meetings**

## Comments from Yampa River Structural Master Plan

August 2, 2007 Public Workshop

### From notepads

- Need to preserve wetlands and streambanks for wild habitat. Ospreys have recently been seen around Steamboat. Need to preserve habitat and water quality for birds and small river animals.
- Consider erecting nest platforms for Osprey.
- This fishing is a great resource for this community. Overall use impacts needs to be better monitored. Tools need to be available to city departments.
- Canoe and Kayak Access
  - Most access is by unimproved, narrow footpaths
    - Wider, more solid footpaths would make access easier and could reduce erosion.
    - Clear sections along the banks at access points are needed to get into and out of boats.
      - Need to be non-muddy.
- RMA maps
  - For the next meeting, please note a couple of landmarks (e.g. street names) to help orient people.
- River Health should be our first priority. Let's help Mother Nature do what needs to be done.
  - Bank stabilization where needed.
  - Meander to slow the river down.
  - Protection for riparian areas.
- But we need to help private landowners with trespass issues.
- Keep trash out of river.
- Educate users (maybe through signage or enforcement).
- Seems like the river is getting overused by private tubers in the upper section. Would like to see additional enforcement of the alcohol rules for tubers.

- Improve access for kayakers at Fetcher Park.
- I enjoy running down a river and stopping to play briefly at many spots along the way. Many of the good play ledges do not have good eddies alongside to feed into the hole from. Strategically placed eddies would help.
- More individual park 'n' play holes AND some design overall that encourages boating runs from upper to lower.
- Put a kayak/canoe rack on a shuttle bus to encourage top to bottom boating.
- More shelves and beaches.
- More public access.
- City Parks and Recreation should have authority to close river and enforce.
- River education kiosk and live programs.
- In depth signage of rules and regulations at put-in along the river (i.e., signs now on highways and interstate giving info per weather, closures (the new highlighted signs)).
- Maybe: fines doubled for alcohol on river.
- To protect the river environment, restrict future development to only (2) two "water features", the Library and the Depot. If the City wants another water feature, require the removal of one of the two existing features. It is now time to concentrate on water quality and the health of the river. – John Armiger
- All kayak features should be below rabbit ears. Everything should begin at 5<sup>th</sup> St. More flow = more fun.
- D-hole should be pinched to create a low flow hole and a wave when it's high.
- Z-hole and 5<sup>th</sup> St. need to be pinched/rebuilt riverwide.
- All features need a maintenance plan. Fixing concrete, trimming bushes.
- Lights at C-hole, permanent.
- Webcam on C-hole for promotion.
- New feature in Milner below Elk. – crossed out
- More holes like C and D at 5<sup>th</sup> St. /Double Z.
- A low-water feature, 300-cfs, channeled to 6 feet wide
- Concrete slabs in upper Yampa near the soccer fields should be cleaned up.

- Wave could be put in above Soda below ZZ. Water is channelized and would be a great spot. Gradient/naturally pinched.
- Raise the elevation of the pinch at C-hole.
- Remove sediment below Soda Creek confluence.
- New play spot adjacent to the new “River Walk” project. – Jim Cook, old trailer park

## **RMA#1- Walton Creek**

- Enforce parking/alcohol restrictions.
- Not much swimming occurs here.
- Use needs to be controlled.
- City departments need more tools to implement/enforce regulations and use.
- Pike habitat exists at head of rich – could this be reduced?
- Excellent fishing habitat, could there be more fishing habitat?
- Not much paddling features, but great for beginners/int paddlers.
- Works good for rafting put-in and great for float through.
- Take out/put-in at Rotary Park needs work for ability to put in rafts, some rocks in water need to be moved just at the water surface.
- Some erosion occurring in select areas.
- How is cottonwood recruitment doing...i.e. riparian habitat

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- Some erosion occurring in select areas.
- How is cottonwood recruitment doing...i.e. riparian habitat

## **RMA#2 – Fish Creek**

- Enforce access – parking/alcohol.
- Pool at Fish Creek is very important as area for fish at low water.
- Area on east bank of river adjacent and downstream from trailer park is circled. Old construction cleanup. Barbed wire and metal in the water. Trash build up area.
- Kayak launch eroding bank – rocks not placed well. Lots of kayaking and access. Consolidate access and rouge tracks, many trails spurring off into riparian.

## **RMA#3 – Snake Island**

- Second most swimming beyond C-hole at hot spring.
- Could more fish habitat be placed?
- Iron Horse Hole – need to be fixed. This hole fell over and is not functioning.
- Not many high play waves.
- Problem with erosion above Iron Horse Hole at bird statue on river right – take out bench or rebuild.
- Some minor bank erosion below features along reach.
- Rich Weiss Park is very, very important as lots of use, great access, as head of boating park. Will see increased use in the future. Currently needs lot of work. Needs bathroom.
- Rocks have moved at Iron Horse Hole and it is dangerous.
- Rocks just about 5<sup>th</sup> Street need to be reconfigured.

## **RMA#4 – Downtown**

- Water quality #1 issue
  - Water temperature – no porous surface
  - Non source point pollution
  - DO
  - Flows

- RICD – need to implement
- If we address water quality and volume many issued are resolved.
- Rebuild A-hole. Lots of erosion on river. Great access...bad for tubing @ low water.
- Reexamine all river features for effectiveness in this area for all recreation.
- Excellent location for feature above and below 5<sup>th</sup> Street (possible surf wave at higher water). Work with new developers to maximize efficiencies.
- Major work at Rabbit Ears/Rich Weiss – needs help with erosion issues.
- This is most important reach of the entire river from recreational standpoint – most use – great fishery, most important kayak/tubing area.
- Great fish habitat. Riffles. Pools. Access.
- Need to help educate developers about the rivers needs. More native/riparian habitat.
- Access is all over. Need to fence/limit some trails.
- Access at Lions Park needs help – major erosion.
- Work with landowners to rebuild certain banks if possible.
- Fix diversion to Wolf Ranch for tubing/kayaking/fishing. Build solid structure.
- Need erosion control upstream of Z-hole.
- Area upstream of 13<sup>th</sup> Street Bridge circled – pinch to make deeper pocket at water levels of 300 – 700 cfs.

## **RMA#5 – Stockbridge**

- Around the bus barn (Multimodal center) there is a nice area for kids to wade.
- Area on left bank upstream and adjacent to James Brown Bridge circled– Dangerous objects from railroad in water and on the banks.
- Area on left bank downstream and adjacent to James Brown Bridge circled– Need permanent (not giant boulders) diversion structure at current tube take out to protect agricultural senior water rights.

## **Project Area: Fournier Open Space**

- Help stop trespassing onto private property.
- Old meander that should probably be restored.
- Do not puncture another neighborhood.

## **Existing assets of the Yampa River**

- Education – Produce DVD education/infomercial for cable channel 6, 10 minutes.

## **Channel Shape**

- Rock vanes seem to work well for 1. maintaining a deep center channel and 2. creating fish habitat.
  - They do not work well as play features for kayaks and canoes because the flow on the downstream side flushed the boater back into the center channel.
  - Would a J-shaped feature work for 1 and 2 above?
  - It could create a nice play feature at the end of a rock vane.

Comments from Yampa River Structural Master Plan

November 7, 2007 Public Workshop

Sheet	Reference #	Category	Description	Comments				
Sheet 1	1a	VEG/RB	lacking vegetation					
	1b	AH	lacking aquatic habitat diversity					
	1c	VEG/RB	lacking vegetation	allow for water inundation				
	1d	BS	eroding bank		future tube take out	Riverside Park - fix damage done by sewer line repair		
	1e	RU	formalized access needed					
	1f	VEG/RB	lacking vegetation					
	1g	BS	eroding bank					
Sheet 2	2a	OTHER	existing diversion structure	very dangerous diversion structure, needs mitigation				
	2b	RU	tubing take out					
	2c	BS	unstable slope					
	2d	VEG/RB	lacking riparian buffer		eroding bank of right bank			
Sheet 3	3a	VEG/RB	lacking riparian buffer		move channel to left bank through new newly deposited cobble, involve planners with the Bear River Parcel options	improve habitat		
	3b	AH	poor aquatic habitat need to formalize access					
	3c	RU	lacking vegetation					
	3d	VEG/RB	encroachment/buffer management					
	3e	VEG/RB	eroding bank					
	3f	BS	D Hole - limited pool and drop					
	3g	RU		requires dredging				
Sheet 4	4a	OTHER	need for flow gage		Very important, needed to implement water rights			
	4b	RU	eroding access point					
	4c	RU	C Hole - functioning well			needs riparian habitat/focus human impact		
	4d	VEG/RB	lacking riparian buffer	artificial buffer, more meandering				
	4e	RU	non utilized gradient in boating reach					
	4f	VEG/RB	existing rubble - safety concern					
	4g	RU	Orange Peel Hole - ineffective		could go away	very ineffective		
	4h	RU	Z Hole - sub optimal function		too wide	build with 2 outlets (large boulders in the middle, very wide channel right now)		
	4i	BS	eroding bank	add fencing				
	4j	RU	improve access point					
	4k	RU	A Hole - sub optimal function	high priority restructuring, somewhat dangerous	Take pressure off of riparian buffer (N.) access needed on south side of river + by foot bridge near tunnel	Rebuild		



Sheet	Reference #	Category	Description	Comments				
Sheet 5	5a	BS	eroding bank					
	5b	RU	Backdoor Hole - sub optimal function				built to divert water to city snowmaking inlet	
	5c	BS	eroding bank	add fencing				
	5d	RU	Boating wave - sub optimal function				could go away	
	5e	RU	Cottonwood Hole - sub optimal function				could go away	
	5f	AH	lacking aquatic habitat diversity					
	5g	VEG/RB	encroachment/buffer management					
	5h	OTHER	degraded Butcherknife Creek confluence					
	5i	BS	eroding bank					
	5j	RU	eroding access point					
	5k	RU	5th Street Wave - sub optimal function					potential for Charlie's Hole quality structure
	5l	BS	eroding bank	good fishing area, reorient structures US				
	5m	BS	eroding bank	DO NOT TOUCH!				
	5n	RU	ineffective boating area	don't change this	great trout habitat, deep, cool, shelters			great fish habitat - don't change!
	5o	OTHER	future daylight of Spring Creek		rebuild			
	5p	RU	Rabbit Ears Wave - sub optimal function					
	5q	BS	eroding bank					
	5r	RU	Squirt Hole - functioning well					
	5s	RU	existing slalom kayak course					
	5t	RU	Iron Horse Wave - functioning well					
5u	RU	eroding access point						
Sheet 6	6a	VEG/RB	river against toe of slope and unvegetated					
	6b	AH	lacking aquatic habitat diversity	riparian buffer				
	6c	RU	Model T Hole - sub optimal function		rebuild for optimum function			
Sheet 7	7a	VEG/RB	river against toe of slope and unvegetated					
	7b	BS	eroding bank	vegetative diversity	not necessary DS of drain		DS limit of 7b - river eroding bankside of structure	
	7c	OTHER	Pond outfall					
	7d	BS	eroding pipe outfall and bank		fix before road slumps!			
	7e	BS	eroding bank					
	7f	AH	lacking aquatic habitat diversity					
	7g	VEG/RB	lacking riparian buffer					

Sheet	Reference #	Category	Description	Comments				
Sheet 8	8a	BS	eroding bank	allow for river meandering	good invertebrate habitat	not necessary to improve	is stream too wide? River left	
	8b	VEG/RB	lacking riparian buffer					
	8c	AH	lacking aquatic habitat diversity					
	8d	AH	lacking aquatic habitat diversity					
	8e	VEG/RB	lacking riparian buffer					
	8f	BS	eroding bank					
Sheet 9	9a	AH	lacking aquatic habitat diversity	close off backwater + wetland creation	point source pollution, vegetative diversity, interactive areas	great habitat for frogs, ducks, pike, snakes	block slough first, then examine effect on 9A + 9B and design accordingly	better aquatic habitat
	9b	BS	lacking riparian buffer					
	9c	BS	lacking riparian buffer					
	9d	BS	lacking riparian buffer					
	9e	BS	lacking riparian buffer					
	9f	BS	lacking riparian buffer					
	9g	BS	eroding bank					
	9h	BS	eroding bank					
	9i	BS	eroding bank					
	9j	BS	eroding bank					
	9k	BS	eroding bank					
	9l	BS	eroding bank					
Sheet 10	10a	VEG/RB	debris - vehicles	not that bad, point bar is revegging	US wetland areas, vegetative diversity	included phase III of Chuck Lewis Project that is currently being worked on	pulling vehicles - replace with vegetation	
	10b	BS	eroding bank					
	10c	BS	eroding bank					
	10d	BS	eroding bank					
Sheet 11	11a	AH	lacking aquatic habitat diversity	shoud be another reference between 11a + 11b to address large backwater (gravel pit) on river left	diversity of flow, multiple uses	add boulders, deepen channel	large slack water area between 11A + 11B is the biggest problem area	
	11b	AH	lacking aquatic habitat diversity					

**Appendix C: Past Yampa Corridor Improvements known to ERC**

## **1980**

- Slalom Course construction

## **1981**

- Downtown improvements – Rabbit Ears to Backdoor Sports

## **1982**

- Continued downtown improvements – Rabbit Ears to Backdoor Sports

## **1985**

- Yampa River Kayak Course Improvements
- Yampa River Fish Habitat Improvements

## **1986**

- Dr Rich Weiss Park (formerly known as Yampa River Park)

## **1987**

- Stockbridge Road (Depot) Riverbank Landscaping

## **1988**

- Yampa River Park

## **1989**

- 5<sup>th</sup> Street to 13<sup>th</sup> Street, 1989
  - Created fish habitat in slow moving water
  - River wide kayaking structure below 5<sup>th</sup> Street
  - Installed wing structures at Bear River Center
  - A-hole wings by library
- Stockbridge Riverbank
- Yampa River Improvements

## **1990**

- 5<sup>th</sup> Street to 13<sup>th</sup> Street, 1990
  - Moved 5<sup>th</sup> Street hole to put in at Lions Club Park
  - Made a channel on river left of A-hole
  - Moved rocks at library to create more of a kayaking feature

## **1991**

- Phases 4 & 5 of Yampa River Channel Improvements,

## **1992**

- Phase 6 of Yampa River Channel Improvements

## **1993**

- River Improvements
- Xeriscape Corridor/River Road/Trail

## **1994**

- Yampa River Kayak Course
- Yampa River Stream Improvements

## **1996**

- Yampa River Cottonwood Grove/River Improvements

## **1997**

- Yampa Stream improvement Vermeer Tree Spade
- Yampa River Habitat Improvement

## **1998**

- The “Yampa River Improvement Project,” 1998
  - Changed all DS wings built in 1989 to US wings
  - Built Z-hole
  - Habitat work above Z-hole, random rock placement
- Friends of the Yampa – Kayak Course

## **1999**

- YV Stream Improvement – River Management Plan

## **2001**

- Rivers and Trails Committee

## **2002**

- D-hole
- Rivers and Trails Committee

## **2003**

- Charlie's Hole (C-hole)
- Additional work to D-hole
- Yampa Valley Stream Improvement – Tree Planting
- Friends of the Yampa River – Hydraulic Feature

## **2004**

- Repaired C-hole
- Friends of the Yampa – River Improvements

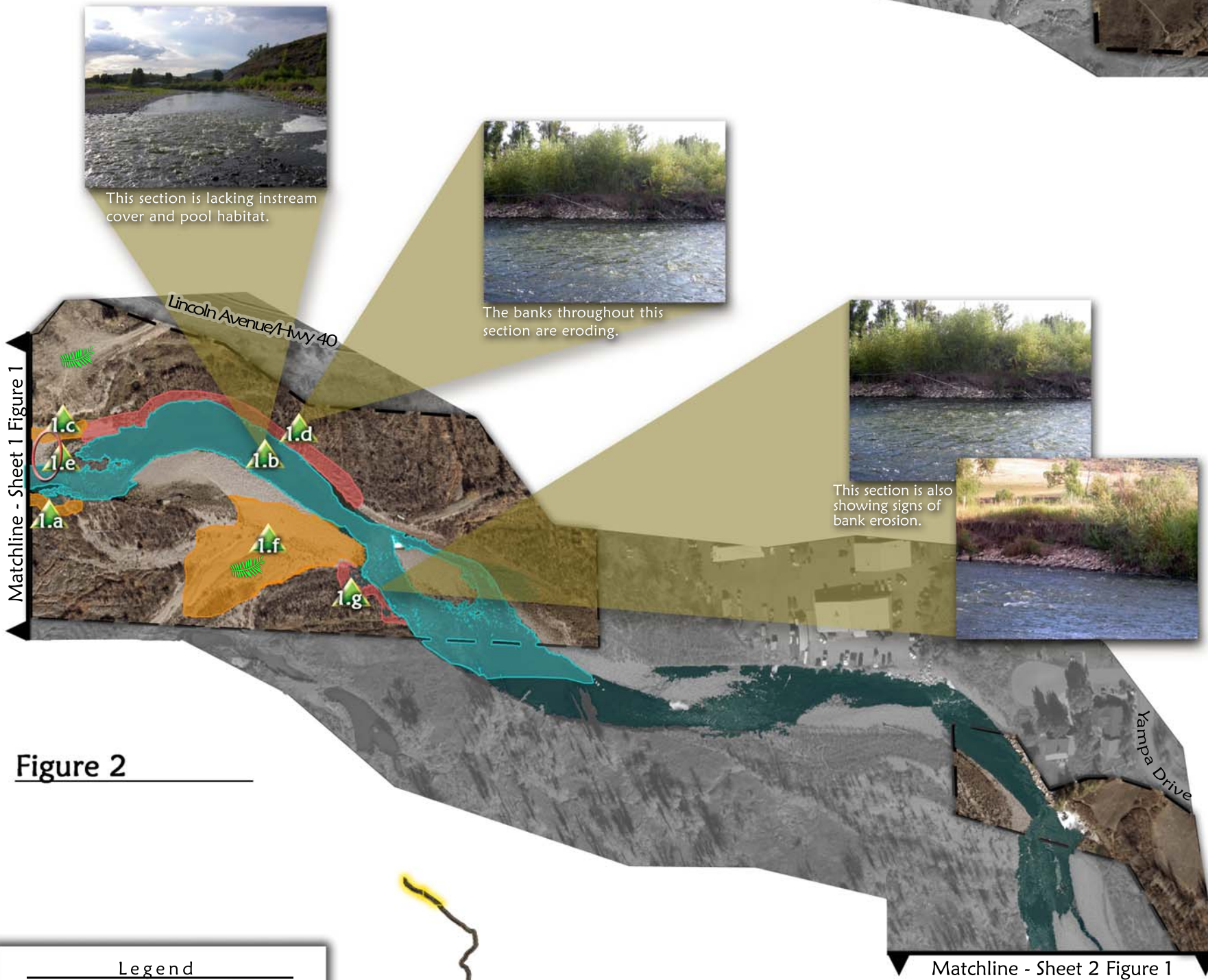
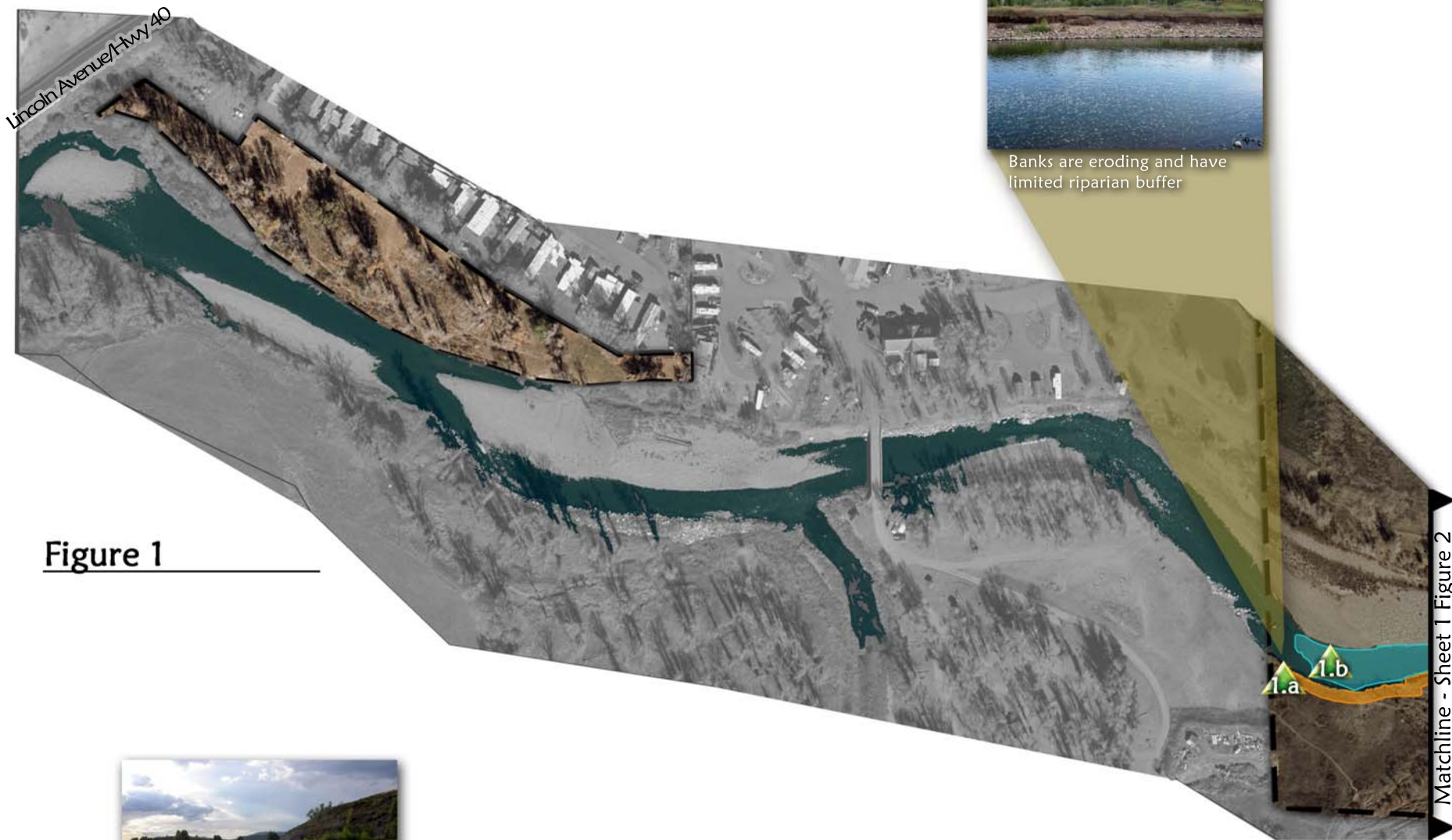
## **2005**

- Friends of the Yampa – Yampa River and Fetcher Pond ADA Access

## **2006**

- Chuck Lewis State Wildlife Park, 2006
  - Installed vane structures
  - Removed Detroit rip rap
- YVSICT – Yampa River Channel Stabilization

**Appendix D: Areas of Interest Drawings**



Legend			
Area of Interest		Bank Stabilization	
Recreational Features		Aquatic Habitat	
Other		Vegetation/Riparian Buffer	
Core Trail		Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.	





Matchline - Sheet 1 Figure 2

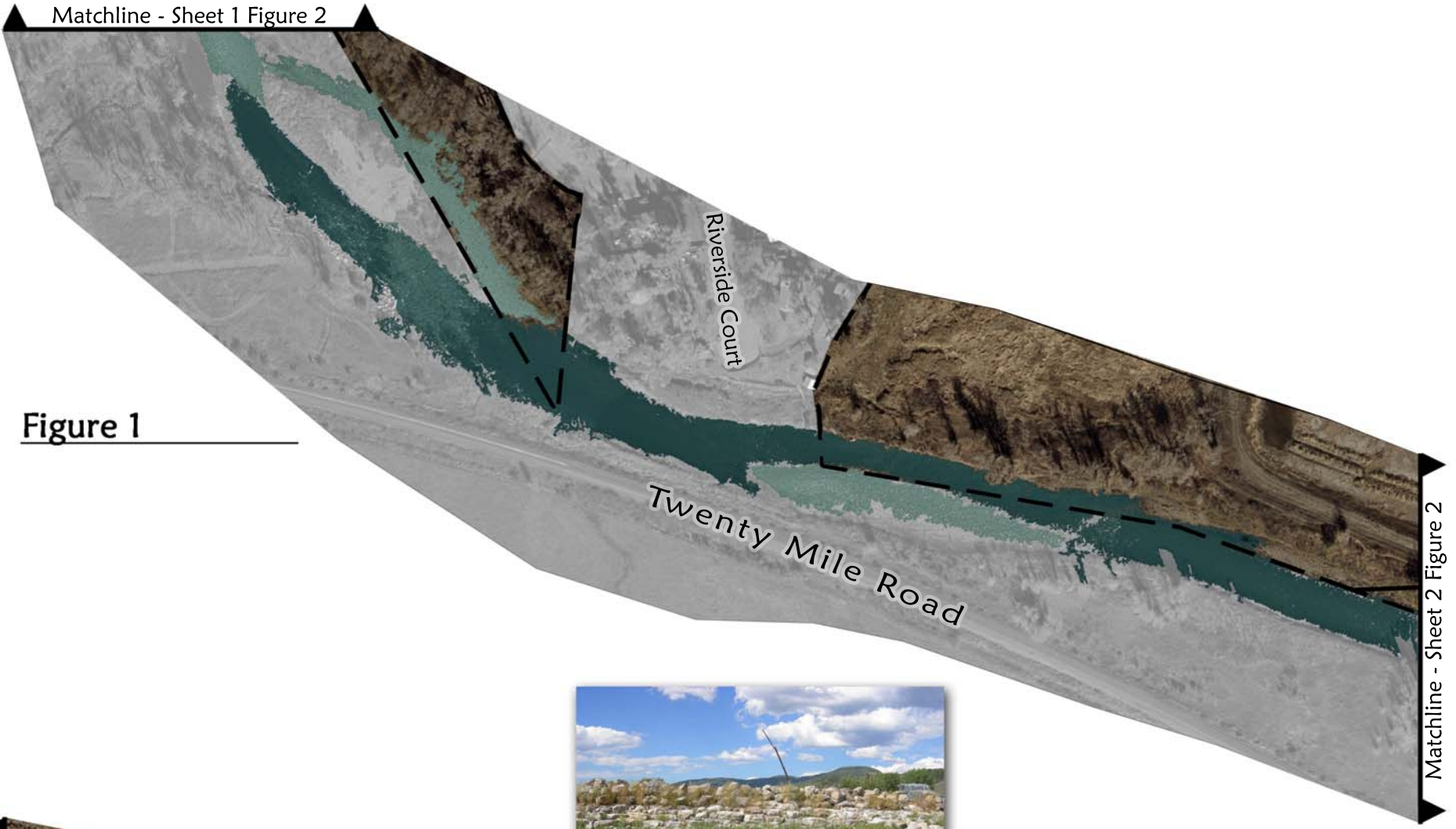


Figure 1

Matchline - Sheet 2 Figure 2

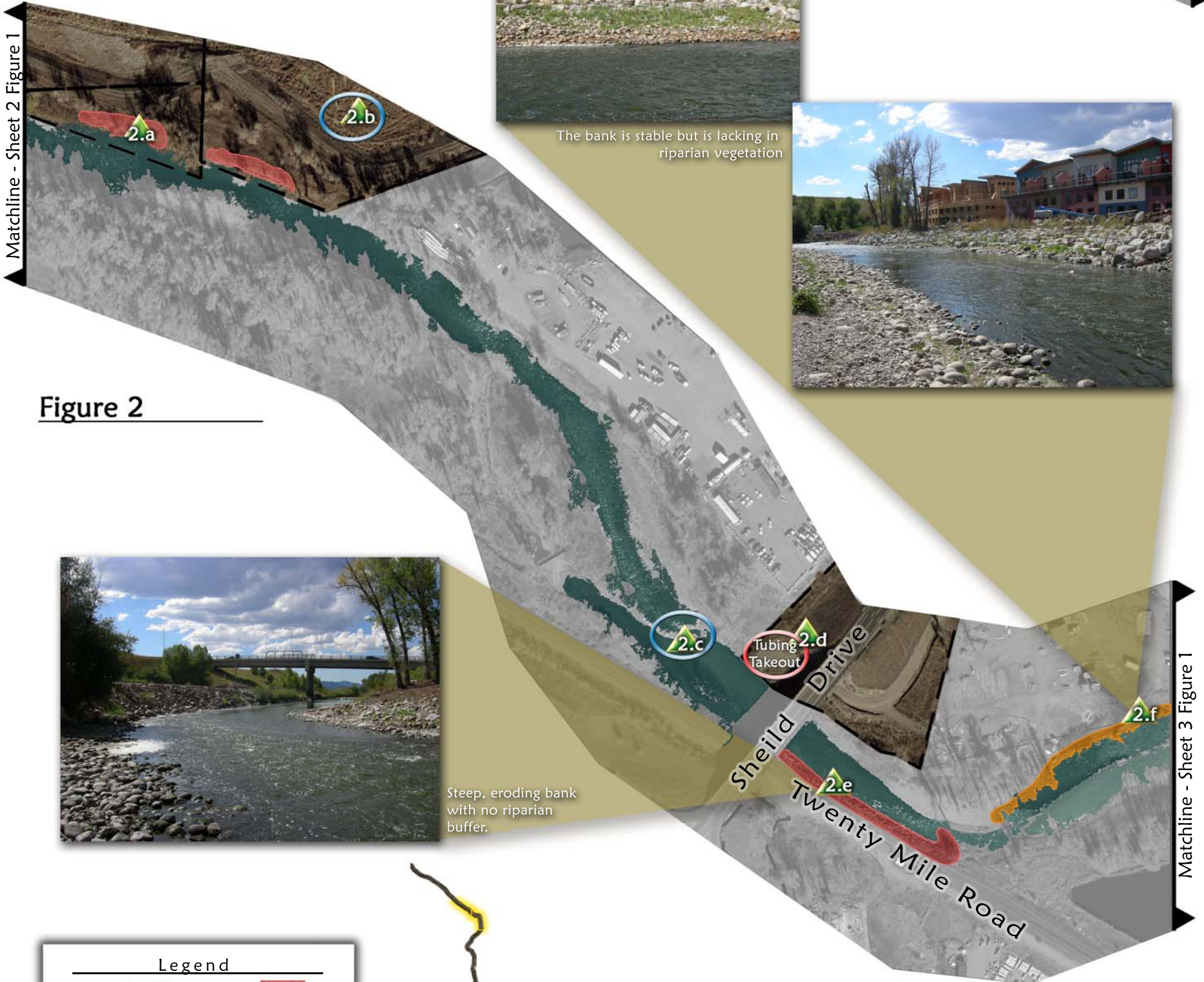


Figure 2

Matchline - Sheet 3 Figure 1



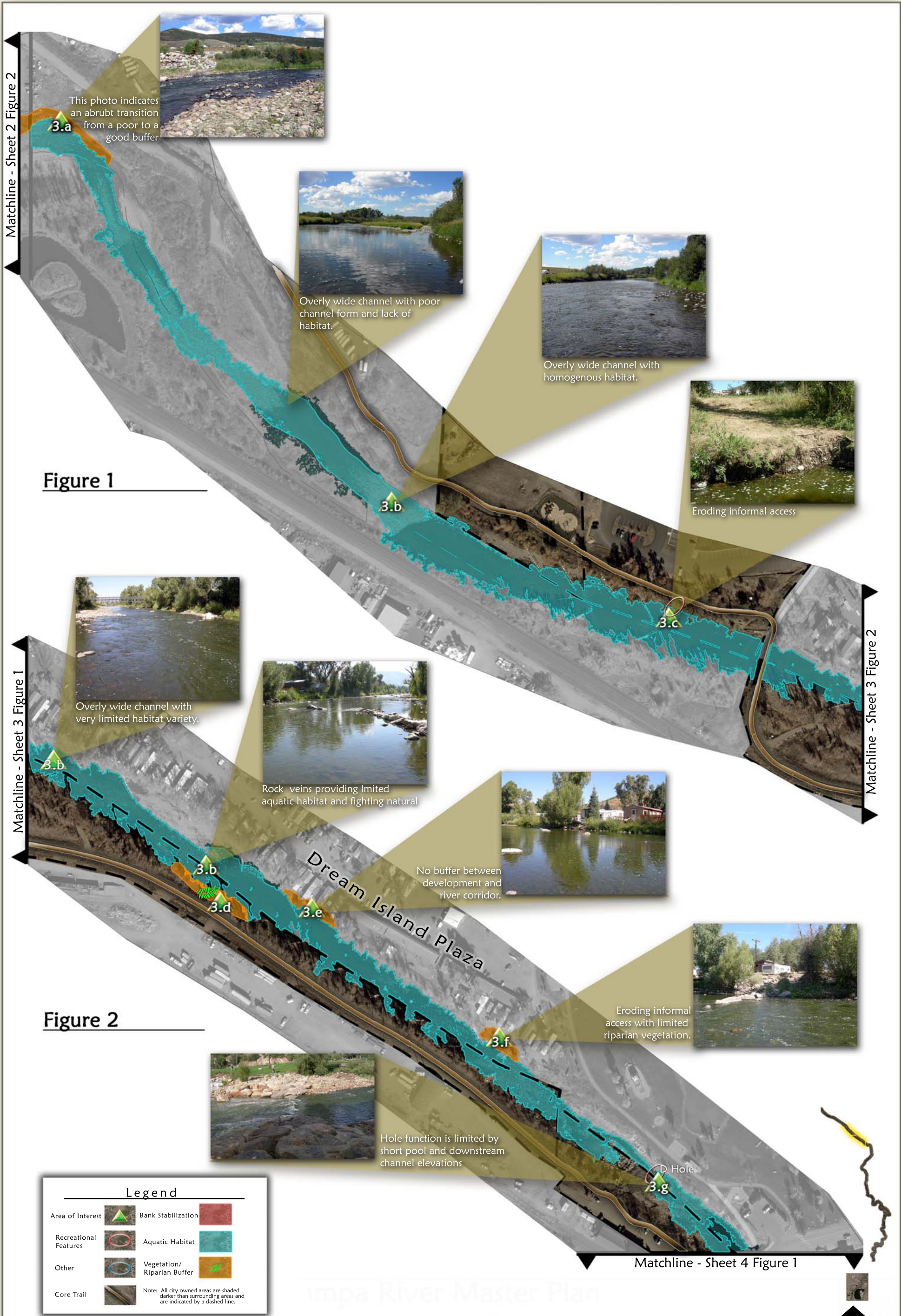
The bank is stable but is lacking in riparian vegetation



Steep, eroding bank with no riparian buffer.

Legend	
Area of Interest	Bank Stabilization
Recreational Features	Aquatic Habitat
Other	Vegetation/ Riparian Buffer
Core Trail	Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.







Concrete rubble in channel creates



Gradient is sufficient to modify existing boating structures forming deeper and/or longer pools and more defined waves.

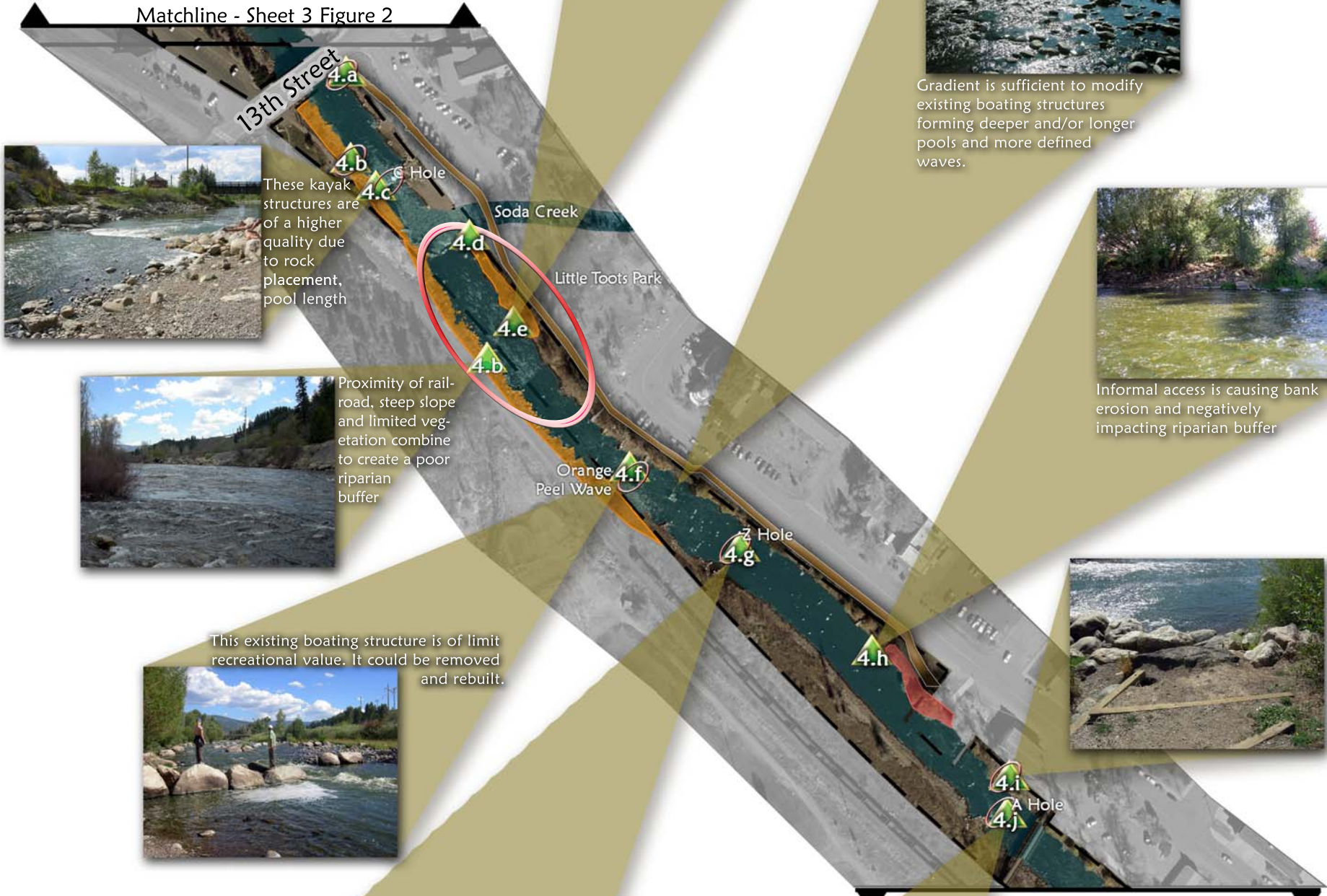


Informal access is causing bank erosion and negatively impacting riparian buffer



Matchline - Sheet 3 Figure 2

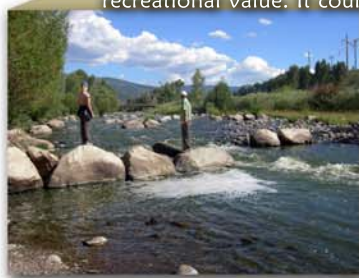
Matchline - Sheet 5 Figure 1



These kayak structures are of a higher quality due to rock placement, pool length



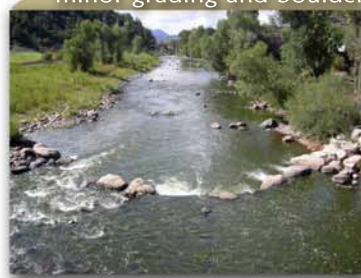
Proximity of railroad, steep slope and limited vegetation combine to create a poor riparian buffer



This existing boating structure is of limit recreational value. It could be removed and rebuilt.



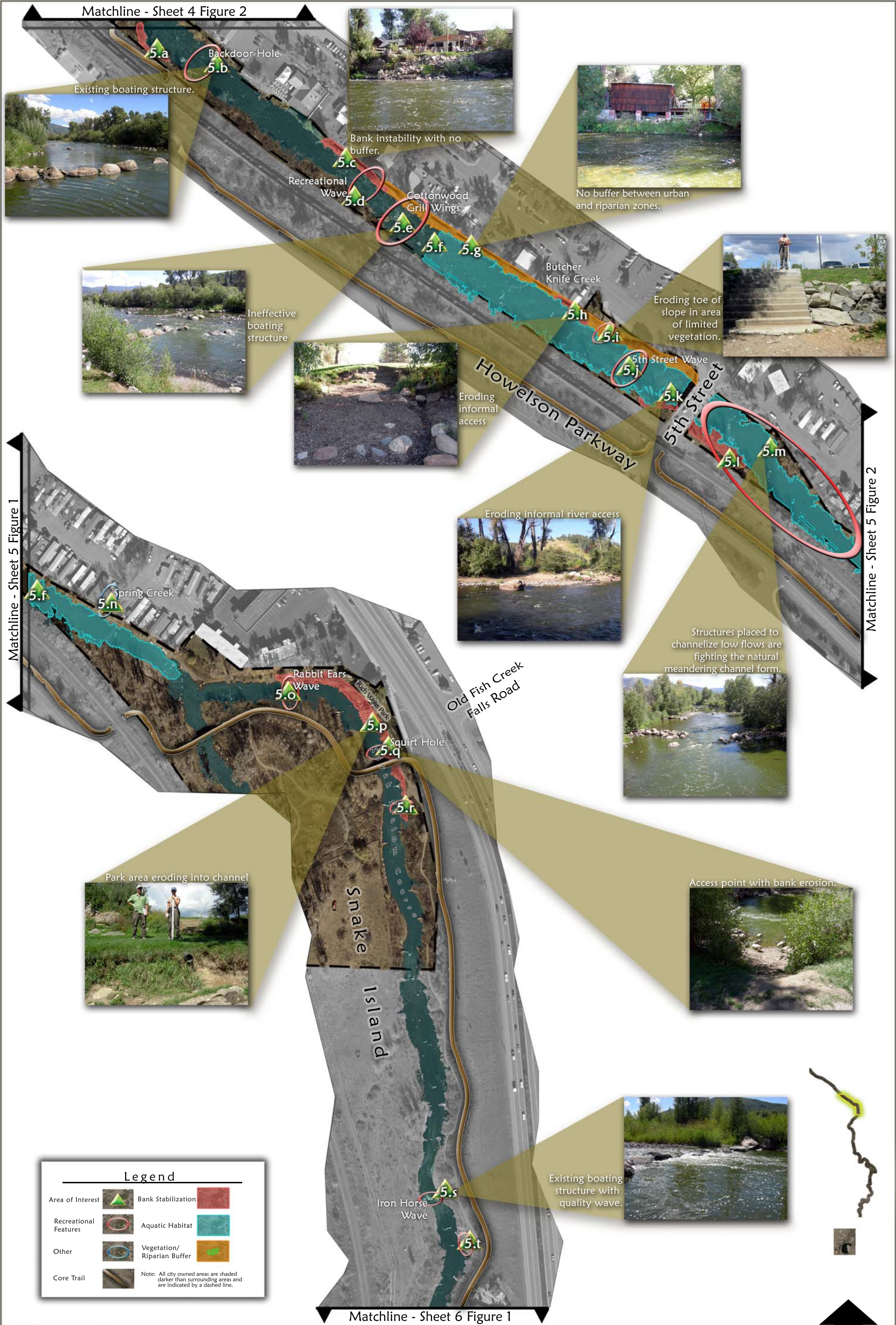
This structure could be modified to increase its recreational value



This wave could be improved with minor grading and boulder work.

Legend			
Area of Interest		Bank Stabilization	
Recreational Features		Aquatic Habitat	
Other		Vegetation/Riparian Buffer	
Core Trail		Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.	







Proximity of road to the channel significantly impacts water quality and degrades the system.



Habitat variety is improved by existing in-stream cover.



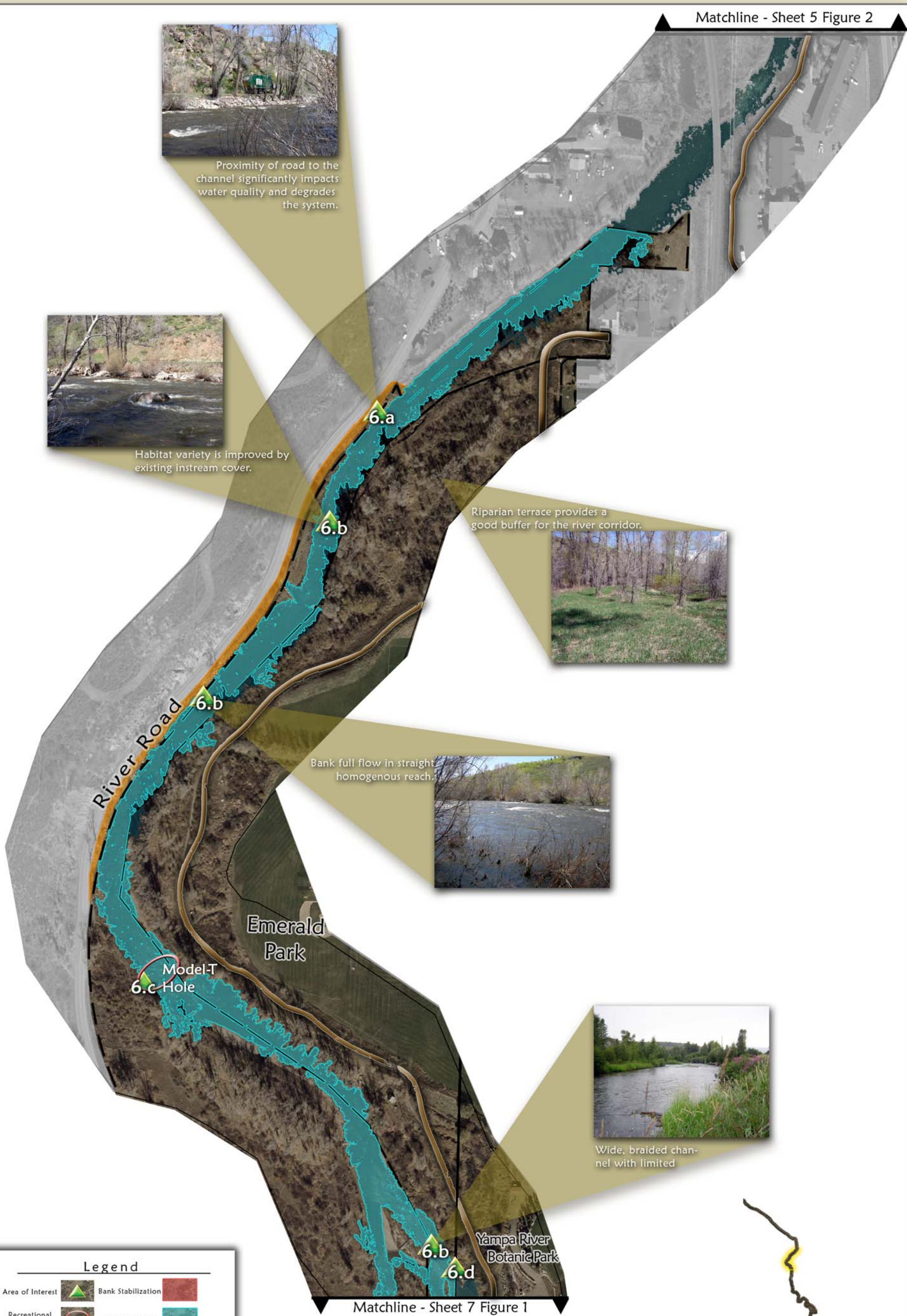
Riparian terrace provides a good buffer for the river corridor.



Bank full flow in straight homogenous reach.



Wide, braided channel with limited



Legend	
Area of Interest	Bank Stabilization
Recreational Features	Aquatic Habitat
Other	Vegetation/Riparian Buffer
Core Trail	

Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.



Matchline - Sheet 6 Figure 1

Yampa River Botanic Park

River Road

Fish Creek

Fetcher Park

Pond Outfall

7.a

7.f

7.b

7.e

7.d

7.g



Limited buffer between road and channel.



Side channel with good opportunities for improved aquatic habitat.



Stormwater discharge with downcutting and erosion.



Boulder clusters provide instream aquatic habitat, but overall poor.

**Legend**

Area of Interest		Bank Stabilization	
Recreational Features		Aquatic Habitat	
Other		Vegetation/Riparian Buffer	
Core Trail		Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.	

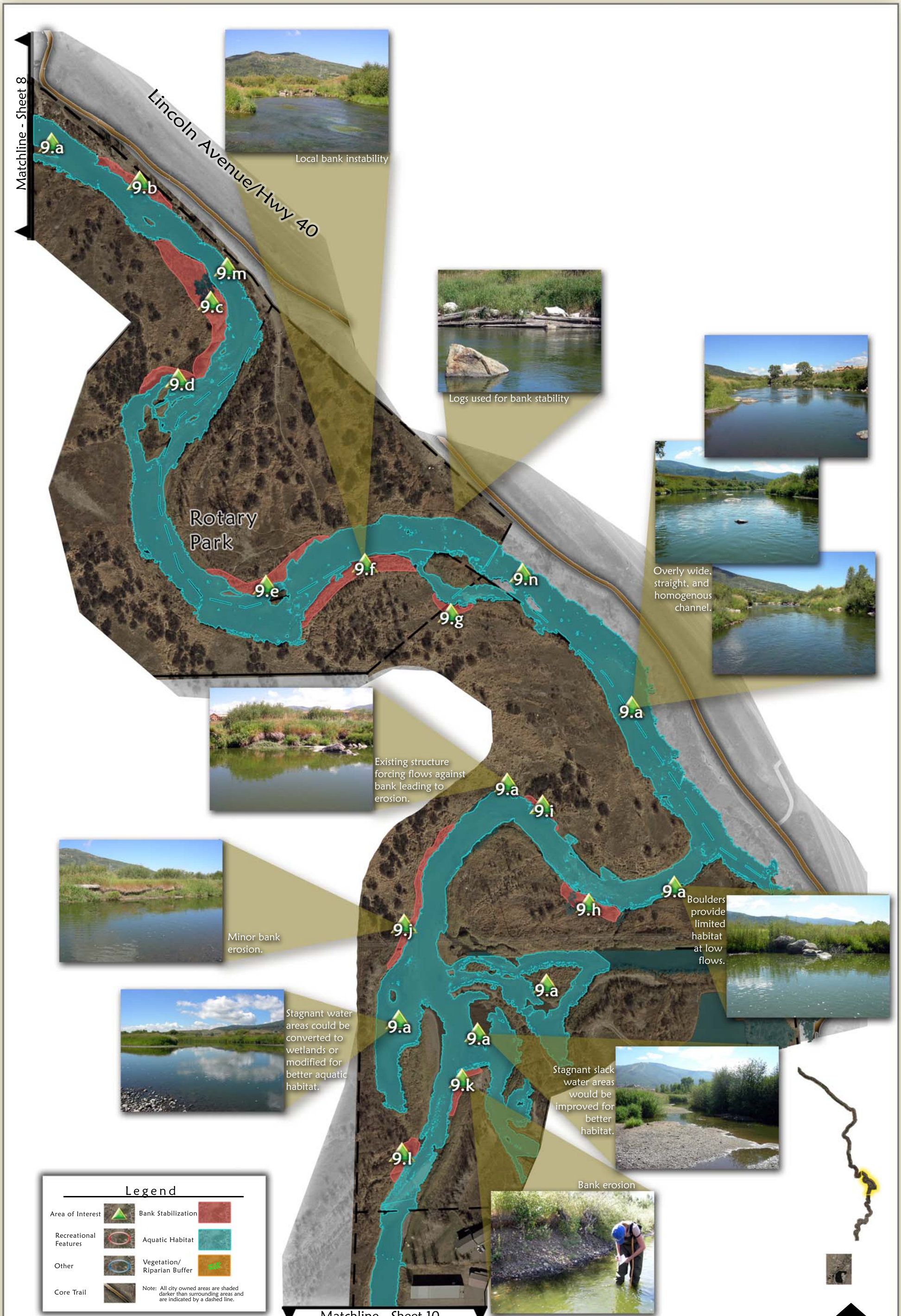
Matchline - Sheet 8 Figure 1





Legend			
Area of Interest		Bank Stabilization	
Recreational Features		Aquatic Habitat	
Other		Vegetation/ Riparian Buffer	
Core Trail		Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.	





Legend	
Area of Interest	Bank Stabilization
Recreational Features	Aquatic Habitat
Other	Vegetation/Riparian Buffer
Core Trail	

Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.





Bank erosion and debris

10.a  
10.b



Lateral channel migration.

10.c

10.d






Bank erosion and limited riparian vegetation resulting in channel migration.



Stable banks near infiltration gallery.



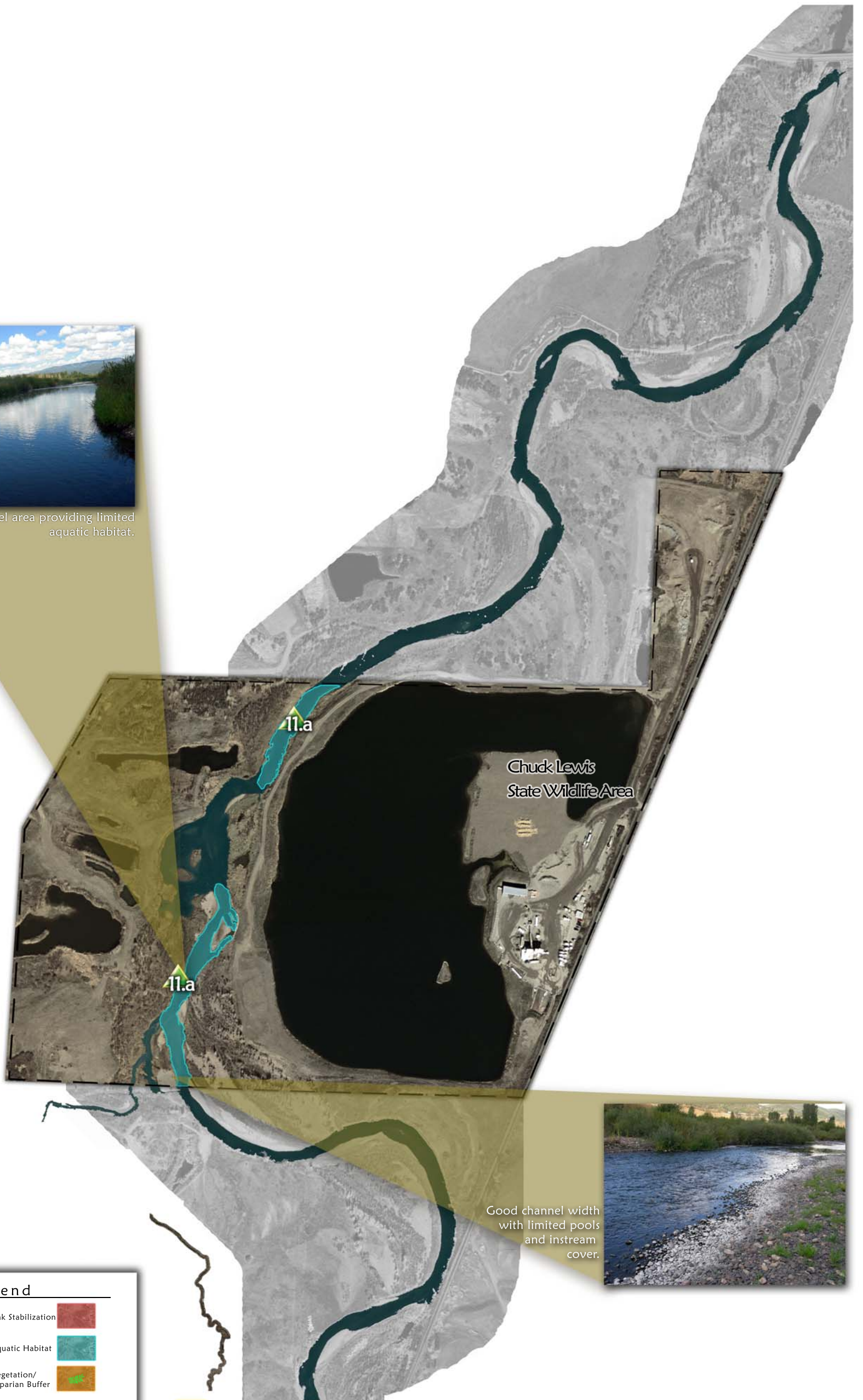
**Legend**

Area of Interest		Bank Stabilization	
Recreational Features		Aquatic Habitat	
Other		Vegetation/Riparian Buffer	
Core Trail		Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.	





Stagnant channel area providing limited aquatic habitat.



Good channel width with limited pools and in-stream cover.

Legend			
Area of Interest		Bank Stabilization	
Recreational Features		Aquatic Habitat	
Other		Vegetation/Riparian Buffer	
Core Trail		Note: All city owned areas are shaded darker than surrounding areas and are indicated by a dashed line.	



**Appendix E: Area of Interest Descriptions, Rankings and Cost**

AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
1a	VEG/RB, BS	Active bank erosion is occurring and there is limited existing vegetation. Bank should be regraded to a stable slope, the toe of the slope stabilized and vegetation should be added.	3	Regrade and replant	31,561.58
1b	AH, CF	Some riffles and point bars present. Limited instream cover and instream aquatic habitat features exist. The channel has good meander shape, but low flow should be better defined.	2	Create high flow channel	44,953.90
				Create meander and thalweg	
				Create riffle/pool/glide sequences	
				Install boulder habitat clusters	
1c	VEG/RB, BS	Little to no vegetation is present. Area expected to be used as parking lot area, but vegetation buffer should be implemented to restore other areas.	3	Regrade and replant	10,711.92
1d	VEG/RB, BS	Active bank erosion is occurring and there is limited existing vegetation. Bank should be regraded to a stable slope, the toe of the slope stabilized and vegetation should be added.	3	Regrade and replant	63,081.78
1e	RU - Access	This area is used as an informal access point. There is sparse vegetation present which may lead to bank erosion. A formal access point needs to be placed here if the vehicle access remains and is used.	3	Create formalized access point	5,000.00
1f	VEG/RB, BS	Limited vegetation exists in this area. Creation of riparian area will provide quality habitat, reduce future erosion and water quality impacts and improve the stream system.	2	Supplement existing vegetation/riparian buffer	40,265.25
1g	VEG/RB, BS	Active bank erosion is occurring and there is limited existing vegetation. Bank should be regraded to a stable slope, the toe of the slope stabilized and vegetation should be added.	3	Regrade and replant	2,700.00
2a	VEG/RB, BS	The bank is actively eroding and bank undercutting is present. There are no space constraints so regrading is possible.	3	Regrade and replant	42,516.55
2b	RU - Access	A formalized river access point is being constructed in this area. It will be ADA accessible and connect to the Yampa Core Trail.	1	Create formalized access point with ADA access and trail connection	15,000.00

AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
2c	RU - Boating	A way for the tubers to safely pass the structure is needed. It also needs to function well as a diversion structure for agricultural water rights.	3	Diversion structure at James Brown Bridge	\$5,000.00
2d	RU - Access	Area is heavily used as a tube take-out. Area is not in a bad state but its condition will deteriorate as it is used if nothing is done.	2	Formalize access point	\$2,000.00
2e	VEG/RB, BS	Slope has been recently built up by dumping riprap. Due to the steep slope, rock is sliding into the River. The bank will continue to degrade if nothing is done, however solutions in this area are limited due to space constraints. Addition of vegetation would be helpful, but it is likely that bank erosion will continue and more riprap will be added by the railroad. Area is severely degraded, but options are limited. Not on City property.	1	Vegetate existing feature	\$45,369.59
2f	VEG/RB, BS	The bank has been stabilized with a boulder wall and rock. It appears effective in terms of stabilization and has allowed some vegetative growth. Aesthetics and riparian function could be improved with additional of native vegetation. Not on City property.	1	Supplement existing vegetation/riparian buffer	\$10,950.29
3a	VEG/RB, BS	The bank has been stabilized with a boulder wall and rock. It appears effective in terms of stabilization and has allowed some vegetative growth. Aesthetics of riparian function could be improved with the addition of native vegetation. Abrupt transition from wall to vegetation.	1	Supplement existing vegetation/riparian buffer	\$9,003.08
3b	AH, CF	The channel is very wide and shallow. Rock vanes have been constructed in many places but are spaced in a manner that is against natural stream tendency. Rock clusters have been placed within the channel, but appear to be minimally effective at low flow conditions. There is limited instream cover and more instream aquatic habitat diversity is recommended. No meanders or point bars are present.	3	Create meander and thalweg Create riffle/pool/glide sequences Install boulder habitat clusters Remove boulder vane structures	\$312,080.00

AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
3c	RU - Access	Informal access is eroding and falling into the channel. Vegetation along travel path is gone. Undercutting of the bank has occurred.	3	Formalize access point	\$2,000.00
3d	VEG/RB, BS	Area is lacking in vegetation.	1	Supplement existing vegetation/riparian buffer	\$8,570.63
3e	VEG/RB, BS	There is little to no buffer between the Dream Island development and the River. In some locations decks and/or houses are placed on the banks. Informal access points exist throughout the area. Area is on private property, so land owner input needed.	3	Boulder Terrace	\$129,395.62
3f	VEG/RB, BS	There is little to no buffer between the Dream Island development and the River. In some locations decks and/or houses are placed on the banks. Informal access points exist throughout the area. Area is on private property, so land owner input needed.	3	Boulder Terrace	\$145,426.06
3g	RU - Boating	The structure has a limited pool which appears to be limiting its function. The structure itself is in good condition, so work would focus on grading downstream. It is expected that the D Hole could function as well as the C Hole with these improvements.	2	Repair/enhance boating structure	\$10,000.00
4a	WATER RIGHTS	A gage needs to be installed for the RICD implementation. The gage on the Yampa near 13th Street bridge will be installed. Actual amount of water that would be received by perfecting this water right is unknown therefore ranking is uncertain.	1	Install gage for RICD rights	\$30,000.00
4b	VEG/RB, BS	Rock has been placed along the bank for stabilization. There is sparse vegetation present. The access point is heavily used by swimmers and boaters. Success of any treatment at this location is dependent on O&M activities of the railroad.	3	Vegetate existing feature	\$92,125.80
4c	RU - Boating	C-Hole. Boating structure functions well. No modifications recommended.	1	Repair/enhance boating structure	\$10,000.00

AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
4d	RU - Boating	An additional boating structure could be placed here as there is sufficient space and channel gradient to accommodate it. This would reduce high level of use at other play features. Improvement is not needed, but would improve overall recreational benefits.	2	Install boating structure	\$40,000.00
4e	VEG/RB, BS	There concrete debris scattered in the channel and along the right bank in this location. It is a safety concern and aesthetic detriment.	3	Remove debris	\$2,000.00
4f	RU - Boating	This boating structure is not effective. Although it does provide some good rapids and drop, it has limited recreational value.	3	Repair/enhance boating structure	\$10,000.00
4g	RU - Boating	Also called the Double Z wave and Rock 'n' Roll wave. It is minimally effective and traps sediment. It could be improved by continuing the hold downstream and could reshape the structure.	3	Repair/enhance boating structure	\$10,000.00
4h	RU - Access	Bank is eroding and is being used for River access. Rocks have been placed along the bank for stabilization and are effective at the toe. There is some vegetation including shrubs.	2	Create formalized access point Regrade and replant	\$24,323.84
4i	RU - Access	Boulders have been placed along the bank for stabilization and railroad ties have been used to provide steps to the channel. The informal access is bare earth with no vegetation.	2	Create formalized access point	\$5,000.00
4j	RU - Boating	A-hole. Boating feature is functioning sub-optimally. It would function better if rebuilt with curve in opposite direction.	3	Repair/enhance boating structure	\$10,000.00
5a	VEG/RB, BS	Bank is eroding and there is little vegetation. It may be being used as an informal access point.	1	Regrade and replant	\$9,931.92
5b	RU - Boating	Backdoor Hole. Boating feature is effective but could use some enhancement.	1	Repair/enhance boating structure	\$10,000.00
5c	VEG/RB, BS	A rock wall was constructed to stabilize the bank and has fallen into the channel. Some vegetation exists along the bank but it could be increased.	3	Boulder Wall	\$65,498.26
				Revegetation	

AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
5d	RU - Boating	Boating feature is functioning sub-optimally. It could be removed.	1	Repair/enhance boating structure	\$10,000.00
5e	RU - Boating	Boating feature is function sub-optimally. River right works well but River left does not.	3	Remove boating structure	\$8,000.00
5f	VEG/RB, BS	The channel is very wide and shallow. Rock vanes have been constructed in many places but are spaced in a manner that is against natural stream tendency. Rock clusters have been placed within the channel, but appear to be minimally effective at low flow conditions. There is limited instream cover and more instream aquatic habitat diversity is recommended. No meanders or point bars are present.	3	Create meander and thalweg Create riffle/pool/glide sequences Install boulder habitat clusters  Remove boulder vane structures	\$138,120.00
5g	VEG/RB, BS	There is little no buffer between development and the River. In some locations decks and/or houses are placed on the banks. Informal access points exist throughout the area.	3	Boulder Wall  Revegetation	\$321,461.71
5h	RU - Access	Bank is eroding due to the creation of an informal access. Some rocks are present along the access path but are not effectively stabilizing the banks. The access path is primarily gravel and sand. It is eroding almost up to the Core Trail.	3	Create formalized access point  Regrade and replant	\$14,163.31
5i	RU - Access	Access point consists of concrete steps and boulders. Beyond the concrete steps no armoring exists and erosion can be seen. Upstream stabilization consists of a boulder wall.	2	Boulder Wall  Regrade and replant	\$49,022.99
5j	RU - Boating	5th Street Wave. This area receives less use as a park and play structure and this portion of the channel could be converted to a more natural state.	3	Remove boating structure	\$8,000.00
5k	VEG/RB, BS	During high flows there is no bank armoring. During low flows there are cobbles along the banks. It may be being used as an informal access.	2	Create formalized access point  Regrade and replant	\$15,610.53
5l	VEG/RB, BS	Bank stabilization consists of vegetation and some rocks. The bank is steep. It appears to be stable but will need work in the future.	1	Regrade and replant	\$13,353.11



AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
5m	RU - Boating	This area receives less use as a park and play structure and this portion of the channel could be converted to a more natural state. Existing boating structure and vanes should be removed.	3	Remove boating structure	\$8,000.00
5n	OTHER	This area will likely need to be addressed in the future, however until plans for realignment of Spring Creek are completed the appropriate improvements for this area are unknown.	1	No action	\$0.00
5o	RU - Boating	Rabbit Ears Wave. Boating feature is functioning sub-optimally. It is located at the downstream end of a kayak course.	1	Repair/enhance boating structure	\$10,000.00
5p	VEG/RB, BS	This area is heavily used and is known as "the Beach." Mass wasting is present and outfall pipes have been exposed. Banks are in need of immediate repair as ongoing erosion is evident and due to high use is only expected to worsen.	3	Boulder Terrace Revegetation	\$83,009.33
5q	RU - Access	Informal access is eroding and falling into the channel. Vegetation along travel path is gone and the access path is steep. This access is heavily used.	3	Formalize access point	\$2,000.00
5r	RU - Boating	Squirt Hole and Slalom Course. Existing features are functioning well. Minor improvements or resetting of rocks could be made, however are receives limited use	1	Repair/enhance boating structure	\$10,000.00
5s	RU - Boating	Iron Horse Wave. The boating feature functions well. It is not located on City property.	1	Repair/enhance boating structure	\$10,000.00
5t	RU - Access	This access point is eroding and appears to be unsafe. It is not located on City property.	2	Formalize access point	\$2,000.00
6a	VEG/RB, BS	In this area there is very little space between the road and the river. Area would be greatly improved by moving toe of the slope further away from road, stabilizing with boulder toe and vegetating area between toe and road.	3	Boulder Toe	\$65,340.90
6b	AH, CF	The channel is somewhat wide and shallow, however some natural characteristics exist. Rock clusters have been placed within the channel, providing some habitat. There is limited instream diversity and majority of area is low gradient riffle.	2	Create meander and thalweg Create riffle/pool/glide sequences Install boulder habitat clusters	\$232,320.00

# Yampa River Structural Master Plan | November 2008

AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
6c	RU - Boating	Model T Hole. The feature is performing sub-optimally.	2	Repair/enhance boating structure	\$10,000.00
6d	AH	There is approximately 90 LF of concrete debris scattered along the channel in this location. It is a safety concern and aesthetic detriment.	3	Remove debris	\$2,000.00
7a	VEG/RB, BS	In this area there is very little space between the road and the river. Area would be greatly improved by moving toe of the slope further away from road, stabilizing with boulder toe and vegetating area between toe and road.	3	Boulder Toe	\$46,352.95
7b	VEG/RB, BS	Minimal buffer is present due to the proximity of River road. In some areas the roadway is on the River bank. Vegetation is present but could be improved.	2	Regrade and replant	\$73,936.48
7c	OTHER	Pond outfall from Fetcher Park.	1	No action	\$0.00
7d	VEG/RB, BS	Area surrounding a stormwater outfall is eroding. Undercutting is occurring beneath the pipe and may compromise its integrity.	3	Pipe Repair and Bank stabilization	\$4,812.00
7e	VEG/RB, BS	Bank is eroding and mass wasting and undercutting is present.	3	Regrade and replant	\$42,190.72
7f	AH, CF	Boulder clusters exist in the main channel and some vanes have been placed in the side channel. Both provide poor low flow aquatic habitat. The channel is straight and no point bars or thalweg are presents	3	Create high flow channel Create meander and thalweg Create riffle/pool/glide sequences Install boulder habitat clusters	\$103,754.00
7g	VEG/RB, BS	Vegetation is sparse. Many informal pathways and access points exist in this area.	2	Supplement existing vegetation/riparian buffer	\$23,840.79
8a	VEG/RB, BS	See 7b	2	Regrade and replant	\$12,736.36
8b	VEG/RB, BS	See 7g	3	Supplement existing vegetation/riparian buffer	\$22,244.83
8c	AH, CF	See 7f	3	Create meander and thalweg Create riffle/pool/glide sequences	\$38,350.20

AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
8d	AH, CF	Overall channel form and aquatic habitat are poor. Meander pattern exists, but no low flow thalweg is present. Aquatic habitat diversity is limited and boulders that have been placed in the channel are generally not providing quality habitat, particularly at low flows.	3	Create high flow channel Create meander and thalweg Create riffle/pool/glide sequences Install boulder habitat clusters	\$57,580.00
8e	VEG/RB, BS	There is sparse vegetation along the point bar and along the banks.	1	Supplement existing vegetation/riparian buffer	\$18,768.13
8f	VEG/RB, BS	The bank is actively eroding and bank undercutting is present. There are no space constraints so regrading is possible.	3	Regrade and replant	\$12,417.75
9a	AH, CF	Overall channel form and aquatic habitat are poor. Meander pattern exists, but no low flow thalweg is present. Aquatic habitat diversity is limited and boulders that have been placed in the channel are generally not providing quality habitat, particularly at low flows.	3	Convert open water to wetland Create high flow channel Create meander and thalweg Create riffle/pool/glide sequences Install boulder habitat clusters Install natural habitat feature	\$556,146.40
9b	VEG/RB, BS	Vegetation is sparse.	1	Vegetate	\$29,834.19
9c	VEG/RB, BS	Vegetation is sparse.	1	Supplement existing vegetation/riparian buffer	\$21,667.00
9d	VEG/RB, BS	Bank is eroding and vegetation is sparse.	2	Supplement existing vegetation/riparian buffer	\$5,256.38
9e	VEG/RB, BS	Vegetation is sparse.	1	Supplement existing vegetation/riparian buffer	\$10,722.75
9f	VEG/RB, BS	Vegetation is sparse.	1	Supplement existing vegetation/riparian buffer	\$13,334.54
9g	VEG/RB, BS	Bank is eroding along this side channel. Formalize channel into a high flow channel.	2	Supplement existing vegetation/riparian buffer	\$3,036.88
9h	VEG/RB, BS	Existing feature is forcing flows towards the bank and causing local erosion. Bank is eroding and needs to be stabilized.	2	Boulder Toe	\$10,610.92

AOI	AOI Category	AOI Description	AOI Rating	Improvement	Improvement Cost
9i	VEG/RB, BS	Existing feature is forcing flows towards the bank and causing erosion.	2	Boulder Toe	\$12,286.32
9j	VEG/RB, BS	Bank has eroded and become destabilized. Undercutting has occurred with vegetation holding the bank together above the high flow line. This could provide aquatic habitat during high flows but it may cause the bank to fall into the River if the erosion keeps occurring.	3	Regrade and replant	\$33,278.80
9k	VEG/RB, BS	Bank is eroding and no vegetation exists below the high flow line. Undercutting is not occurring.	2	Regrade and replant	\$18,585.23
9l	VEG/RB, BS	Bank is eroding at the toe and vegetation is sparse.	2	Regrade and replant	\$16,988.01
9m	VEG/RB, BS	Area is eroding due to flows hitting bank.	2	Boulder Toe	\$2,039.27
9n	VEG/RB, BS	Area is eroding due to flows hitting bank.	2	Boulder Toe	\$1,402.00
10a	VEG/RB, BS	Two vehicles were left here and are rusting.	1	Remove vehicle	\$2,000.00
10b	VEG/RB, BS	Bank has eroded and become destabilized. Undercutting has occurred with vegetation holding the bank together above the high flow line. This could provide aquatic habitat during high flows but it may cause the bank to fall into the River if the erosion keeps occurring.	3	Regrade and replant	\$18,056.62
10c	VEG/RB, BS	Mass wasting has occurred and the bank is vertical. There is no vegetation along the bank helping to stabilize it.	3	Boulder Terrace	\$69,473.31
10d	VEG/RB, BS	Mass wasting has occurred and the bank is vertical. There is no vegetation along the bank helping to stabilize it. Bank erosion has caused the exposure of a PVC outfall pipe.	3	Boulder Terrace	\$254,735.47
11a	AH, CF	The channel leading into and out of the pond area has limited aquatic habitat and would benefit from additional instream variety and features. The pond area is stagnant water that could be partially converted to wetlands with the remainder improved by habitat features.	3	Convert open water to wetland Create riffle/pool/glide sequences Install boulder habitat clusters Install natural habitat feature	\$43,641.60

**Appendix F: Steamboat Springs, Routt County, Yampa River Riparian Corridor  
Commercially Available Native Plants Appropriate for Ecological Restoration**

Trees & Shrubs	
Scientific Name	Common Name
<i>Acer glabrum</i>	Rocky Mountain Maple
<i>Alnus incana</i>	thinleaf alder
<i>Amelanchier alnifolia</i>	Saskatoon serviceberry
<i>Betula glandulosa</i>	bog birch
<i>Lonicera involucrata</i>	twinberry
<i>Picea pungens</i>	Colorado blue spruce
<i>Populus angustifolia</i>	narrowleaf cottonwood
<i>Prunus americana</i>	American plum
<i>Prunus virginiana</i>	choke cherry
<i>Ribes spp.</i>	currants
<i>Rose woodii</i>	woods rose
<i>Salix spp.</i>	willows

Grasses & Grasslike Species	
Scientific Name	Common Name
<i>Beckmannia syzigachne</i>	American sloughgrass
<i>Bromus marginatus</i>	mountain brome
<i>Calamagrostis canadensis</i>	bluejoint reedgrass
<i>Carex spp.</i>	sedges
<i>Deschampsia cespitosa</i>	tufted hairgrass
<i>Eleocharis spp.</i>	spikerush
<i>Elymus lanceolatus</i>	streambank wheatgrass
<i>Elymus trachycaulus</i>	slender wheatgrass
<i>Festuca arizonica</i>	Arizona fescue

Grasses & Grasslike Species	
Scientific Name	Common Name
<i>Glyceria grandis</i>	American mannagrass
<i>Glyceria striata</i>	fowl mannagrass
<i>Juncus spp</i>	rushes
<i>Pascopyron smithii</i>	western wheatgrass
<i>Poa palustris</i>	fowl bluegrass

Noxious/ do not plant species	
Scientific Name	Common Name
<i>Abutilon theophrasti</i>	velvetleaf
<i>Acroptilon repens</i>	Russian knapweed
<i>Aegilops cylindrica</i>	jointed goatgrass
<i>Agropyron cristatum</i>	crested wheatgrass
<i>Alhagi pseudalhagi</i>	camelthorn
<i>Anoda cristata</i>	spurred anoda
<i>Anthemis arvensis</i>	corn chamomile
<i>Anthemis cotula</i>	mayweed chamomile
<i>Arctium minus</i>	common burdock
<i>Artemisia absinthium</i>	absinth wormwood
<i>Bromus inermis</i>	smooth brome
<i>Bromus tectorum</i>	downy brome/cheatgrass
<i>Cardaria draba</i>	whitetop/ hoary cress
<i>Carduus acanthoides</i>	plumeless thistle
<i>Carduus nutans</i>	musk thistle

Noxious/ do not plant species	
Scientific Name	Common Name
<i>Carum carvi</i>	wild caraway
<i>Centaurea diffusa</i>	diffuse knapweed
<i>Centaurea maculosa</i>	spotted knapweed
<i>Centaurea pratensis</i>	meadow knapweed
<i>Centaurea solstitialis</i>	yellow starthistle
<i>Centaurea virgata</i>	squarrose knapweed
<i>Chondrilla juncea</i>	rush skeletonweed
<i>Chrysanthemum leucanthemum</i>	oxeye daisy
<i>Cichorium intybus</i>	chicory
<i>Cirsium arvense</i>	Canada thistle
<i>Cirsium vulgare</i>	bull thistle
<i>Clematis orientalis</i>	Chinese clematis
<i>Conium maculatum</i>	poison hemlock
<i>Convolvulus arvensis</i>	field bindweed
<i>Crupina vulgaris</i>	common crupina
<i>Cynoglossum officinal</i>	houndstongue
<i>Cyperus esculentus</i>	yellow nutsedge
<i>Dipsacus fullonum</i>	common teasel
<i>Dipsacus laciniatus</i>	cutleaf teasel
<i>Elaeagnus angustifolia</i>	Russian olive
<i>Elytrigia repens</i>	quackgrass
<i>Erodium cicutarium</i>	redstem filaree
<i>Euphorbia cyparissias</i>	cypress spurge
<i>Euphorbia esula</i>	leafy spurge



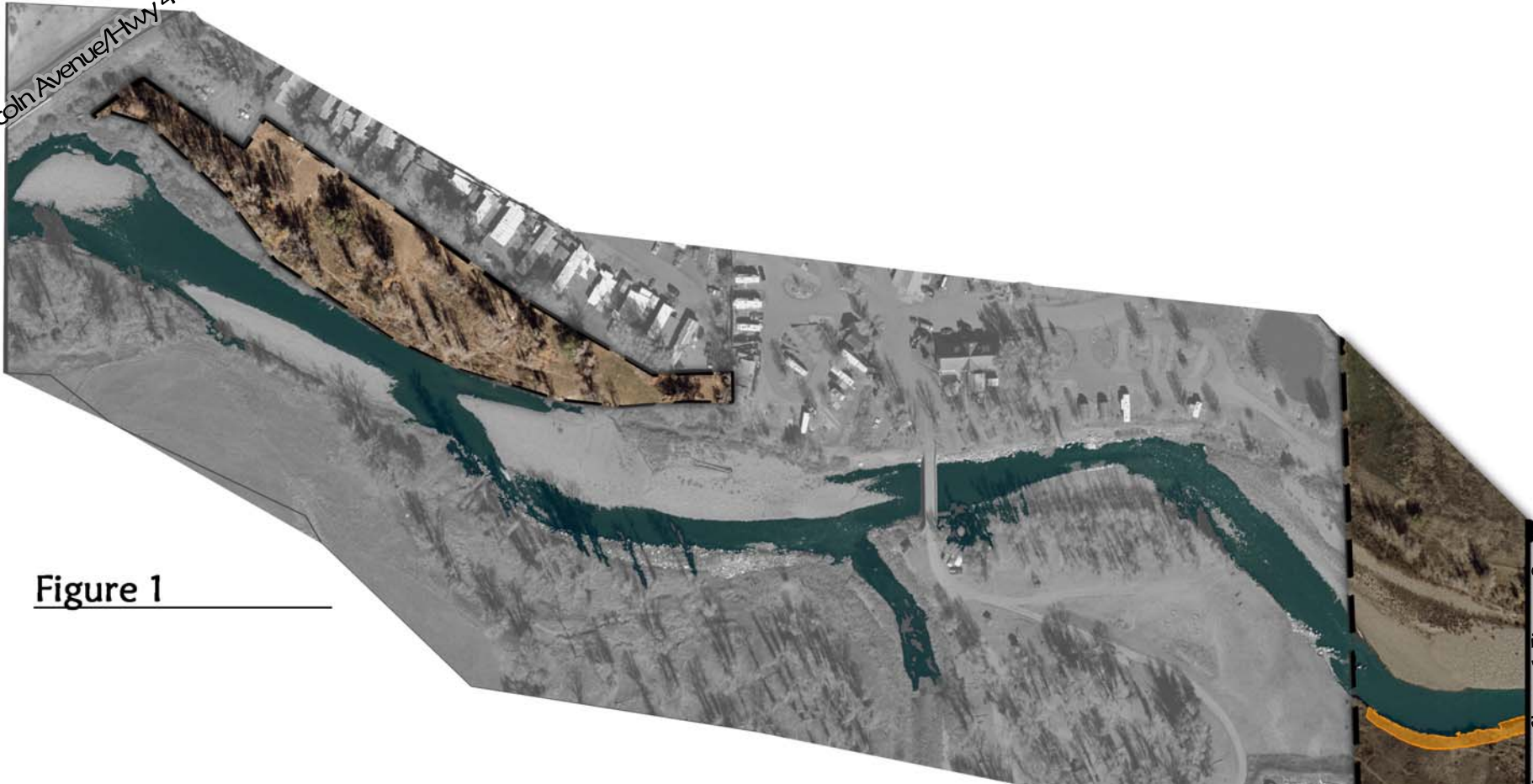
Noxious/ do not plant species	
Scientific Name	Common Name
<i>Euphorbia myrsinites</i>	myrtle spurge
<i>Halogeton glomeratus</i>	halogeton
<i>Hesperis matronalis</i>	Dame's rocket
<i>Hibiscus trionum</i>	Venice mallow
<i>Hieracium aurantiacum</i>	orange hawkweed
<i>Hydrilla verticillata</i>	hydrilla
<i>Hyoscyamus niger</i>	black henbane
<i>Hypericum perforatum</i>	common St. Johnswort
<i>Isatis tinctoria</i>	Dyer's woad
<i>Lepidium latifolium</i>	perennial pepperweed
<i>Lespedeza cuneata</i>	sericea lespedeza
<i>Linaria dalmatica</i>	Dalmatian toadflax
<i>Linaria vulgaris</i>	yellow toadflax
<i>Lythrum salicaria</i>	purple loosestrife
<i>Matricaria perforata</i>	scentless chamomile
<i>Myriophyllum spicatum</i>	Eurasian watermilfoil
<i>Onopordum acanthium</i>	scotch thistle
<i>Panicum miliaceum</i>	wild proso millet
<i>Peganum harmala</i>	African rue
<i>Phalaris arundinacea</i>	reed canary grass
<i>Potentilla recta</i>	Sulfur cinquefoil
<i>Salvia aethiopis</i>	Mediterranean sage
<i>Salvinia molesta</i>	giant salvinia
<i>Saponaria officinalis</i>	bouncingbet

Noxious/ do not plant species	
<i>Scientific Name</i>	<b>Common Name</b>
<i>Senecio jacobaea</i>	tansy ragwort
<i>Sonchus arvensis</i>	perennial sowthistle
<i>Sorghum halepense</i>	johnsongrass
<i>Taeniatherum caput-medusae</i>	medusahead
<i>Tamarix sp.</i>	tamarisk
<i>Tanacetum vulgare</i>	common tansy
<i>Tribulus terrestris</i>	puncturevine
<i>Typha sp.</i>	cattails
<i>Verbascum blattaria</i>	moth mullein
<i>Verbascum Thapsus</i>	common mullein

**Appendix G: Recommended Improvements Drawings**

Lincoln Avenue/Hwy 40

Figure 1



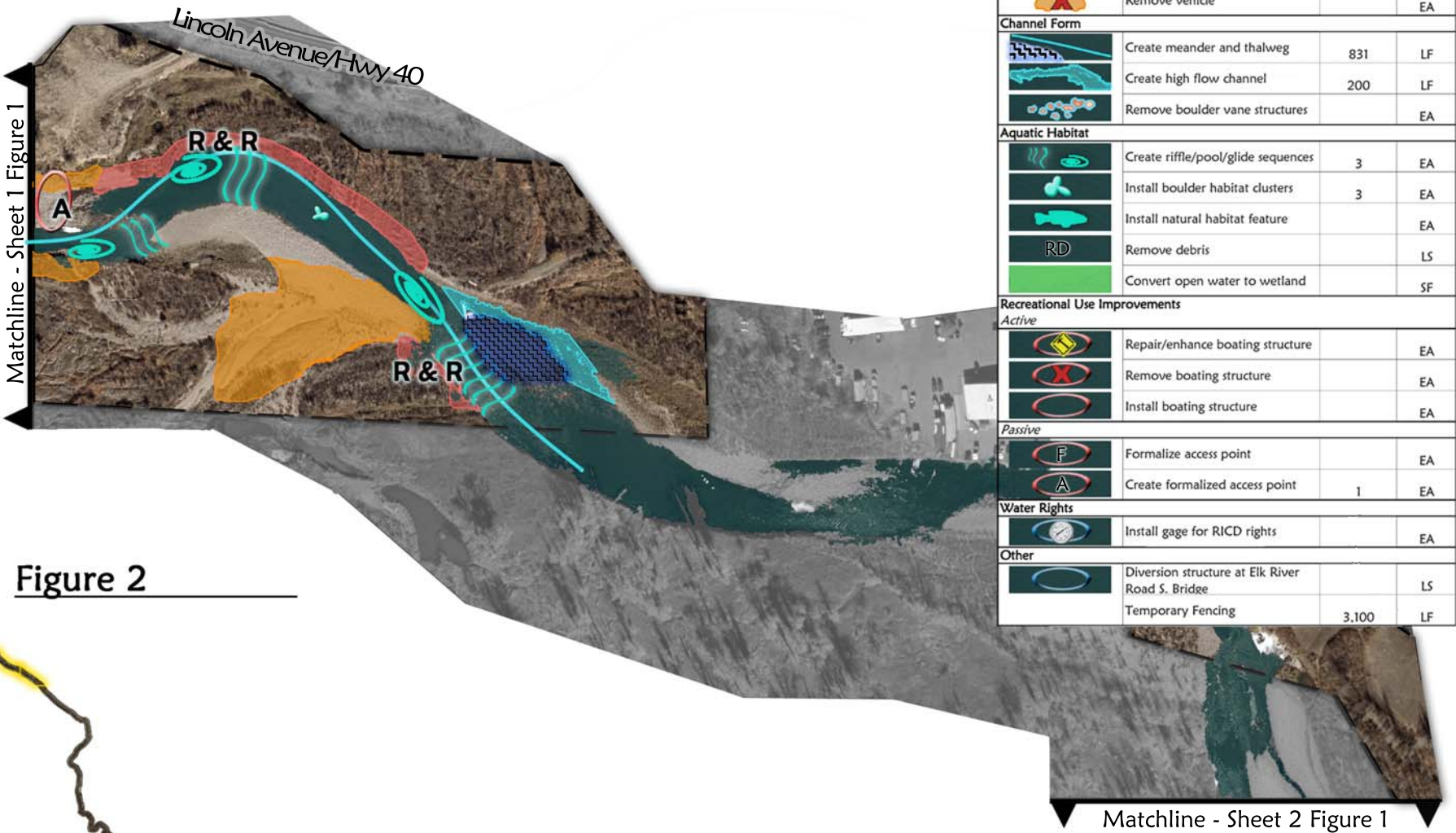
Matchline - Sheet 1 Figure 2

Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate		SF
	Vegetate existing feature		SF
	Regrade and replant	16,500	SF
	Boulder Terrace		SF
	Boulder Wall		LF
	Boulder Toe		LF
	Pipe Repair and Bank stabilization		LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer	23,400	SF
	Revegetation		SF
	Remove vehicle		EA
<b>Channel Form</b>			
	Create meander and thalweg	831	LF
	Create high flow channel	200	LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences	3	EA
	Install boulder habitat clusters	3	EA
	Install natural habitat feature		EA
	Remove debris		LS
	Convert open water to wetland		SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure		EA
	Remove boating structure		EA
	Install boating structure		EA
<i>Passive</i>			
	Formalize access point		EA
	Create formalized access point	1	EA
<b>Water Rights</b>			
	Install gage for RICD rights		EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing	3,100	LF

Lincoln Avenue/Hwy 40

Matchline - Sheet 1 Figure 1

Figure 2

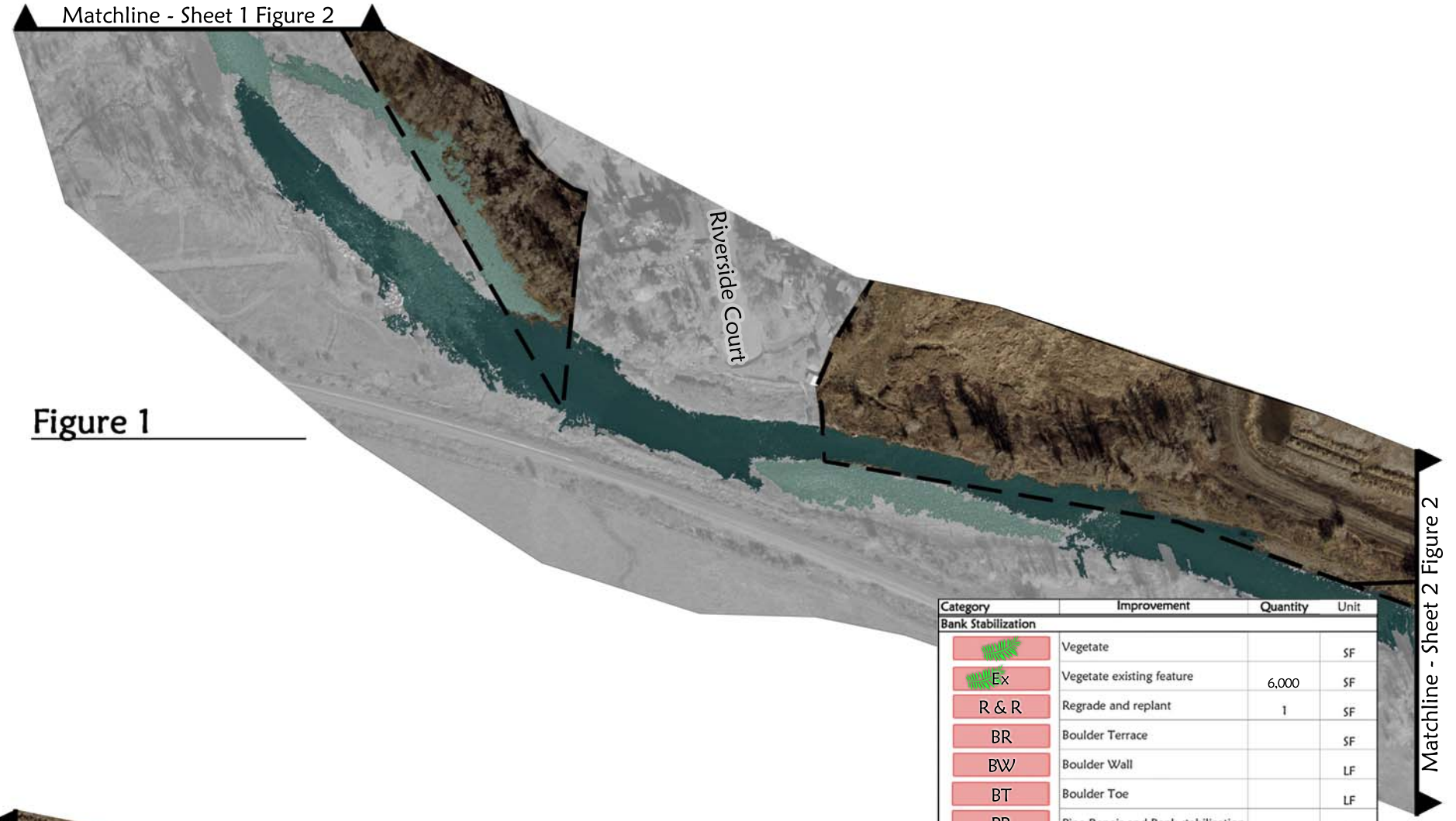


Matchline - Sheet 2 Figure 1



Matchline - Sheet 1 Figure 2

Figure 1

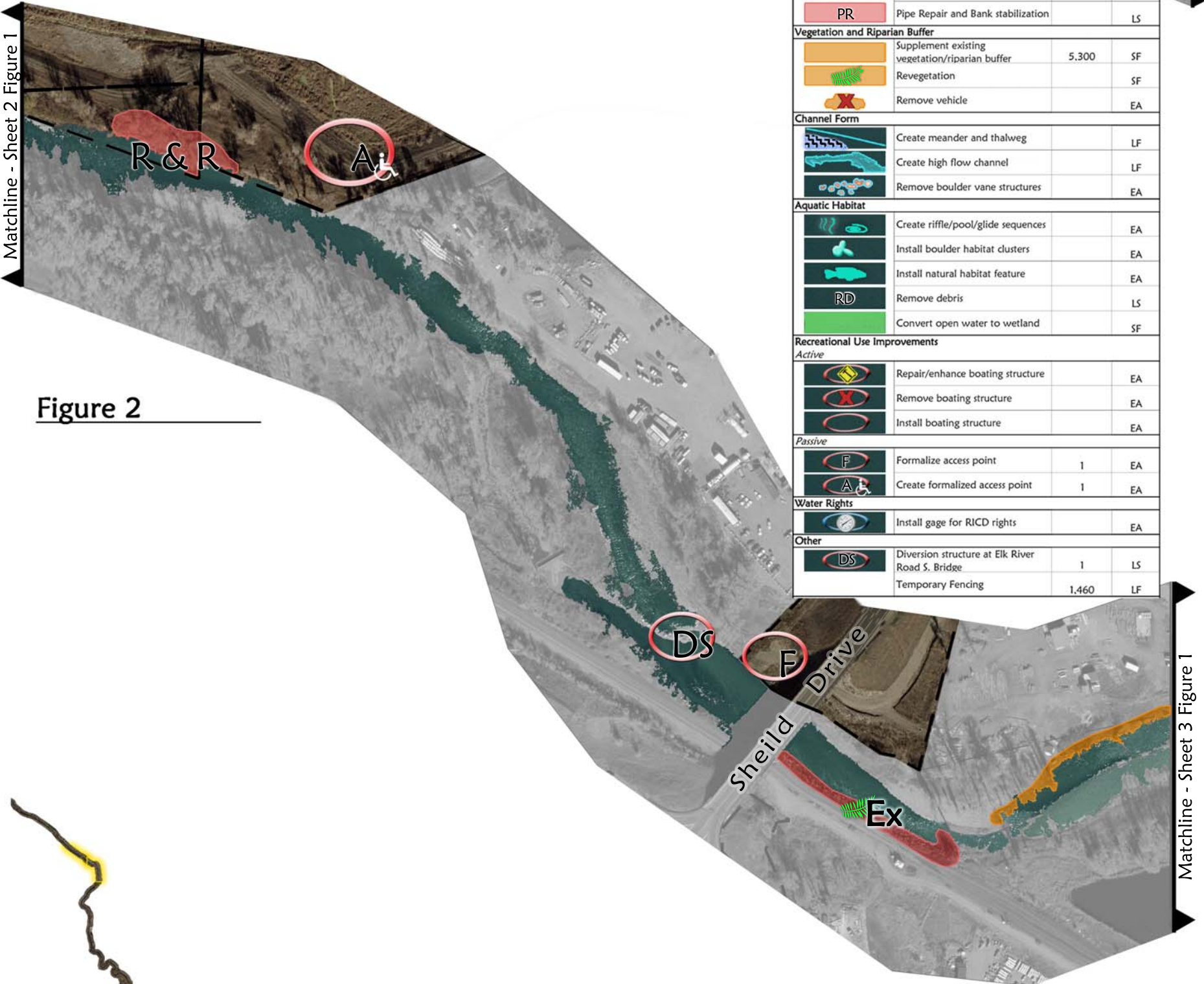


Matchline - Sheet 2 Figure 2

Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate		SF
	Vegetate existing feature	6,000	SF
	Regrade and replant	1	SF
	Boulder Terrace		SF
	Boulder Wall		LF
	Boulder Toe		LF
	Pipe Repair and Bank stabilization		LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer	5,300	SF
	Revegetation		SF
	Remove vehicle		EA
<b>Channel Form</b>			
	Create meander and thalweg		LF
	Create high flow channel		LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences		EA
	Install boulder habitat clusters		EA
	Install natural habitat feature		EA
	Remove debris		LS
	Convert open water to wetland		SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure		EA
	Remove boating structure		EA
	Install boating structure		EA
<i>Passive</i>			
	Formalize access point	1	EA
	Create formalized access point	1	EA
<b>Water Rights</b>			
	Install gage for RICD rights		EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge	1	LS
	Temporary Fencing	1,460	LF

Matchline - Sheet 2 Figure 1

Figure 2



Matchline - Sheet 3 Figure 1



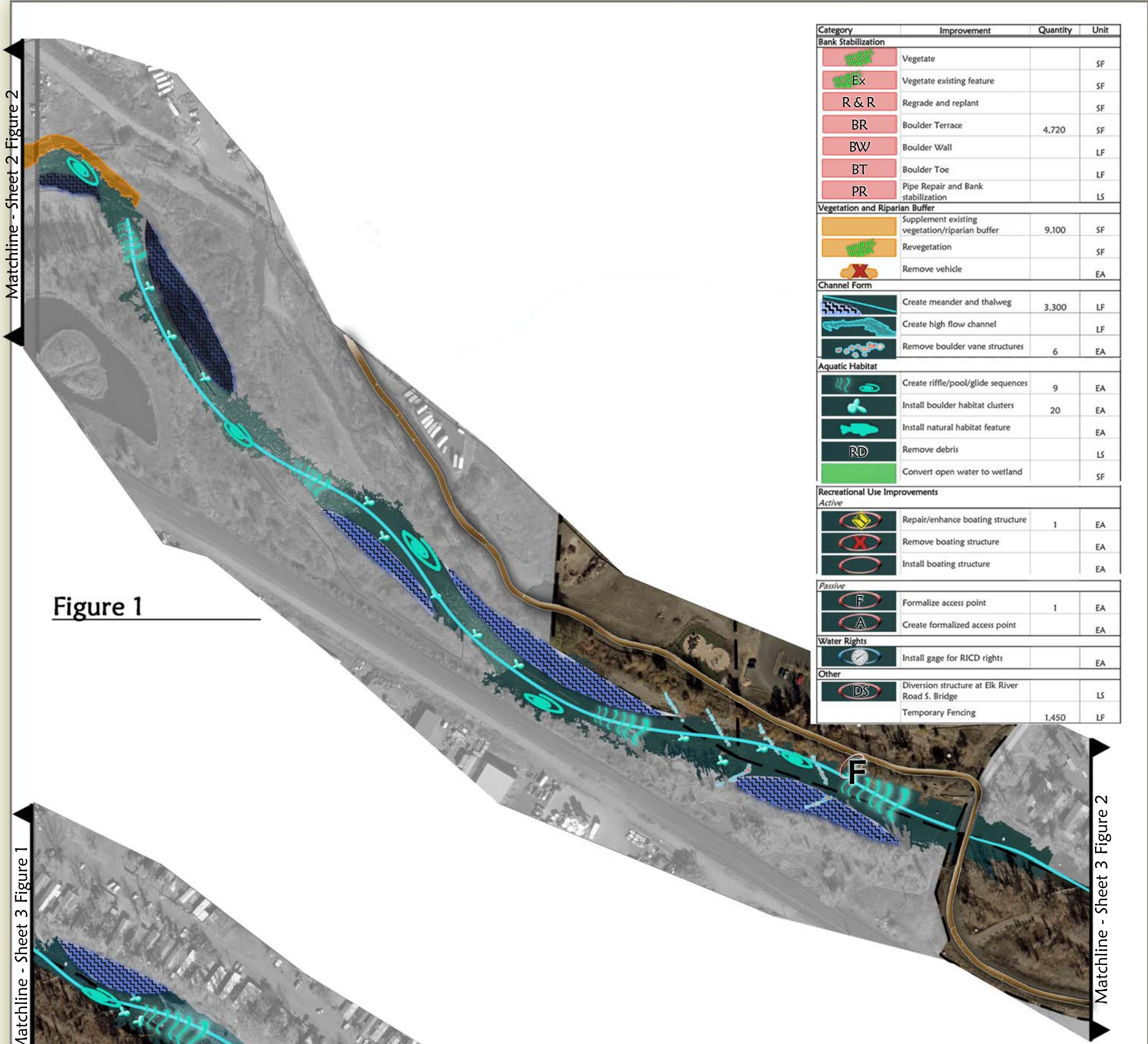


Figure 1

Category	Improvement	Quantity	Unit
Bank Stabilization	Vegetate		SF
	Vegetate existing feature		SF
	Regrade and replant		SF
	Boulder Terrace	4,720	SF
	Boulder Wall		LF
	Boulder Toe		LF
	Pipe Repair and Bank stabilization		LS
	Vegetation and Riparian Buffer	Supplement existing vegetation/riparian buffer	9,100
Revegetation			SF
Remove vehicle			EA
Channel Form	Create meander and thalweg	3,300	LF
	Create high flow channel		LF
	Remove boulder vane structures	6	EA
Aquatic Habitat	Create riffle/pool/glide sequences	9	EA
	Install boulder habitat clusters	20	EA
	Install natural habitat feature		EA
	Remove debris		LS
	Convert open water to wetland		SF
Recreational Use Improvements	<i>Active</i>		
	Repair/enhance boating structure	1	EA
	Remove boating structure		EA
	Install boating structure		EA
	<i>Passive</i>		
	Formalize access point	1	EA
Create formalized access point		EA	
Water Rights	Install gage for RICD rights		EA
Other	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing	1,450	LF

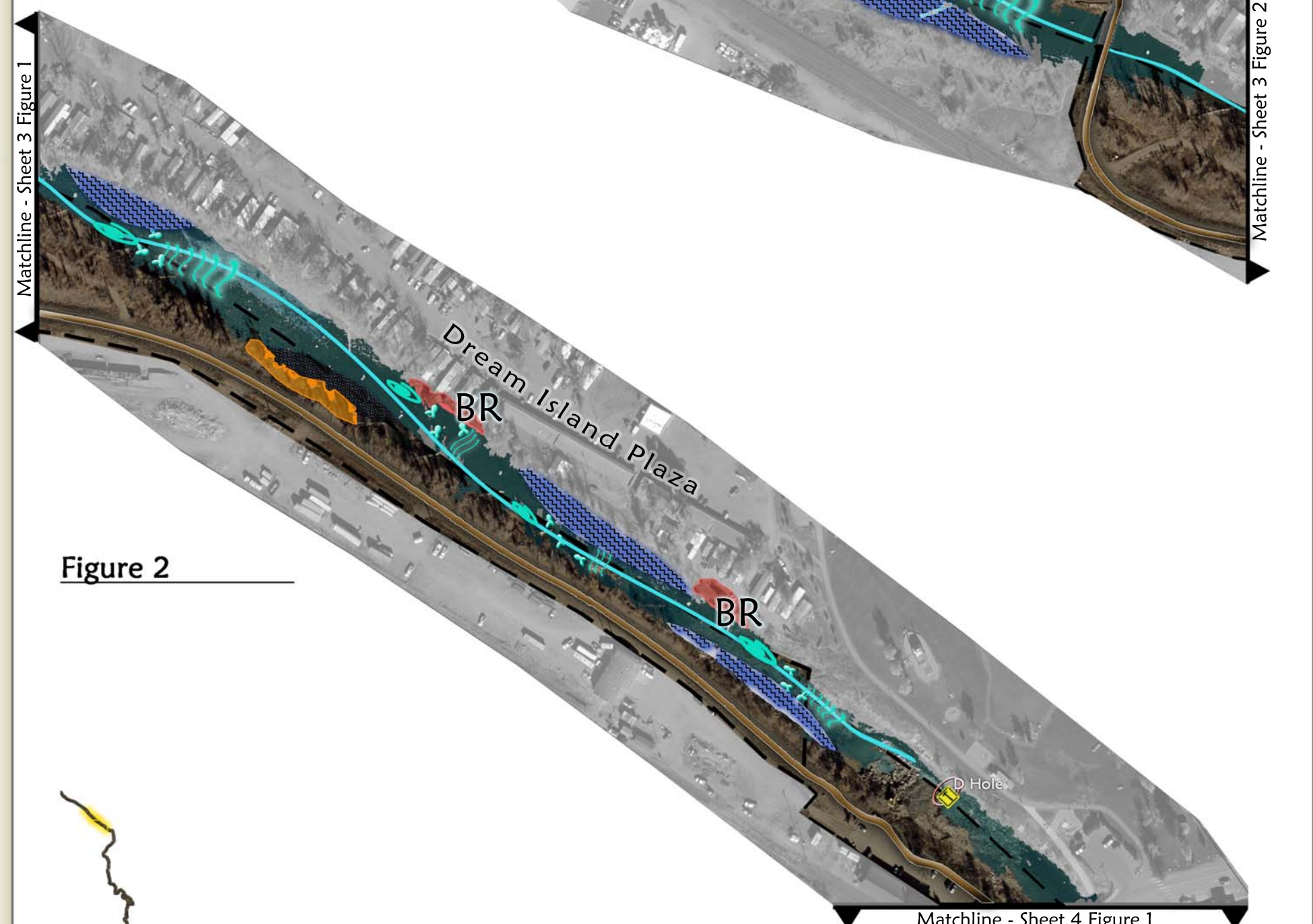
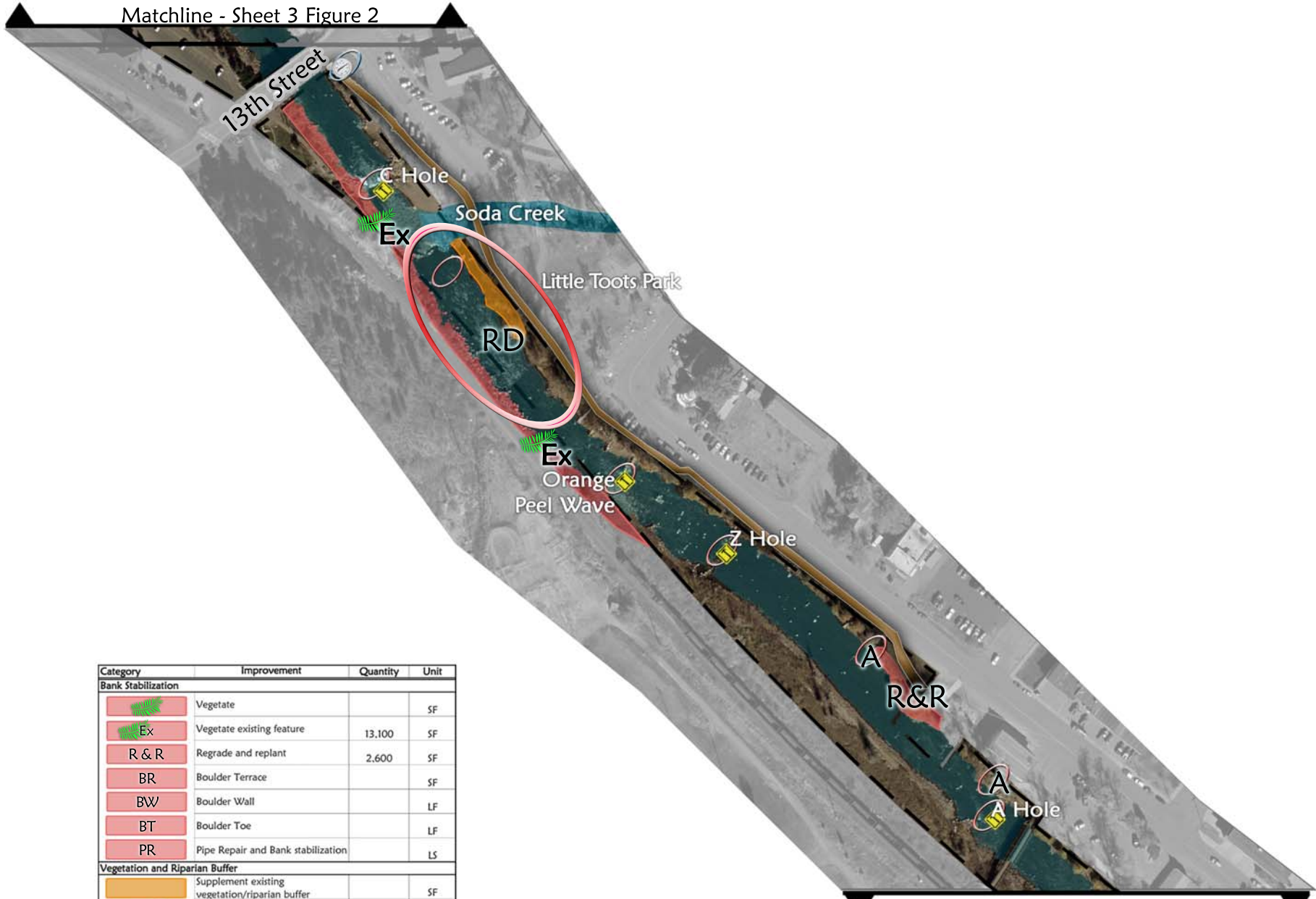


Figure 2



Matchline - Sheet 3 Figure 2

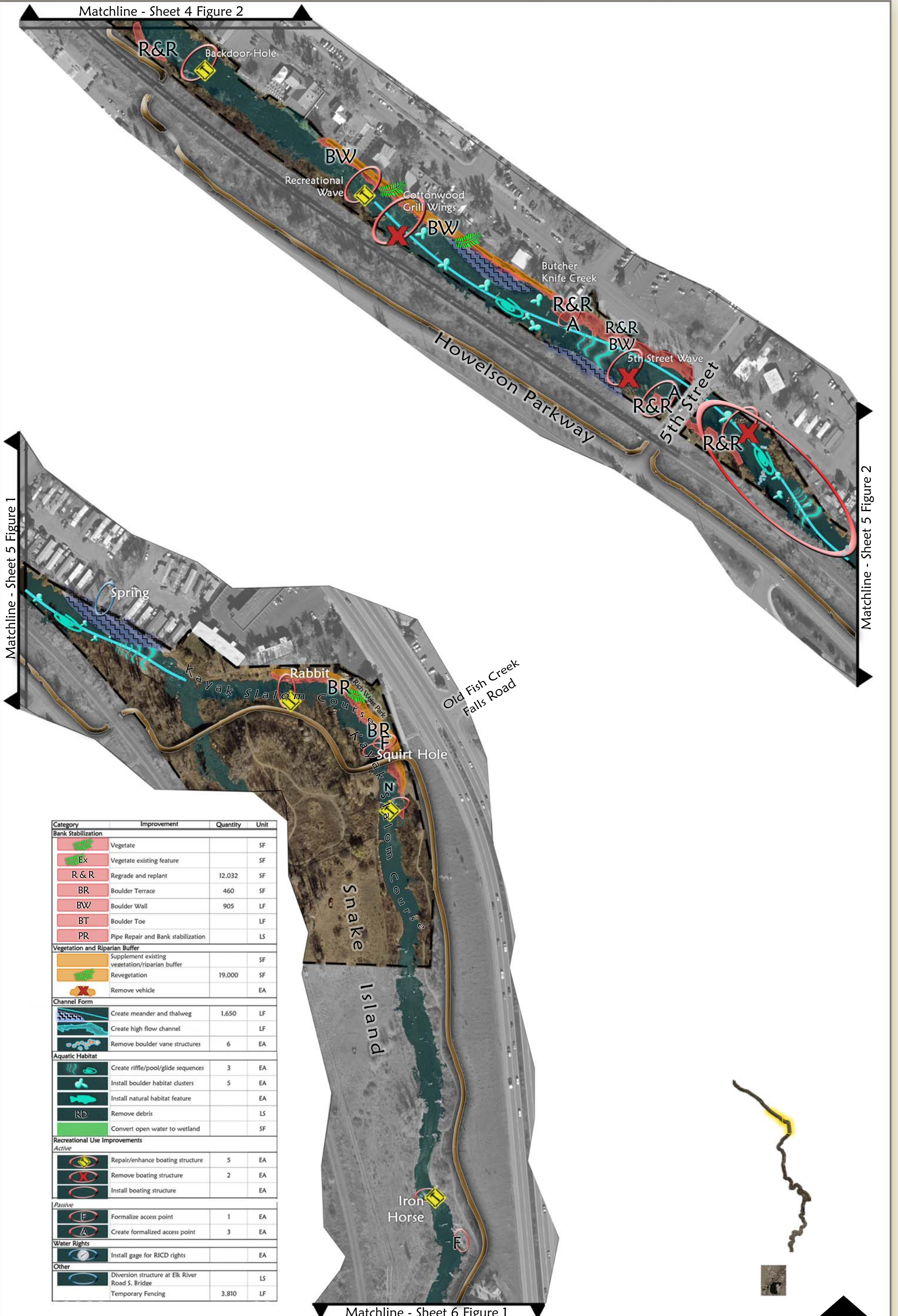


Matchline - Sheet 5 Figure 1

Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate		SF
	Vegetate existing feature	13,100	SF
	Regrade and replant	2,600	SF
	Boulder Terrace		SF
	Boulder Wall		LF
	Boulder Toe		LF
	Pipe Repair and Bank stabilization		LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer		SF
	Revegetation		SF
	Remove vehicle		EA
<b>Channel Form</b>			
	Create meander and thalweg		LF
	Create high flow channel		LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences		EA
	Install boulder habitat clusters		EA
	Install natural habitat feature		EA
	Remove debris	1	LS
	Convert open water to wetland		SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure	3	EA
	Remove boating structure		EA
	Install boating structure	1	EA
<i>Passive</i>			
	Formalize access point		EA
	Create formalized access point	3	EA
<b>Water Rights</b>			
	Install gage for RICD rights	1	EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing	1,900	LF



Matchline - Sheet 4 Figure 2



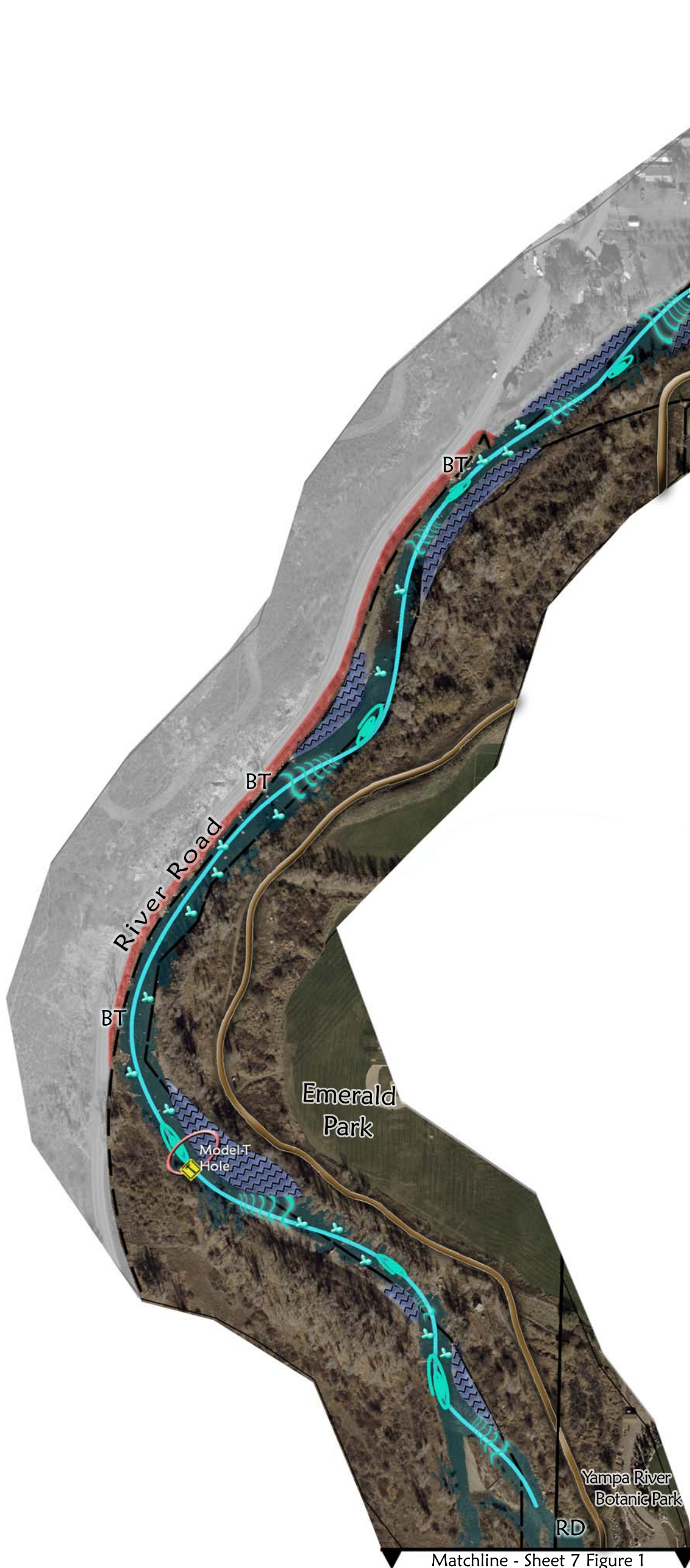
Matchline - Sheet 5 Figure 1

Matchline - Sheet 5 Figure 2

Category	Improvement	Quantity	Unit
Bank Stabilization	Vegetate		SF
	Vegetate existing feature		SF
	Regrade and replant	12,032	SF
	Boulder Terrace	460	SF
	Boulder Wall	905	LF
	Boulder Toe		LF
	Pipe Repair and Bank stabilization		LS
Vegetation and Riparian Buffer	Supplement existing vegetation/riparian buffer		SF
	Revegetation	19,000	SF
	Remove vehicle		EA
Channel Form	Create meander and thalweg	1,650	LF
	Create high flow channel		LF
	Remove boulder vane structures	6	EA
Aquatic Habitat	Create riffle/pool/glide sequences	3	EA
	Install boulder habitat clusters	5	EA
	Install natural habitat feature		EA
	Remove debris		LS
	Convert open water to wetland		SF
Recreational Use Improvements	<b>Active</b>		
	Repair/enhance boating structure	5	EA
	Remove boating structure	2	EA
	Install boating structure		EA
	<b>Passive</b>		
	Formalize access point	1	EA
Create formalized access point	3	EA	
Water Rights	Install gage for RICD rights		EA
Other	Diversion structure at Elk River Road 5. Bridge		LS
	Temporary Fencing	3,810	LF

Matchline - Sheet 6 Figure 1

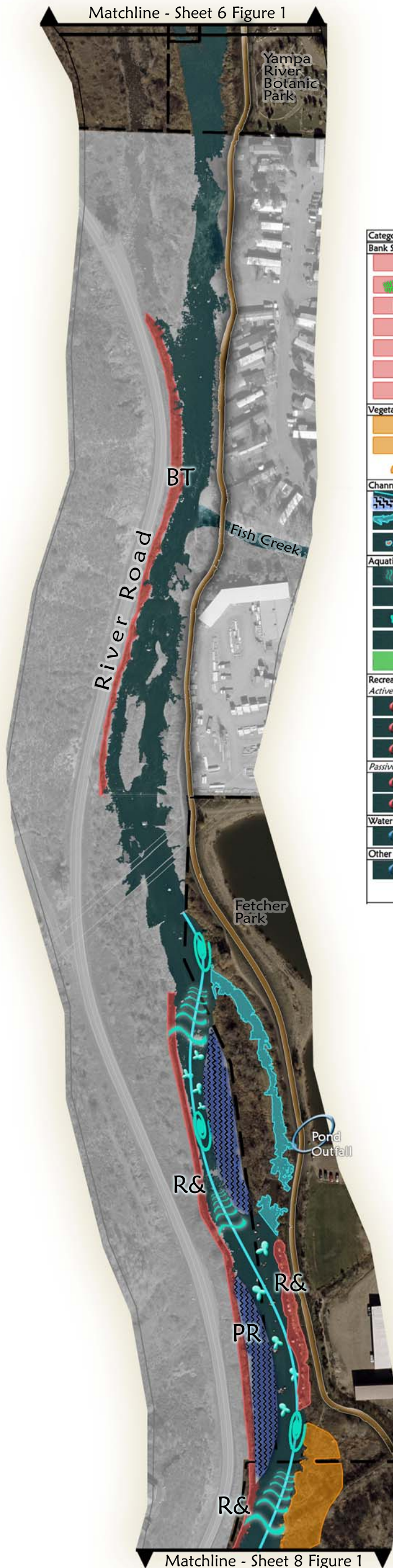




Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate		SF
	Vegetate existing feature		SF
	Regrade and replant		SF
	Boulder Terrace		SF
	Boulder Wall		LF
	Boulder Toe	1,170	LF
	Pipe Repair and Bank stabilization		LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer		SF
	Revegetation		SF
	Remove vehicle		EA
<b>Channel Form</b>			
	Create meander and thalweg	2,700	LF
	Create high flow channel		LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences	7	EA
	Install boulder habitat clusters	18	EA
	Install natural habitat feature		EA
	Remove debris		LS
	Convert open water to wetland		SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure	1	EA
	Remove boating structure		EA
	Install boating structure		EA
<i>Passive</i>			
	Formalize access point		EA
	Create formalized access point		EA
<b>Water Rights</b>			
	Install gage for RICD rights		EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing		LF



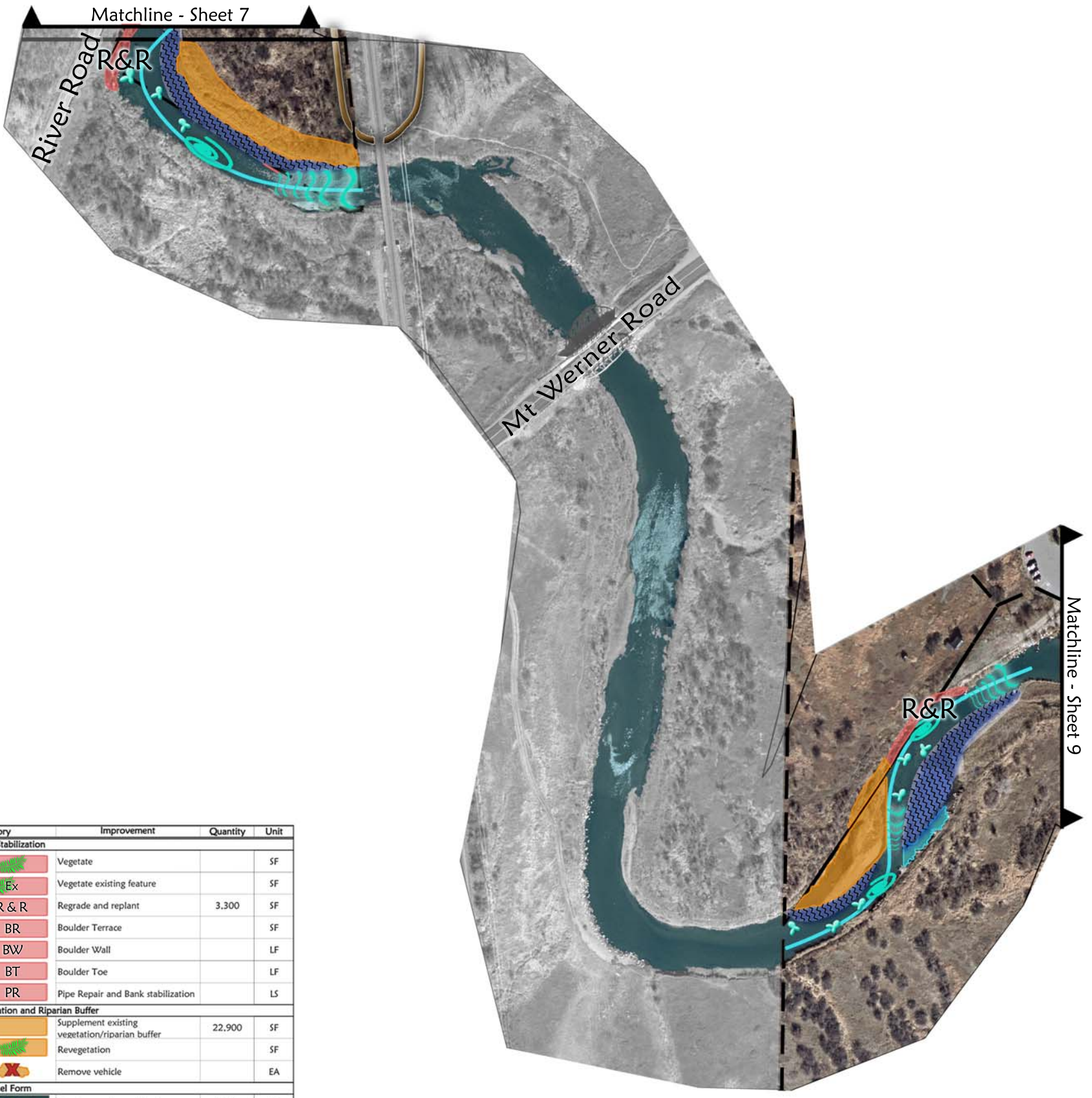
Matchline - Sheet 6 Figure 1



Matchline - Sheet 8 Figure 1

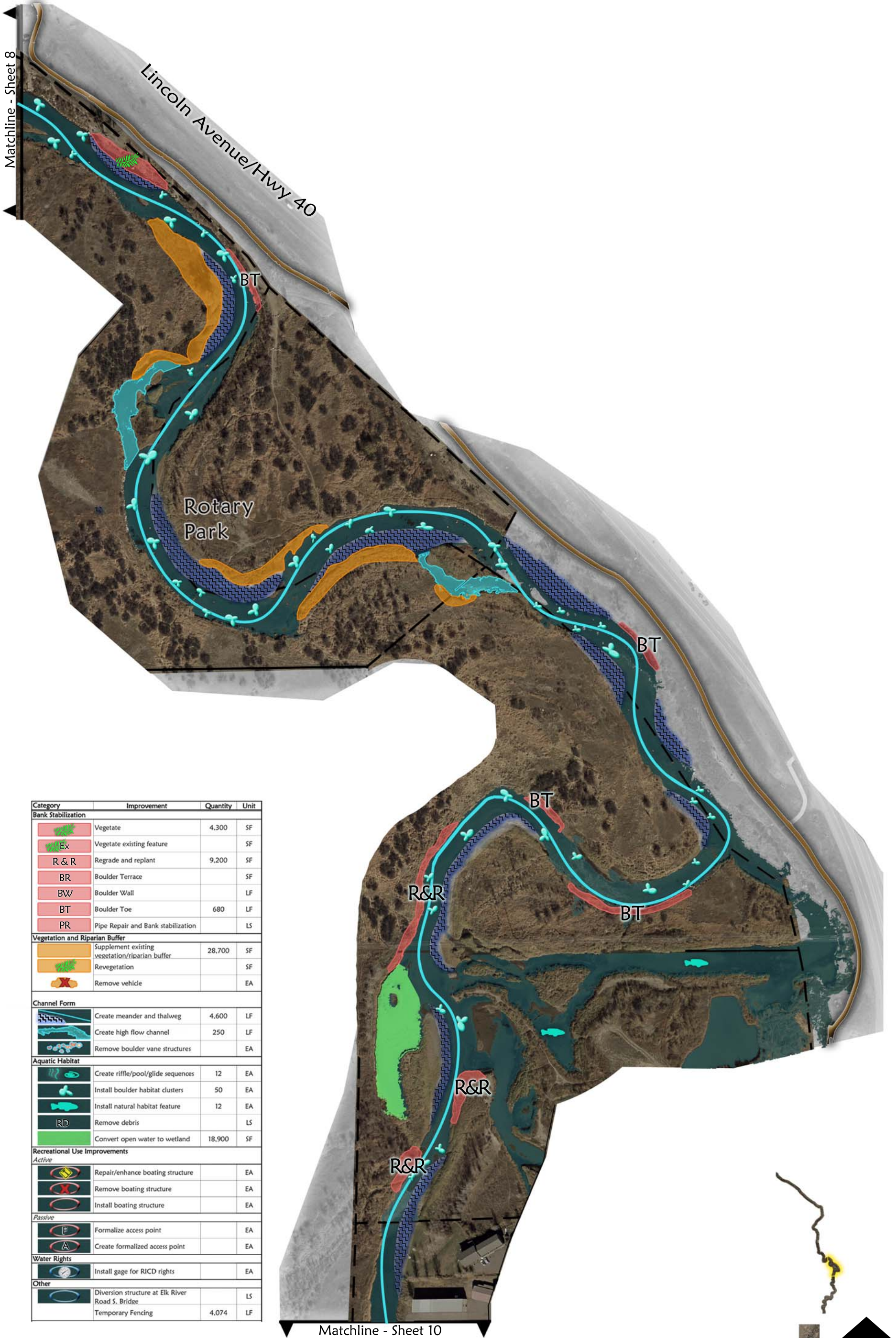
Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate		SF
	Vegetate existing feature		SF
	R & R	15,300	SF
	Boulder Terrace		SF
	Boulder Wall		LF
	Boulder Toe	830	LF
	Pipe Repair and Bank stabilization	1	LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer	13,700	SF
	Revegetation		SF
	Remove vehicle		EA
<b>Channel Form</b>			
	Create meander and thalweg	1,100	LF
	Create high flow channel	460	LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences	3	EA
	Install boulder habitat clusters	9	EA
	Install natural habitat feature		EA
	Remove debris		LS
	Convert open water to wetland		SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure		EA
	Remove boating structure		EA
	Install boating structure		EA
<i>Passive</i>			
	Formalize access point		EA
	Create formalized access point		EA
<b>Water Rights</b>			
	Install gage for RICD rights		EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing	3,202	LF





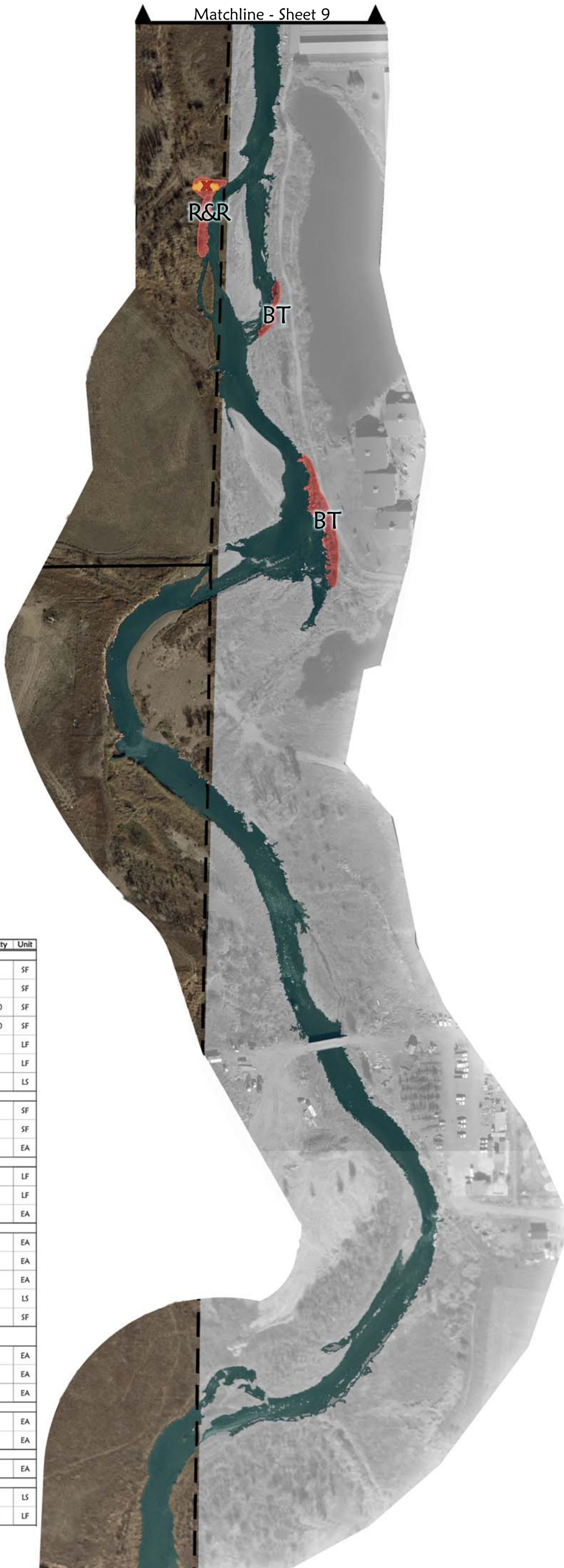
Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate		SF
	Vegetate existing feature		SF
	Regrade and replant	3,300	SF
	Boulder Terrace		SF
	Boulder Wall		LF
	Boulder Toe		LF
	Pipe Repair and Bank stabilization		LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer	22,900	SF
	Revegetation		SF
	Remove vehicle		EA
<b>Channel Form</b>			
	Create meander and thalweg	1,079	LF
	Create high flow channel	200	LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences	3	EA
	Install boulder habitat clusters	6	EA
	Install natural habitat feature		EA
	Remove debris		LS
	Convert open water to wetland		SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure		EA
	Remove boating structure		EA
	Install boating structure		EA
<i>Passive</i>			
	Formalize access point		EA
	Create formalized access point		EA
<b>Water Rights</b>			
	Install gage for RICD rights		EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing	1,860	LF





Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate	4,300	SF
	Vegetate existing feature		SF
	R & R	9,200	SF
	Boulder Terrace		SF
	Boulder Wall		LF
	Boulder Toe	680	LF
	Pipe Repair and Bank stabilization		LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer	28,700	SF
	Revegetation		SF
	Remove vehicle		EA
<b>Channel Form</b>			
	Create meander and thalweg	4,600	LF
	Create high flow channel	250	LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences	12	EA
	Install boulder habitat clusters	50	EA
	Install natural habitat feature	12	EA
	Remove debris		LS
	Convert open water to wetland	18,900	SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure		EA
	Remove boating structure		EA
	Install boating structure		EA
<i>Passive</i>			
	Formalize access point		EA
	Create formalized access point		EA
<b>Water Rights</b>			
	Install gage for RICD rights		EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing	4,074	LF

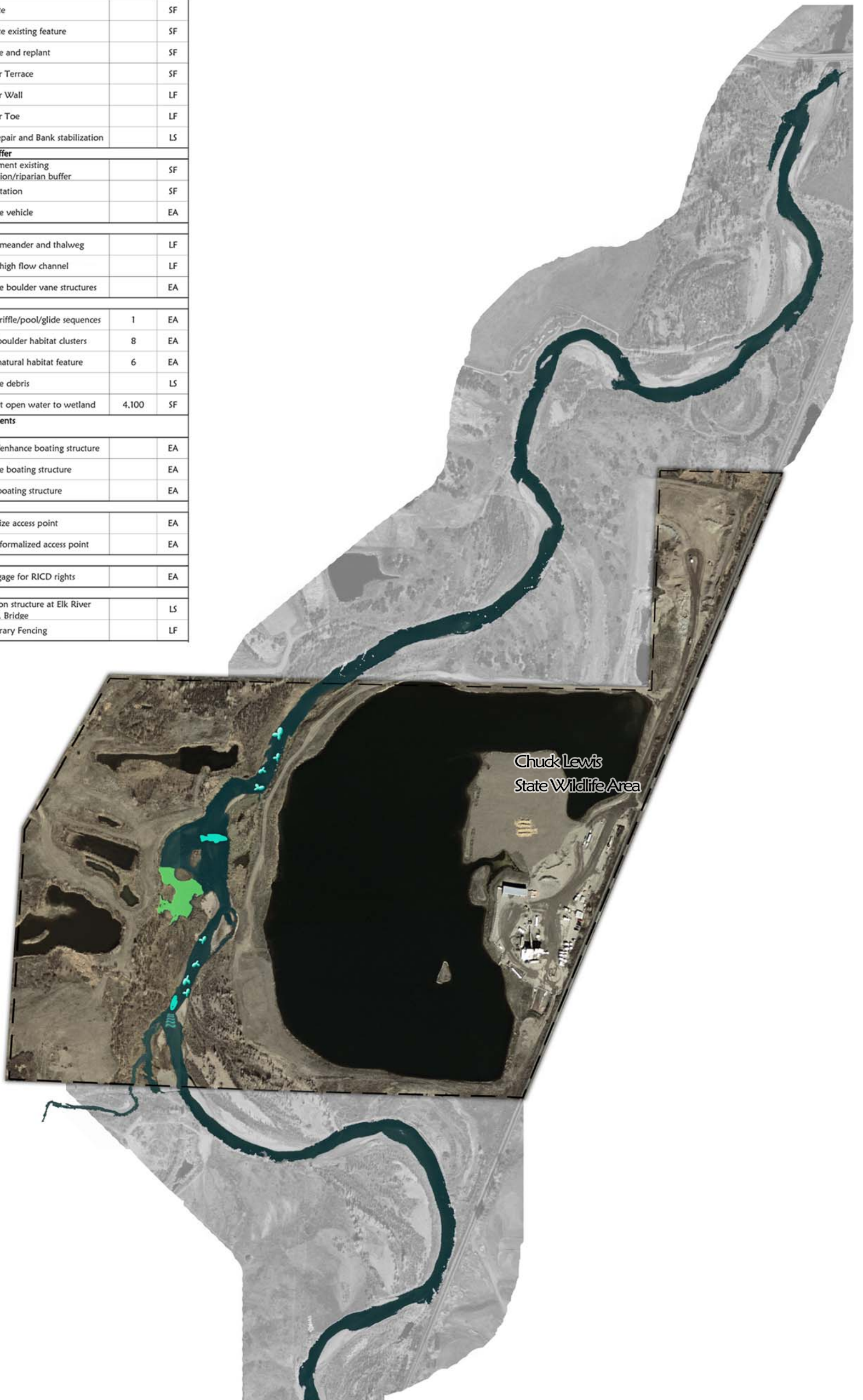




Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate		SF
	Vegetate existing feature		SF
	Regrade and replant	2,400	SF
	Boulder Terrace	5,600	SF
	Boulder Wall		LF
	Boulder Toe		LF
	Pipe Repair and Bank stabilization		LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer		SF
	Revegetation		SF
	Remove vehicle	2	EA
<b>Channel Form</b>			
	Create meander and thalweg		LF
	Create high flow channel		LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences		EA
	Install boulder habitat clusters		EA
	Install natural habitat feature		EA
	Remove debris		LS
	Convert open water to wetland		SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure		EA
	Remove boating structure		EA
	Install boating structure		EA
<i>Passive</i>			
	Formalize access point		EA
	Create formalized access point		EA
<b>Water Rights</b>			
	Install gage for RICD rights		EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing	350	LF



Category	Improvement	Quantity	Unit
<b>Bank Stabilization</b>			
	Vegetate		SF
	Vegetate existing feature		SF
	Regrade and replant		SF
	Boulder Terrace		SF
	Boulder Wall		LF
	Boulder Toe		LF
	Pipe Repair and Bank stabilization		LS
<b>Vegetation and Riparian Buffer</b>			
	Supplement existing vegetation/riparian buffer		SF
	Revegetation		SF
	Remove vehicle		EA
<b>Channel Form</b>			
	Create meander and thalweg		LF
	Create high flow channel		LF
	Remove boulder vane structures		EA
<b>Aquatic Habitat</b>			
	Create riffle/pool/glide sequences	1	EA
	Install boulder habitat clusters	8	EA
	Install natural habitat feature	6	EA
	Remove debris		LS
	Convert open water to wetland	4,100	SF
<b>Recreational Use Improvements</b>			
<i>Active</i>			
	Repair/enhance boating structure		EA
	Remove boating structure		EA
	Install boating structure		EA
<i>Passive</i>			
	Formalize access point		EA
	Create formalized access point		EA
<b>Water Rights</b>			
	Install gage for RICD rights		EA
<b>Other</b>			
	Diversion structure at Elk River Road S. Bridge		LS
	Temporary Fencing		LF



Chuck Lewis  
State Wildlife Area



**Appendix H: Cost Background Information**

**Improvement Breakdown by Category**

Category	Improvement	Improvement break down	Unit	Cost/Unit	Quantity	Cost/Improvement Unit
	<b>No action</b>					
		No action	-	0.00	-	0.00
Bank Stabilization	<b>Vegetate</b>		SF		1	6.67
		Non-native species removal	SF	0.25	1.0000	0.25
		Planting Soil	CY	24.00	0.0370	0.89
		Upland Seed Mix	SF	0.05	1.0000	0.05
		Riparian Seed Mix	SF	0.05	1.0000	0.05
		Trees	EA	750.00	0.0025	1.88
		Fence protection (trees)	EA	30.00	0.0025	0.08
		Shrubs (5 gallon) area treatment	EA	34.00	0.0278	0.94
		Wetland/Riparian plugs	EA	2.00	1.0000	2.00
		Hay mulch	AC	1,600.00	0.000023	0.04
		Stabilization blanket	SY	3.20	0.0550	0.18
		Monitoring & Irrigation	LS	5% of total cost	1.0000	0.32
Bank Stabilization	<b>Vegetate existing feature</b>		SF			6.67
		Non-native species removal	SF	0.25	1.0000	0.25
		Planting Soil	CY	24.00	0.0370	0.89
		Upland Seed Mix	SF	0.05	1.0000	0.05
		Riparian Seed Mix	SF	0.05	1.0000	0.05
		Trees	EA	750.00	0.0025	1.88
		Fence protection (trees)	EA	30.00	0.0025	0.08
		Shrubs (5 gallon) area treatment	EA	34.00	0.0278	0.94
		Wetland/Riparian plugs	EA	2.00	1.0000	2.00
		Hay mulch	AC	1,600.00	0.000023	0.04
		Stabilization blanket	SY	3.20	0.0550	0.18
		Monitoring & Irrigation	LS	5% of total cost	1.0000	0.32



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Category	Improvement	Improvement break down	Unit	Cost/Unit	Quantity	Cost/Improvement Unit
Bank Stabilization	<b>Regrade and replant</b>		SF			7.09
		Bank grading	CY	10.00	0.0400	0.40
		Non-native species removal	SF	0.25	1.0000	0.25
		Planting Soil	CY	24.00	0.0370	0.89
		Upland Seed Mix	SF	0.05	1.0000	0.05
		Riparian Seed Mix	SF	0.05	1.0000	0.05
		Trees	EA	750.00	0.0025	1.88
		Fence protection (trees)	EA	30.00	0.0025	0.08
		Shrubs (5 gallon) area treatment	EA	34.00	0.0278	0.94
		Wetland/Riparian plugs	EA	2.00	1.0000	2.00
		Hay mulch	AC	1,600.00	0.000023	0.04
		Stabilization blanket	SY	3.20	0.0550	0.18
		Monitoring & Irrigation	LS	5% of total cost	1.0000	0.34
Bank Stabilization	<b>Pipe Repair and Bank stabilization</b>		LS			4,500.00
		Pipe repair	LS	4,500.00	1.0000	4500.00
Bank Stabilization	<b>Boulder Terrace</b>		SF			57.89
		Boulder import	TON	70.00	0.5000	35.00
		Non-native species removal	SF	0.25	1.0000	0.25
		Planting Soil	CY	24.00	0.0370	0.89
		Upland Seed Mix	SF	0.05	1.0000	0.05
		Filter Fabric	SF	3.00	1.0000	3.00
		Riparian Seed Mix	SF	0.05	1.0000	0.05
		Trees	EA	750.00	0.0025	1.88
		Fence protection (trees)	EA	30.00	0.0025	0.08
		Shrubs (5 gallon) linear treatment	EA	34.00	0.3333	11.33
		Wetland/Riparian plugs	EA	2.00	1.0000	2.00
		Hay mulch	AC	1,600.00	0.000023	0.04
		Bank grading	CY	10.00	0.0400	0.40
		Stabilization blanket	SY	3.20	0.0550	0.18
		Monitoring & Irrigation	LS	5% of total cost	1.0000	2.76

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Category	Improvement	Improvement break down	Unit	Cost/Unit	Quantity	Cost/Improvement Unit
Bank Stabilization	<b>Boulder Wall</b>		LF	AVG. HEIGHT	6	350.40
		Boulder import	TON	70.00	0.5000	35.00
		Wall construction	LF	20.00	1.0000	20.00
		Filter Fabric	SF	3.00	1.0000	3.00
		Bank grading	CY	10.00	0.0400	0.40
Bank Stabilization	<b>Boulder Toe</b>		LF			55.85
		Boulder import	TON	70.00	0.5000	35.00
		Bank grading	CY	10.00	0.0400	0.40
		Non-native species removal	SF	0.25	1.0000	0.25
		Planting Soil	CY	24.00	0.0370	0.89
		Filter Fabric	SF	3.00	1.0000	3.00
		Upland Seed Mix	SF	0.05	1.0000	0.05
		Riparian Seed Mix	SF	0.05	1.0000	0.05
		Shrubs (5 gallon) linear treatment	EA	34.00	0.3333	11.33
		Wetland/Riparian plugs	EA	2.00	1.0000	2.00
		Hay mulch	AC	1,600.00	0.0000	0.04
		Stabilization blanket	SY	3.20	0.0550	0.18
		Monitoring & Irrigation	LS	5% of total cost	1.0000	2.66
Vegetation and Riparian Buffer	<b>Supplement existing vegetation/riparian buffer</b>		SF			1.62
		Upland Seed Mix	SF	0.05	1.0000	0.05
		Riparian Seed Mix	SF	0.05	1.0000	0.05
		Trees area supplement	EA	750.00	0.0013	0.94
		Fence protection (trees area supplement)	EA	30.00	0.0013	0.04
		Shrubs (5 gallon) area supplement	EA	34.00	0.0139	0.47
		Wetland/Riparian plugs supplement	EA	2.00	0.0000	0.00
		Monitoring & Irrigation	LS	5% of total cost	1.0000	0.08

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Category	Improvement	Improvement break down	Unit	Cost/Unit	Quantity	Cost/Improvement Unit
Vegetation and Riparian Buffer	<b>Revegetation</b>		SF			6.40
		Planting Soil	CY	24.00	0.0370	0.89
		Upland Seed Mix	SF	0.05	1.0000	0.05
		Riparian Seed Mix	SF	0.05	1.0000	0.05
		Trees	EA	750.00	0.0025	1.88
		Fence protection (trees)	EA	30.00	0.0025	0.08
		Shrubs (5 gallon) area treatment	EA	34.00	0.0278	0.94
		Wetland/Riparian plugs	EA	2.00	1.0000	2.00
		Hay mulch	AC	1,600.00	0.000023	0.04
		Stabilization blanket	SY	3.20	0.0550	0.18
	Monitoring & Irrigation	LS	5% of total cost	1.0000	0.30	
Vegetation and Riparian Buffer	<b>Remove vehicle</b>		EA			1,000.00
		Remove vehicle	EA	1,000.00	1.0000	1,000.00
Channel Form	<b>Create meander and thalweg</b>		LF	AVERAGE WIDTH	90	73.80
		Channel excavation - meander	CY	25.00	0.0200	0.50
		Channel grading - meander	CY	16.00	0.0200	0.32
Channel Form	<b>Create high flow channel</b>		LF	AVERAGE WIDTH	20	16.40
		Channel excavation and grading	CY	25.00	0.0200	0.50
		Channel grading	CY	16.00	0.0200	0.32
Channel Form	<b>Remove boulder vane structures</b>		EA			1,000.00
		Remove boulder vane	EA	1,000.00	1.0000	1,000.00
Aquatic Habitat	<b>Create riffle/pool/glide sequences</b>		EA			3,000.00
		Riffle/Pool/Glide Sequences	EA	3,000.00	1.0000	3,000.00
Aquatic Habitat	<b>Install boulder habitat clusters</b>		EA			670.00
		Boulder import	TON	70.00	6.0000	420.00
		Boulder placement	LS	250.00	1.0000	250.00
Aquatic Habitat	<b>Install natural habitat feature</b>		EA			1,250.00
		Import natural feature	EA	500.00	1.0000	500.00
		Install Instream natural habitat feature	EA	750.00	1.0000	750.00
Aquatic Habitat	<b>Remove debris</b>		LS			2,000.00
		Remove debris	LS	2,000.00	1.0000	2,000.00

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Category	Improvement	Improvement break down	Unit	Cost/Unit	Quantity	Cost/Improvement Unit
Aquatic Habitat	<b>Convert open water to wetland</b>		SF			6.78
		Wetland Seed Mix	SF	0.10	1.0000	0.10
		Planting Soil	CY	24.00	0.0370	0.89
		Shrubs (5 gallon) area treatment	EA	34.00	0.0278	0.94
		Wetland/Riparian plugs	EA	2.00	1.0000	2.00
		Channel grading	CY	16.00	0.0200	0.32
		Import fill from on-site supply	CY	20.00	0.1100	2.20
		Monitoring & Irrigation	LS	5% of total cost	1.0000	0.32
Recreational Use - Active	<b>Repair/enhance boating structure</b>		EA			10,000.00
		Repair/Enhance boating structure	EA	10,000.00	1.0000	10,000.00
Recreational Use - Active	<b>Remove boating structure</b>		EA			8,000.00
		Remove boating structure	EA	8,000.00	1.0000	8,000.00
Recreational Use - Active	<b>Install boating structure</b>		EA			40,000.00
		Install boating structure	EA	40,000.00	1.0000	40,000.00
Recreational Use - Passive	<b>Formalize access point</b>		EA			2,000.00
		Formalize Access	EA	2,000.00	1.0000	2,000.00
Recreational Use - Passive	<b>Create formalized access point</b>		EA			5,000.00
		Install formalized access	EA	5,000.00	1.0000	5,000.00
Recreational Use - Passive	<b>Create formalized access point with ADA access and trail connection</b>		EA			15,000.00
		Install formalized access with ADA access and trail connection	EA	15,000.00	1.0000	15,000.00
Water Rights	<b>Install gage for RICD rights</b>		EA			30,000.00
		Install streamflow gage	EA	30,000.00	1.0000	30,000.00
Other	<b>Diversion structure at James Brown Bridge</b>		LS			5,000.00
		Diversion Structure	EA	5,000.00	1.0000	5,000.00
Other	<b>Construction Management</b>		LS			8% of total cost
		Construction Management	LS	8% of total cost	1.0000	

# Yampa River Structural Master Plan | November 2008

Category	Improvement	Improvement break down	Unit	Cost/Unit	Quantity	Cost/Improvement Unit
Other	<b>Contingency</b>		LS			10% of total cost
		Contingency	LS	10% of total cost	1.0000	
Other	<b>Design &amp; Permitting</b>		LS			10% total cost
		Design & Permitting	LS	10% total cost	1.0000	
Other	<b>Mobilization/Demobilization</b>		LS			5% of total cost
		Mobilization/Demobilization	LS	5% of total cost	1.0000	
Other	<b>Temporary Fencing</b>		LF			3.00
		Temporary fencing	LF	3.00	1.0000	3.00
Other	<b>Sediment Control</b>		LS			2% of total cost
		Sediment Control	LS	2% of total cost	1.0000	

Unit Cost

Item	Unit	Unit Cost	Cost/Improvement Unit
Bank excavation	CY	15.00	0.04
Bank grading	CY	10.00	0.04
Boulder import	TON	70.00	0.50
Boulder placement	LS	250.00	1.00
Boulder removal	TON	10.00	0.30
Channel excavation - meander	CY	25.00	0.02
Channel grading - meander	CY	16.00	0.02
Channel excavation and grading	CY	25.00	0.02
Channel grading	CY	16.00	0.02
Construction Management	LS	8% of total cost	1
Contingency	LS	10% of total cost	1
Design & Permitting	LS	10% total cost	1
Diversion Structure	EA	5,000.00	1.0000
Fence protection (trees area supplement)	EA	30.00	0.0013
Fence protection (trees)	EA	30.00	0.0025
Filter Fabric	SF	3.00	1.0000
Formalize Access	EA	2,000.00	1.00
Hay mulch	AC	1,600.00	0.000023
Import fill from on-site supply	CY	20.00	0.11
Import natural feature	EA	500.00	1.00
Install streamflow gage	EA	30,000.00	1.00
Install boating structure	EA	40,000.00	1.00
Install formalized access	EA	5,000.00	1.00
Install formalized access with ADA access and trail connection	EA	15,000.00	1.00
Install Instream natural habitat feature	EA	750.00	1.00
Mobilization/Demobilization	LS	5% of total cost	1.00
Monitoring & Irrigation	LS	5% of total cost	1.00
No action	-	0.00	1.00
Non-native species removal	SF	0.25	1.00
Pipe repair	LS	4,500.00	1.00
Planting Soil	CY	24.00	0.04
Planting soil placement and grading	CY	15.00	0.04
Quarried rock	TON	50.00	0.30
Remove boating structure	EA	8,000.00	1.00

Item	Unit	Unit Cost	Cost/Improvement Unit
Remove boulder vane	EA	1,000.00	1.00
Remove debris	LS	2,000.00	1
Remove informal access	EA	2,000.00	1.00
Remove vehicle	EA	1000	1
Repair/Enhance boating structure	EA	10,000.00	1.00
Reset rock	SF	10.00	1.00
Revetment removal	EA	5,000.00	1.00
Riffle/Pool/Glide Sequences	EA	3,000.00	1.00
Rip Rap	SF	7.22	1.00
Riparian Seed Mix	SF	0.05	1.00
Sediment Control	LS	2% of total cost	1
Shrubs (5 gallon) area supplement	EA	34.00	0.0139
Shrubs (5 gallon) area treatment	EA	34.00	0.02778
Shrubs (5 gallon) linear treatment	EA	34.00	0.3333
Stabilization blanket	SY	3.20	0.06
Temporary fencing	LF	3.00	1.00
Trees	EA	750.00	0.0025
Trees area supplement	EA	750.00	0.0013
Upland Seed Mix	SF	0.05	1.00
Wall construction	LF	20.00	1.00
Wetland Seed Mix	SF	0.10	1.00
Wetland/Riparian plugs	EA	2.00	1.00
Wetland/Riparian plugs supplement	EA	2.00	0.00

January 10, 2013

Julie Franklin, City Clerk

Via Email: [jfranklin@steamboatsprings.net](mailto:jfranklin@steamboatsprings.net)

Re: Response to RFP Process/ Accommodations Tax Proposal

Dear Julie,

This letter contains the response of the Haymaker Golf Management Committee to the request for proposal for future use of the Steamboat Springs Accommodations Tax Revenues.

PROPOSER: Haymaker Golf Management Committee  
P.O. Box 773990  
Steamboat Springs, CO 80477

CONTACT INFO: John A. Vanderbloemen, Chairman  
970-879-0100-work  
970-846-8014-cell  
[jav@lvlaw.net](mailto:jav@lvlaw.net)

PROJECT(S): FUTURE CAPITAL REPLACEMENTS AT HAYMAKER  
GOLF COURSE

#### PROJECT REQUEST SUMMARY

The Haymaker Golf Committee requests that a portion of future accommodations tax revenues be allocated to a Capital Reserve Fund, established within the Haymaker Golf Enterprise Fund, for the purpose of covering the unmet future costs of reasonable and necessary capital replacements at Haymaker.

To date, the Golf Enterprise Fund has not required subsidies from the City's general fund, unlike most recreational facilities owned by cities across the state. Unfortunately, a careful and conservative analysis of future capital replacement needs over the next 25 years, indicates that Haymaker will likely



need a portion of future accommodations tax revenues in order to provide for future capital needs and preserve the quality of this important asset.

### HOW THE PROJECT ADHERES TO BALLOT LANGUAGE CRITERIA

Haymaker is one of many excellent local amenities that promote tourism and enhance the vitality of Steamboat Springs as a destination resort. Haymaker was designed, built and is maintained as a resort quality golf facility, not a basic municipal golf course with little or no attraction to traveling golfers. Haymaker has been recognized on many "best in Colorado" lists and is a favored venue of the Colorado Golf Association, having hosted multiple major statewide events and the annual Haywhacker Junior championship, perhaps the most popular junior event in Colorado. These events involve almost exclusively players from outside our area of the state. Additionally, Haymaker enhances the community identity of Steamboat Springs through recreational opportunities and programs provided to the residents of our community.

Haymaker has been widely recognized as an environmental model for golf courses around the state. Environmental sensitivity has been a key part of the operation dating back to Haymaker's planning and construction in 1995. Haymaker was the first course in Colorado to obtain "Audubon Certified Signature Status", a status acknowledged as the benchmark for environmental sensitivity in the golf industry.

Finally, the continuation of Haymaker as a desirable and attractive recreational facility enhances the economic health of the Yampa Valley and the City of Steamboat Springs as it helps to attract not only visitors but also new residents to the community. According to local realtors, the availability of quality affordable golf at Haymaker has been a positive factor for a number of location neutral business people and second homeowners who decided to move to Steamboat Springs.

### HAYMAKER BACKGROUND INFORMATION

City Council voted to use accommodations tax funds to acquire the Haymaker site in the early 1990s. The original thirteen member golf advisory committee was appointed by City Council in 1993 to investigate the concept of building and operating a city owned golf course on the site. The investigation and reporting to City Council continued for several years. A feasibility study was performed by the National Golf Foundation and the committee hired a Denver based golf consulting firm, Renizon, to assist in evaluating construction and operational options. The committee spearheaded efforts to obtain voter approval to issue an Accommodations Tax Revenue bond. Voter approval was obtained and the bonds were issued in 1995.

The City, based upon committee recommendations, contracted with a golf course architect and then a golf course contractor. Haymaker was constructed in 1995-1996, and then the constructed course "grew in", and opened for play in August 1997. After construction, the original golf advisory committee was

disbanded, and City Council adopted an Ordinance establishing a five member Golf Management Committee that reports directly to the City Manager. Haymaker was then established by the City as a separate Enterprise Fund, rather than a department within the General Fund.

During the first decade of operations, reserves were created through operational profits, excess accommodations tax and interest earnings. These reserves ("unrestricted reserves") were earmarked into three fund categories, an operational reserve, a clubhouse construction reserve and a capital reserve. The clubhouse construction reserve fund (approximately \$1.5 million) was expended in 2005-06 to assist in the cost of construction of the permanent clubhouse that opened in 2006. Haymaker's Enterprise Fund currently holds an unrestricted reserve of approximately \$1.25 million. \$300,000 of this reserve is earmarked as an operational reserve, essentially a "rainy day fund" to cover unanticipated shortfalls of operational revenue. The capital reserve category intended to fund future capital needs therefore totals approximately \$925,000 as of December 31, 2012. In light of the substantial future capital needs discussed below, this capital reserve is inadequate and likely will not be sufficient to meet such future needs. (The Enterprise Fund also contains "restricted reserves" that were mandated by the bond issue and will be expended in 2013 to assist in paying off the current bonded indebtedness.)

During its fifteen years of operation, Haymaker has turned a relatively small operational profit every year, except for 2010 and 2011, and has met its ongoing capital and equipment needs through its operations budget, as they have arisen. Beginning in 2011, the City directed Haymaker and all other enterprise funds of the City to begin reimbursing the City general fund for an allocation of City "overhead expenses". (Haymaker has funded this new expense item in the amount of \$107,000 in 2011 and 2012. This line item in the 2013 budget will be \$119,000.) Haymaker's average budgeted expenses for routine, ongoing capital needs or equipment acquisitions has generally ranged between \$50-100,000 per year. This amount does not include the large sum expended in 2005 for the permanent clubhouse.

Haymaker has cut its expenses significantly over the past several years as the economy (and Haymaker revenue) has suffered. Golf courses are what some refer to as generational assets with a virtually unlimited life expectancy. Golf course maintenance involves more than just mowing and tending the turf. Over the past several years, Haymaker's reduced maintenance budget has not funded course renovation and reconstruction of course elements that are typical for a course of Haymaker's quality. It is, however, the major capital replacement items that loom in the future that generate the greatest concern and are the focus of this request. The attached spreadsheet defines these major items, **the largest of which is clearly the cost of replacing the irrigation system at Haymaker.** Installation of the irrigation system in 1996 cost over \$1 million. This item alone is conservatively estimated in the attached analysis at a current cost of approximately \$2.5 million. As the spreadsheet indicates, assuming a 4% long term average inflation factor, the essential system replacement cost estimated to be performed in 2030-2031 will be over \$5.1 million.

In 2011, prior to creating the Accommodations Tax Committee, the City Council opened the current discussion of "what to do with future accommodations tax revenues after Haymaker's bonded indebtedness is paid off". The Golf Committee conducted a detailed review of its capital reserves and future capital needs over the next 25 years. A report was provided to City staff and Council in early 2011. The Golf Committee, with the professional assistance of a CPA member of the Committee, studied the long term capital needs of Haymaker. The result was a spreadsheet analysis created with input from the golf course superintendent, City finance staff and the City's facilities manager. This initial spreadsheet, that was discussed with City Council in April 2011, was revisited and amended this winter in light of more current information.

The Committee has examined the costs of those future capital needs that will not be funded through the normal operations budget of Haymaker. The anticipated costs of items set forth on the attachment are based on current cost estimates plus a 4% inflation factor. The current cost estimates were obtained from City Facilities Manager Steve Hoots, as to Clubhouse and other building and facility needs, while golf course related cost estimates were obtained from the golf superintendent.

(The second attached spreadsheet was included simply to illustrate the list of equipment replacement needs with estimated expenses and timing of such needs that Haymaker will face. The Committee is not seeking financial assistance from the Accommodations Tax fund for these more routine "capital" expenses. Such expenses will be funded from operational revenues.)

One might ask why has Haymaker not performed at the levels anticipated in the NGF feasibility study commissioned by the City Council prior to the construction of Haymaker. Several points in this regard might be useful. The feasibility study anticipated substantially more tourist rounds and revenue per year than Haymaker has experienced. (Additionally, the feasibility study anticipated less rounds and revenue from locals than Haymaker has experienced.) Additionally, the feasibility study was created in the mid-90s, at a time when the Front Range Metro areas were somewhat short on quality public golf facilities. Demand for golf exceeded supply. During the time when Haymaker was being constructed and shortly thereafter a number of excellent upscale public golf facilities were created in the Denver metro area. Examples include Fox Hollow in Lakewood, Legacy Ridge in Westminster, Buffalo Run in Aurora, The Ridge at Castle Pines, and numerous others. This resulted in a number of new upscale public golf courses in the Denver area, which have been difficult for Haymaker to compete with. **It might also be noted that the feasibility study made no analysis of the long-term capital needs, which are now being analyzed and presented.**

The Committee's goal is to improve Haymaker's operational profits in order to create adequate reserves to handle these needs. The Committee intends to improve the bottom line at Haymaker, and certainly desires to create more reserves than shown on the attached spreadsheet so that necessary funding for

these long term capital needs is reduced or eliminated. The Committee would suggest that \$190,000 of future accommodations tax revenue be set aside each year for transfer to a Capital Reserve Fund. Every five years the financial operation of Haymaker and the amount in this Fund would be reviewed by City Staff and/or City Council. The Golf Committee, therefore is not requesting an automatic transfer every year for the next 25 years, but rather an initial 5 year commitment for annual transfers. Thereafter, a review of Haymaker's financial performance shall be conducted to determine if transfers should be amended.

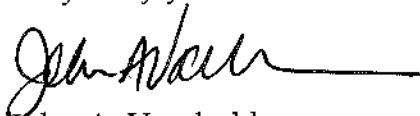
As you probably know, the Golf Committee, the City Finance Department and City Manager annually review the Haymaker Enterprise Fund and cooperatively create its budget. The attached spreadsheet assumes that \$75,000 per year will be set aside from operations and transferred into the Capital Reserve Fund. Revenue and expense items are assumed to increase at a rate of 4% per year.

The Golf Committee recognizes that there are many interesting projects that are requesting Accommodations Tax funding assistance. The Committee submits that the City should focus on taking care of the assets that the City currently has before it adds new projects that may or may not be self sufficient. Addressing the capital replacement needs of proven City assets makes good fiscal sense. It is unreasonable to assume that the City general fund reserves will be available to fund future capital expenses of anything other than normal City infrastructure.

A previous City Council, with voter approval, wisely dedicated accommodations tax revenue to fund the creation of Haymaker. Haymaker serves not only as a beautiful entry portal to the City and an appropriate green space in the south valley, but also is an asset that will endure for generations. It seems only logical that a portion of future accommodations tax revenue should be set aside to fund necessary capital replacements to preserve this asset, which was created through the use of accommodations tax revenues in the past.

The Golf Management Committee stands ready to answer any questions or provide any additional information that the Accommodations Tax Committee may have concerning this response to the Stage 2 RFP. If you currently have any questions, please do not hesitate to direct them to the Golf Management Committee, attention John Vanderbloemen, via email to [jav@lvlaw.net](mailto:jav@lvlaw.net) or by phone to 879-0100.

Very truly yours,



John A. Vanderbloemen  
Chairman, Haymaker Golf Management Committee

## HAYMAKER GOLF COURSE - Capital Improvement Projections

Assumptions:

Annual Inflation Rate	4.0%
Annual Earnings Rate	1.5%
Annual Contribution to Reserve Fund	\$ 75,000
Average Annual Operating Profit	\$ 100,000

Reserve Fund Balance	January 10, 2013	\$ 925,000
Required Set Aside from Lodging Fund		<b>\$ 190,000</b>

### Cash Flow Without Additional Funding

Year	Annual Capital Expense	Reserves	Earnings on Reserves	Operational Contribution <i>(inflation adjusted)</i>	Net Reserves
2013	(26,000)	\$ 925,000	13,875	75,000	987,875
2014	(10,816)	987,875	14,818	76,125	1,068,002
2015	(17,998)	1,068,002	16,020	77,267	1,143,291
2016	(90,079)	1,143,291	17,149	78,426	1,148,787
2017	(46,233)	1,148,787	17,232	79,602	1,199,389
2018	(234,084)	1,199,389	17,991	80,796	1,064,092
2019	(187,520)	1,064,092	15,961	82,008	974,541
2020	(44,989)	974,541	14,618	83,238	1,027,409
2021	(14,233)	1,027,409	15,411	84,487	1,113,074
2022	(50,328)	1,113,074	16,696	85,754	1,165,196
2023	(92,367)	1,165,196	17,478	87,041	1,177,347
2024	(16,010)	1,177,347	17,660	88,346	1,267,343
2025	(16,651)	1,267,343	19,010	89,671	1,359,374
2026	(109,096)	1,359,374	20,391	91,016	1,361,685
2027	(172,891)	1,361,685	20,425	92,382	1,301,602
2028	(18,730)	1,301,602	19,524	93,767	1,396,163
2029	(46,750)	1,396,163	20,942	95,174	1,465,530
2030	(2,902,995)	1,465,530	21,983	96,602	(1,318,881)
2031	(2,654,630)	(1,318,881)	(19,783)	98,051	(3,895,243)
2032	(43,822)	(3,895,243)	(58,429)	99,521	(3,897,973)
2033	(79,757)	(3,897,973)	(58,470)	101,014	(3,935,185)
2034	(41,474)	(3,935,185)	(59,028)	102,529	(3,933,158)
2035	(59,153)	(3,933,158)	(58,997)	104,067	(3,947,241)
2036	(353,736)	(3,947,241)	(59,209)	105,628	<b>(4,254,557)</b>

### Cash Flow With Lodging Set Aside Funding

Year	Annual Capital Expense	Fund Contribution	Reserves	Earnings on Reserves	Operational Contribution <i>(inflation adjusted)</i>	Net Reserves
2013	(26,000)		925,000	13,875	75,000	987,875
2014	(10,816)	190,000	987,875	17,668	76,125	1,260,852
2015	(17,998)	190,000	1,260,852	18,913	77,267	1,529,034
2016	(90,079)	190,000	1,529,034	22,936	78,426	1,730,316
2017	(46,233)	190,000	1,730,316	25,955	79,602	1,979,640
2018	(234,084)	190,000	1,979,640	29,695	80,796	2,046,047
2019	(187,520)	190,000	2,046,047	30,691	82,008	2,161,226
2020	(44,989)	190,000	2,161,226	32,418	83,238	2,421,894
2021	(14,233)	190,000	2,421,894	36,328	84,487	2,718,476
2022	(50,328)	190,000	2,718,476	40,777	85,754	2,984,679
2023	(92,367)	190,000	2,984,679	44,770	87,041	3,214,123
2024	(16,010)	190,000	3,214,123	48,212	88,346	3,524,670
2025	(16,651)	190,000	3,524,670	52,870	89,671	3,840,561
2026	(109,096)	190,000	3,840,561	57,608	91,016	4,070,090
2027	(172,891)	190,000	4,070,090	61,051	92,382	4,240,633
2028	(18,730)	190,000	4,240,633	63,609	93,767	4,569,280
2029	(46,750)	190,000	4,569,280	68,539	95,174	4,876,243
2030	(2,902,995)	190,000	4,876,243	73,144	96,602	2,332,993
2031	<b>(2,654,630)</b>	<b>190,000</b>	<b>2,332,993</b>	<b>34,995</b>	<b>98,051</b>	<b>1,409</b>
2032	(43,822)		1,409	21	99,521	57,129
2033	(79,757)		57,129	857	101,014	79,243
2034	(41,474)		79,243	1,189	102,529	141,487
2035	(59,153)		141,487	2,122	104,067	188,524
2036	(353,736)		188,524	2,828	105,628	(56,756)

# Old Town Hot Springs

Lodging Tax RFP

Past



Future





LODGING TAX PROPOSAL  
JANUARY 10, 2013

NAME: OLD TOWN HOT SPRINGS  
ADDRESS: 136 Lincoln Ave.  
Box 771211  
Steamboat Springs, CO 80477  
CONTACT INFO: Pat Carney  
Executive Director  
970-879-1828, ext. 308  
[pcarney@sshra.org](mailto:pcarney@sshra.org)

PROJECT NAME: OLD TOWN HOT SPRINGS RENOVATION AND EXPANSION

The Old Town Hot Springs (OTHS) has been a draw for visitors and a community asset since its incorporation in 1935 as a 501©3 non-profit named the Steamboat Health and Recreation Association. In the ensuing 77 years, the community has supported the Association in good times and bad. The last major community effort was in 1967 when the old bathhouse, built in 1909, was condemned and the community came together to fund the rebuilding of the facility. Thanks to small and large donors, a membership drive and a loan from the FHA, the effort was successful. A new bathhouse, sauna, covered hot pool, and renovated lap pool opened to the public in 1968 and quickly became one of the biggest tourist attractions in Steamboat.

The facility is so popular with visitors and locals because of the renovations and expansions that have taken place over the last 45 years and made it the iconic multi-use facility it is today. Each improvement has resulted in increased usage and a more robust bottom line. These improvements were funded in a variety of ways: bank loans, Industrial Revenue Bonds backed by the city, and small fundraising events. The loans and bonds were, and are, being repaid with the support of 50,000+ visitors and the Steamboat community. Now, in 2013, OTHS is coming to the community again by way of the accommodations tax, to support a much needed renovation and expansion of this premier Steamboat attraction.

The proposed addition and facelift to the existing facility will enhance and compliment a unique amenity for Steamboat Springs' visitors, a place where the entire family can come and find something to enjoy. Grandparents can soak in the hot springs, kids can ride the waterslide, dads can run on the treadmill and moms can take an exercise class. All of these activities can be followed by a relaxing massage.

With the help of the lodging tax dollars, OTHS will continue to be one of the most frequented attractions in Routt County. Steamboat maintains its unique brand and competes with other resorts by having world class amenities. Our planned improvements will showcase the east end of downtown as the library does for the west end. The uniqueness of OTHS will make the difference when families are planning and deciding on their vacation destination.

- a. Description of the project that enhances our RFI description:
  - Our proposal has changed to include only the building renovations and expansion. The lap pool area renovation will be a future phase.
  - Expansion:
    - 8000 sq. ft., two-story addition to the current 20,000 sq. ft. building, built out into the current west parking lot.
    - Lower floor:
      - Climbing wall area
      - New spa/massage area with expansion to four rooms
      - Multi-purpose room
      - Improved entrance and lobby area to enhance the visitor experience
    - Upper floor
      - Second exercise classroom which doubles the existing capacity
      - Expanded and improved cardio area
      - Upper part of climbing wall
      - Functional training space
  - Renovations:
    - Exterior facelift to the building, creating exciting new concepts for the gateway to downtown.
    - Renovations to the current fitness center.
    - Creation of an improved front entrance, positioning OTHS more in alignment with the recent new buildings in the downtown area.
- b. Entities involved:
  - Current volunteer Board of Directors, elected for three-year terms, responsible for financial oversight and staff management of the facility according to the By-laws and Articles of Incorporation:
    - Rich Lowe, President
    - Gary Cogswell, Vice-President
    - Stewart Beall, Secretary/Treasurer
    - Jill Leary



- Ralph Cantafio
    - Karen Connell
    - Donna Mae Hoots
    - Renee Gilbertson
  - Executive Director – Pat Carney
    - Management of the facility
    - All financial operations
    - Long-range planning with Board of Directors
  - Managing staff:
    - Stephanie Orozco, Operations Director
    - Matt Enochs, Facilities Director
    - Jill Ruppel, Aquatics Director
    - Simonne Oliver, Fitness Director
    - Andrew Henry, Front Desk Manager
    - Jeanne Gillaspie, Assistant to the Director
    - Shannon Lukens, Marketing Director
  - The Board will continue its excellent oversight and the staff will manage the new facilities as they do the current facility. The group has a proven track record over many years of fiscal prudence and effective management.
  - Architect: Steamboat Architectural - Bill Rangitsch has been the architect for all the expansions and renovations since 1983.
- c. Project location
- 136 Lincoln Ave., Steamboat Springs
  - Property is owned and operated by the Steamboat Springs Health and Recreation Association, DBA the Old Town Hot Springs.
  - Addition will be owned and managed as part of the existing facility.
- d. Overall cost of project, include detail of costs:
- \$3 million:
    - \$2.25 million, 8000 sq. ft. addition - \$280/sq. ft.
      - climbing wall/equipment
      - design fees/engineering
      - contingency
    - \$250,000 parking improvements
    - \$500,000 existing building facelift
  - Permitting, fees, etc. – included in sq. ft. price
- e. Timeline from inception to operation:
- Spring 2013 - Commitment of lodging monies at \$300,000 for 10 years – leveraged into bank loan
  - Fall 2013 - Plans drawn/permits
  - Construction – Spring-Fall 2014
  - Operations – Winter 2014/15
- f. Infrastructure needed to complete the project:
- Currently 143 parking spaces, with last planning requirement of 86 spaces.
  - Addition will result in loss of 17 spaces, leaving 126 spaces at the facility.

- As a result of a \$100,000 contribution from OTHS to the City, an underpass was built under Fish Creek Falls Road, linking the OTHS facility to the tennis court property. This allows access to approximately 80 more future parking spaces.
    - No utilities need to be relocated.
  - g. Future capital needs, replacement costs, method of funding, etc.:
    - This addition and renovation will be managed like the existing facility. Revenue and associated income will pay for operating expense and maintenance for the expansion.
  - h. Six-year operating revenue and costs projection:
    - See attached pro forma and methodology.
  - i. Number of elements:
    - Addition and renovations are stand-alone project.
    - Future renovations to the pool areas will be phased at a later date.
3. Maps/rendering: (see attached)
- Current conditions
  - Rendering
  - Floor plans
4. How project meets criteria of ballot question.
- This is a capital project and will not require any subsidies for maintenance and operating costs.
  - Promote tourism:
    - All visitors coming downtown pass this historic and iconic landmark. The proposed improvements will create the visual impression that guests have come to expect from Steamboat with projects such as the library, Victoria, Howelsen Place, Chieftain, and many others.
    - OTHS hosts 50,000 visitors annually. To continue to grow and effectively compete with other year-round destination resorts worldwide, improvements must be made to the facility. This investment in OTHS will provide solid returns for the many businesses that rely on tourism as their principal revenue stream. More visitors to OTHS = longer stays = more dollars in the community.
    - Steamboat Springs means skiing and hot springs to many visitors. Improving the look and amenities of this facility will attract more visitors.
    - Existing partnerships with the lodging community to provide discount admissions to properties without amenities would be enhanced by improvements. Mountain Resorts – eight units. Resort Group – 26 units downtown (Howelsen Place, Alpenglow, Victoria, Olympian). Rabbit Ears Motel – discount tickets.
    - Chamber and Ski Area use OTHS facility in many promotions. The planned improvements will make the facility even more popular.

- OTHS was the number one activity in “Things to do in Steamboat” for visitors in the winter 2012/13 Explore Steamboat magazine.
- Enhance vitality of Steamboat Springs as a destination resort:
  - Adding hot springs, fitness and fun to skiing, biking, hiking, fishing, etc. makes Steamboat stand out among mountain resorts. Stays are extended and improved.
  - When bad weather, bad snow, etc. interferes with vacation activities, the facility offers a fun alternative. Increasing exercise class and fitness space, adding an indoor climbing wall, improving the spa and improving the entrance area all give the visitor a better experience.
  - Having a downtown hot springs plus a multi-use facility is a unique experience not found at any other ski town in Colorado. Increasing our offerings and improving the look and access can only enhance the vitality of Steamboat.
- Enhance community identity of Steamboat Springs:
  - Founded in 1935, the hot springs tradition spans from the early settlers to the present day. Currently the facility needs more space and a more modern look. The proposed project will do this and keep the tradition going.
  - Wonderful amenity that provides healthy recreation along with being an historical icon. The planned improvements will allow OTHS to give visitors and locals the quality experience they expect.
  - 5000 members and 50,000 visitors enjoy the history, the western hospitality, the hot springs and the health and wellness that have become Steamboat’s reputation. These numbers will rise as the quality of their experience improves.
  - OTHS has always been a gathering place for the community. The improved facility will allow for more community partnering and activities for all age groups.
- Enhance environmental desirability of SS:
  - The facility is historic, family friendly, fun and healthy – all things that match and build upon the Steamboat brand. Improving on the dated, worn look inside and out will only improve this image.
  - Unique amenity that allows multi-generations to recreate together or separately at the same time, doing activities that appeal to their specific age group. This family and kid friendly emphasis is improved by the addition of more space for fitness and a climbing wall.
  - The improved downtown location allows for easy access by public transportation, walking, and biking.
  - Sustainable design and operations of the improvements fit in with the historic, small town atmosphere of downtown.

- Enhance economic health of SS:
  - Continued renovations and improvements to the facility make a statement as visitors arrive in the downtown area that Steamboat is a healthy, vibrant community.
  - Enhancing the facility will invite even more visitors to stop and enjoy a unique experience in the hot springs, waterslides, fitness center, indoor and outdoor climbing walls, and spa.
  - Per Chamber intercept surveys typical summer visitors stay approximately four nights and spend \$72-74 per day. Improvements to the facility will increase numbers, encourage guests to stay longer, and ripple more money throughout the community.
  - By improving the facilities, OTHS can continue to give visitors a fun and healthy alternative to skiing and summer activities, whether it is a bad weather day, a day when wind closes down the lifts, Mom doesn't want to go fishing, or kids don't want to shop. All ages can find something fun to do at OTHS.
  - The uniqueness of a hot springs downtown, open year-round, combined with slides, better fitness, more exercise classes, the only public climbing wall in town and a convenient, affordable, high quality spa all are a huge tourist draw . Sometimes this is the difference when deciding where to vacation.

5. Independent data to support financial projections.

- OTHS has a long history of creating and fulfilling financial projections for all past improvements. The financial history and tax returns are available for review if requested.
- The facility has run in the black since the late 70s. Any debt incurred has been re-paid on schedule, with differing amounts of money left over for small and large facility improvements. The current loan with Wells Fargo has 15 years left and a \$4 million balance. The \$400,500/year payment is made through income from operations.
- Attached is a current financial statement for the first nine months of our budget year and a full year from 2011/12. (Fiscal year is April 1-March 31.)

The Staff and Board of Directors of the Old Town Hot Springs feel strongly that improvements to the facility are a perfect fit for the accommodations/lodging tax revenues. The facility's long and successful history as a tourist and a community amenity, the emphasis on health, wellness and fun, a family friendly location and activities, all fit so well into the image that Steamboat projects to the world. The gateway location at the entrance to downtown makes Old Town Hot Springs' appearance and amenities a vital part of Steamboat's brand and success.

Thank you for your consideration.

Executive Director: \_\_\_\_\_  
Pat Carney

Board of Directors: \_\_\_\_\_  
Rich Lowe, President

\_\_\_\_\_  
Gary Cogswell, Vice-President

\_\_\_\_\_  
Stewart Beall, Secretary-Treasurer

## OLD TOWN HOT SPRINGS

### Six Year Revenue and Cost Proforma

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
Revenue Category	2014	2015	2016	2017	2018	2019
Daily Admissions	\$90,695	\$97,951	\$102,848	\$106,962	\$111,241	\$115,690
Memberships/Annual	\$82,500	\$89,100	\$93,555	\$97,297	\$101,189	\$105,237
Programs	\$140,000	\$151,200	\$158,760	\$165,110	\$171,715	\$178,583
Cardio, Fitness,	\$5,000					
Exer.Classes/spin, yoga	\$60,000					
Climb wall/admission,classes	\$40,000					
Spa	\$35,000					
<b>Total New Revenue</b>	<b>\$313,195</b>	<b>\$338,251</b>	<b>\$355,163</b>	<b>\$369,370</b>	<b>\$384,144</b>	<b>\$399,510</b>
Total Existing Facility Revenue	\$2,819,246	\$2,960,208	\$3,108,219	\$3,263,630	\$3,426,811	\$3,598,152
<b>Total Facility Revenue</b>	<b>\$3,132,441</b>	<b>\$3,298,459</b>	<b>\$3,463,382</b>	<b>\$3,632,999</b>	<b>\$3,810,956</b>	<b>\$3,997,662</b>
Cost Category						
Building utilities	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310	\$25,525
Climbing wall operations	\$25,000	\$26,250	\$27,560	\$28,940	\$30,387	\$31,906
Spa operations	\$6,000	\$6,300	\$6,615	\$6,946	\$7,293	\$7,658
Exercise class operations	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620	\$51,051
Cardio/Fitness operations	\$35,000	\$36,750	\$38,588	\$40,517	\$42,543	\$44,670
Maintenance	\$30,000	\$31,500	\$33,075	\$34,729	\$36,465	\$38,288
<b>Total New Expense</b>	<b>\$156,000</b>	<b>\$163,800</b>	<b>\$171,988</b>	<b>\$180,590</b>	<b>\$189,618</b>	<b>\$199,098</b>
Total Existing Facility Expense	\$2,412,779	\$2,533,418	\$2,660,089	\$2,793,093	\$2,932,748	\$3,079,385
<b>Total Facility Expense</b>	<b>\$2,568,779</b>	<b>\$2,697,218</b>	<b>\$2,832,077</b>	<b>\$2,973,683</b>	<b>\$3,122,366</b>	<b>\$3,278,483</b>
New Addition Net	\$157,195	\$174,451	\$183,175	\$188,780	\$194,526	\$200,412
Existing Facility Net	\$406,467	\$426,790	\$448,130	\$470,536	\$494,063	\$518,766
<b>Total Facility Net</b>	<b>\$563,662</b>	<b>\$601,241</b>	<b>\$631,305</b>	<b>\$659,316</b>	<b>\$688,590</b>	<b>\$719,179</b>

# OLD TOWN HOT SPRINGS

## Six Year Revenue and Cost Proforma

### METHODOLOGY

#### REVENUES

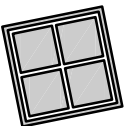
- Daily admissions formula = base of 164/day avg. X 12% growth = 183 avg. or 19 new visitors at \$13.15/day avg. X 363days = \$90,695. Growth starts at year 2: 8%, 5%, 4%, 4%, 4%. Base of 164/day average is existing facility.
- Memberships assume 165 new memberships sold year 1 at avg. of \$500. Years 2-6 grow at same rate as daily admissions: 8%, 5%, 4%, 4%, 4%. Includes both price and volume. Assumption of 165 new members based on existing market share of Routt County/Steamboat population projected on population growth over time (according to Community Indicators Project Report 2009-10).
- Programs take base projection of \$140,000 first year of new revenue. Will grow at same rate as daily admission starting year 2: 8%, 5%, 4%, 4%, 4%.
- Existing facility revenues – year 1 is 2014 and assumes a 5% increase from 2012 and continuing through year 6. Includes both price and volume.

#### COSTS

- Utilities based on current 20,000 sq ft building expenses per sq ft less 50% for no big energy use in new addition.
- Climbing wall is payroll for instructors and supervisors part-time – 15hrs/week +/-.
- Spa costs are for soap, oil, other amenities. Therapists are contract employees.
- Exercise class is payroll – amount based on average hourly paid now times 30 +/- classes/week average.
- Cardio/fitness is for equipment replacement and additional staff.
- Maintenance is additional staff.
- Increases for new expenses are 5%/year – years 2-6.
- Existing facility expenses – year 1 is 2014, assumes a 5% increase from 2012 continuing years 2-6.
- Existing loan payment is added to expense after 5% increase.



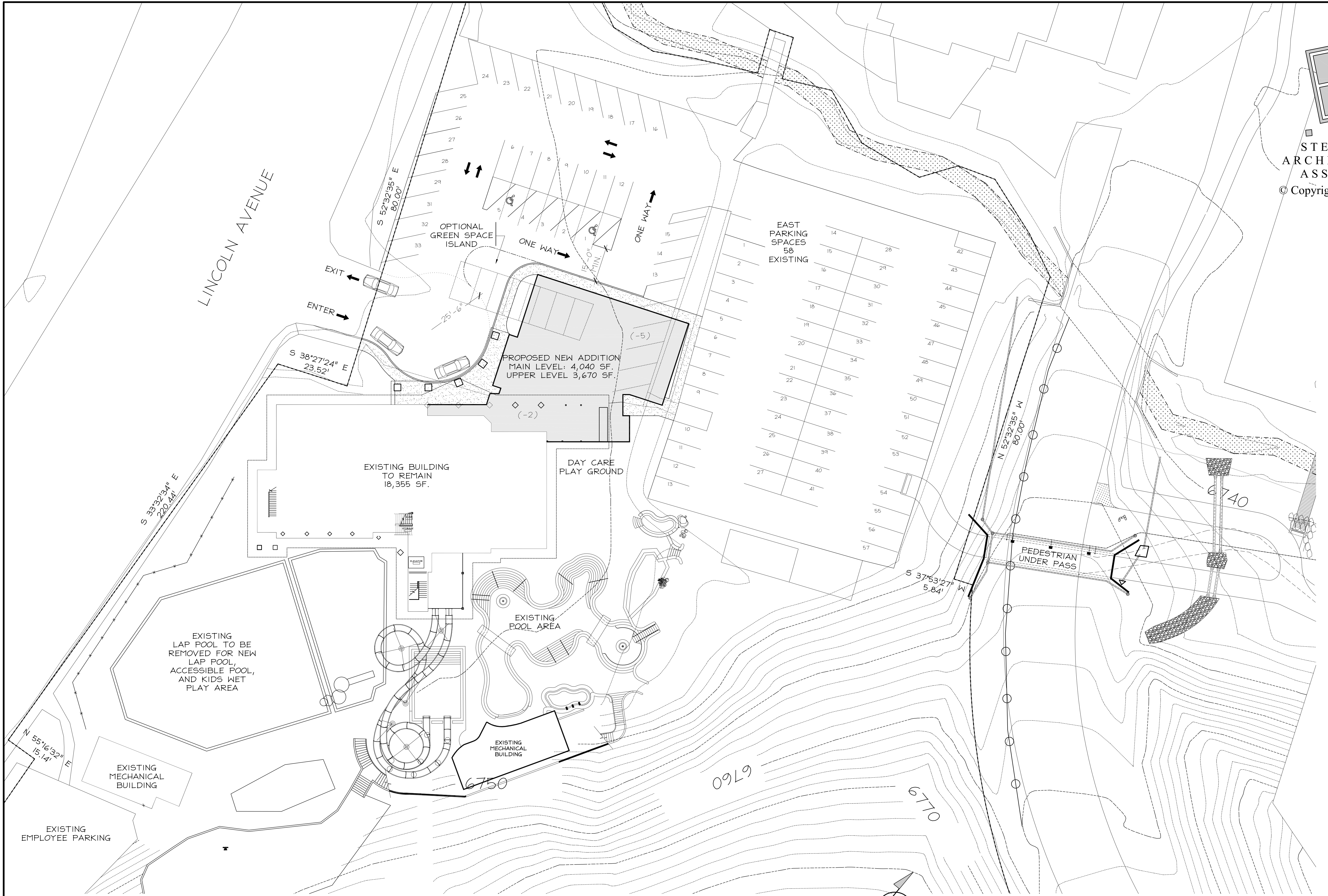
**1** CONCEPTUAL MODEL



STEAMBOAT  
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ASSOCIATES  
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A New Addition For:  
**OLD TOWN HOT SPRINGS**



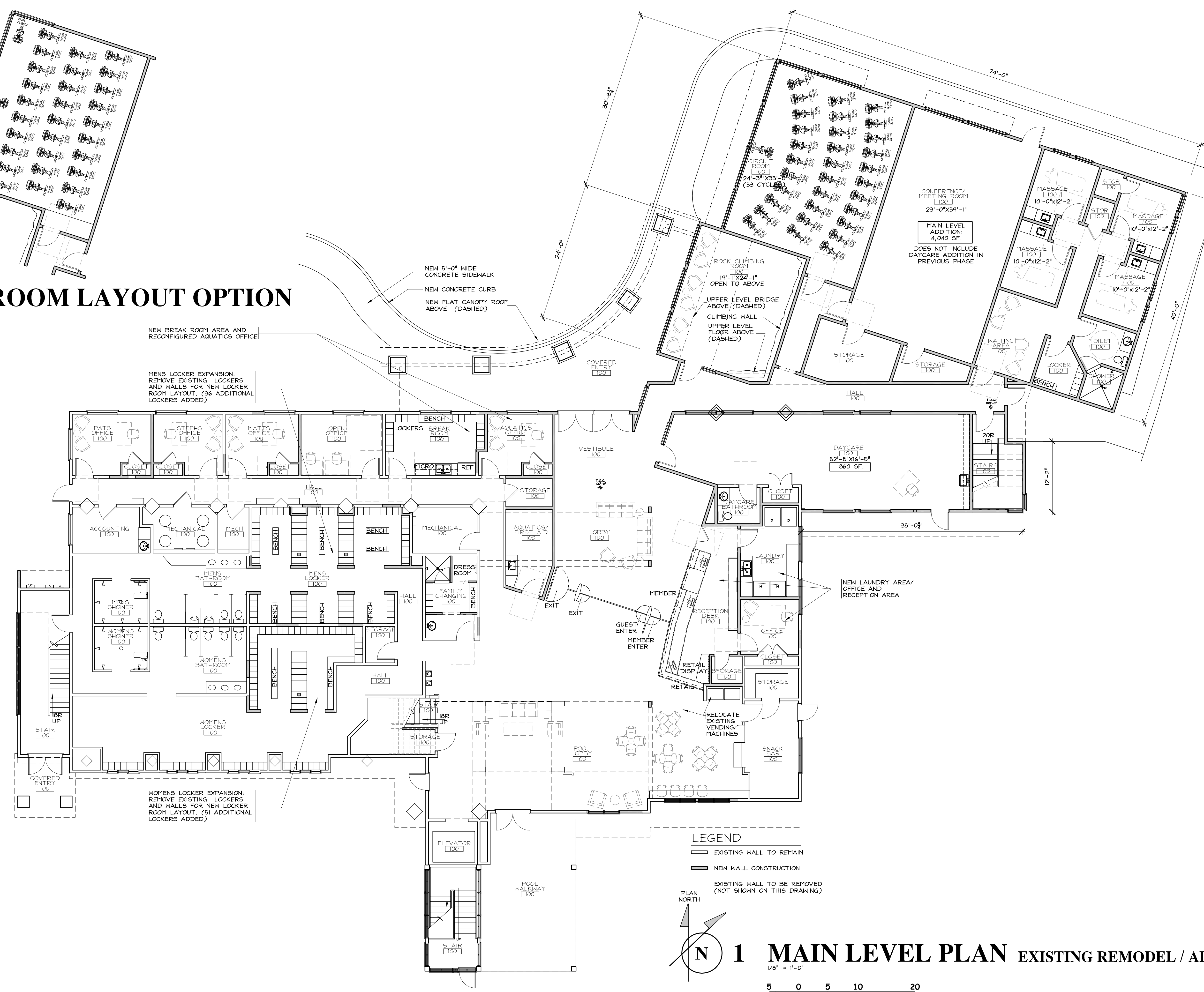


A NEW ADDITION FOR:  
OLD TOWN HOT SPRINGS

EXISTING BUILDING SF:	18,355 SF
PROPOSED ADDITION SF:	8,570 SF
TOTAL BUILDING SF:	26,925 SF

# CIRCUIT ROOM LAYOUT OPTION

1/8" = 1'-0"



NEW BREAK ROOM AREA AND RECONFIGURED AQUATICS OFFICE

MENS LOCKER EXPANSION: REMOVE EXISTING LOCKERS AND WALLS FOR NEW LOCKER ROOM LAYOUT. (36 ADDITIONAL LOCKERS ADDED)

WOMENS LOCKER EXPANSION: REMOVE EXISTING LOCKERS AND WALLS FOR NEW LOCKER ROOM LAYOUT. (51 ADDITIONAL LOCKERS ADDED)

NEW 5'-0" WIDE CONCRETE SIDEWALK  
NEW CONCRETE CURB  
NEW FLAT CANOPY ROOF ABOVE (DASHED)

CONFERENCE/MEETING ROOM  
100  
23'-0"x39'-1"  
MAIN LEVEL ADDITION: 4,040 SF.  
DOES NOT INCLUDE DAYCARE ADDITION IN PREVIOUS PHASE

ROCK CLIMBING ROOM  
100  
19'-1"x24'-1"  
OPEN TO ABOVE  
UPPER LEVEL BRIDGE ABOVE (DASHED)  
CLIMBING HALL  
UPPER LEVEL FLOOR ABOVE (DASHED)

STORAGE 100

STORAGE 100

WAITING AREA 100

LOCKER 100

TOILET 100

BENCH

HALL 100

DAYCARE 100  
52'-8"x16'-5"  
860 SF.

38'-0"

NEW LAUNDRY AREA/  
OFFICE AND RECEPTION AREA

RELOCATE EXISTING VENDING MACHINES

RETAIL DISPLAY

STORAGE 100

STORAGE 100

STORAGE 100

STORAGE 100

STORAGE 100

STORAGE 100

STORAGE 100

STORAGE 100

STORAGE 100

STORAGE 100

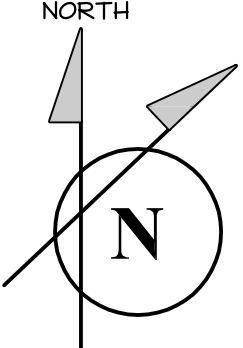
STORAGE 100

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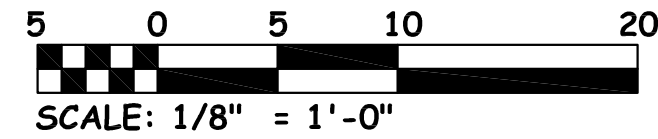
STORAGE 100

LEGEND  
 — EXISTING WALL TO REMAIN  
 — NEW WALL CONSTRUCTION  
 - - - EXISTING WALL TO BE REMOVED (NOT SHOWN ON THIS DRAWING)



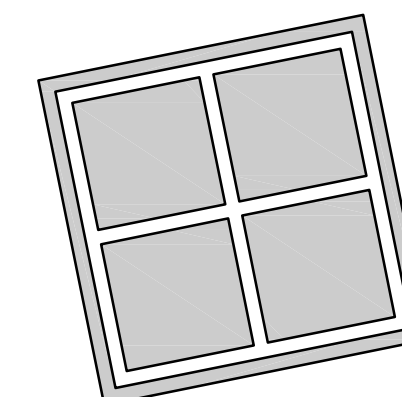
## 1 MAIN LEVEL PLAN EXISTING REMODEL / ADDITION

1/8" = 1'-0"

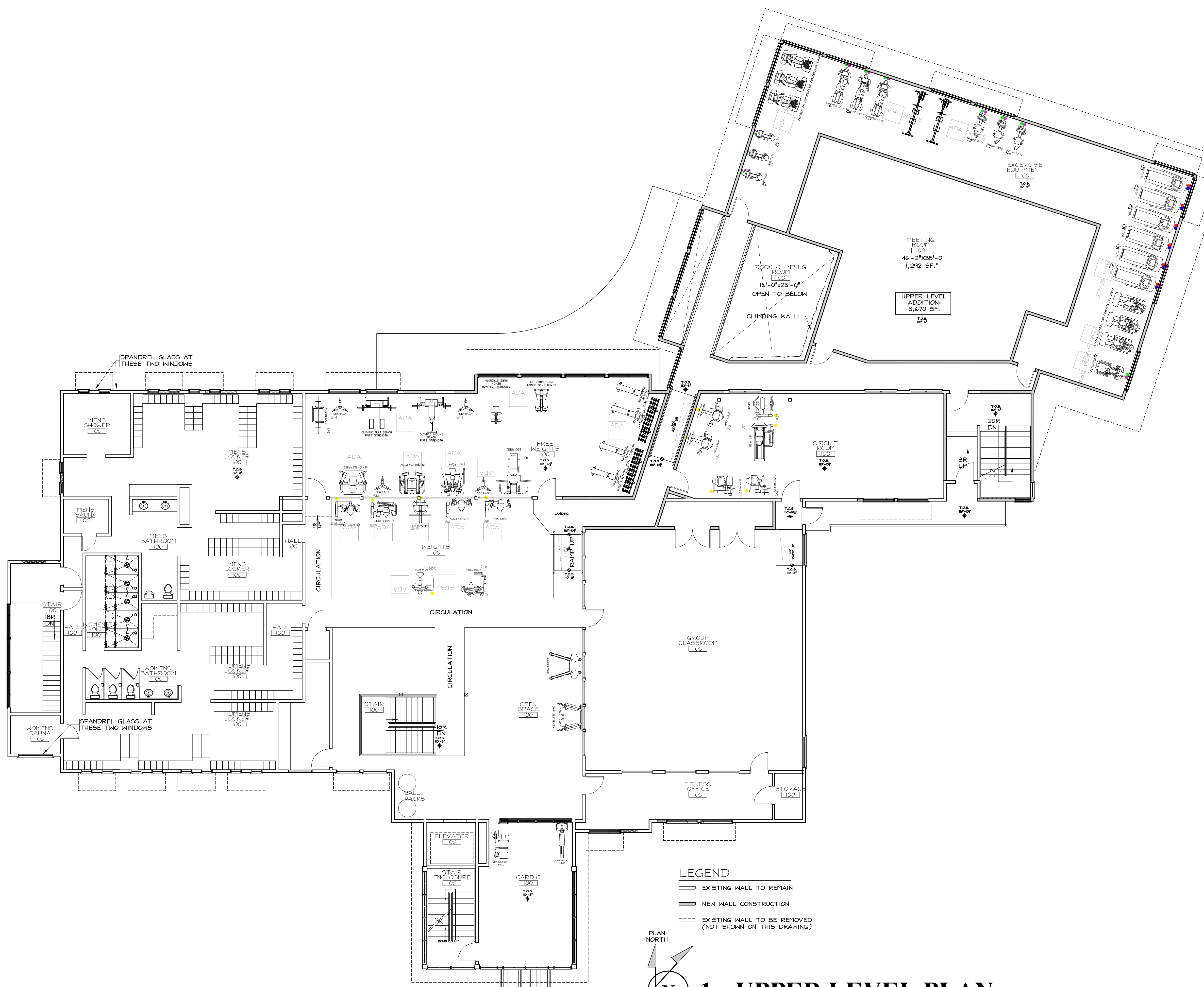


SCALE: 1/8" = 1'-0"

A NEW ADDITION FOR:  
OLD TOWN HOT SPRINGS



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A NEW ADDITION FOR:  
OLD TOWN HOT SPRINGS

**LEGEND**  
 — EXISTING WALL TO REMAIN  
 — NEW WALL CONSTRUCTION  
 - - - EXISTING WALL TO BE REMOVED (NOT SHOWN ON THIS DRAWING)

PLAN NORTH

**1 UPPER LEVEL PLAN** EXISTING REMODEL / ADDITION

1/8" = 1'-0"  
 5 0 5 10 20  
 SCALE: 1/8" = 1'-0"

3

10 JAN 2013

Steamboat Springs Health Rec. Assn.  
Monthly Report - Income  
For the Nine Months Ending December 31, 2012

	Current Month 11-12	Current Month 12-13	% Change	Year to Date 11-12	Year to Date 12-13	% Change	Budget '12 - '13	% Change
New Lifetime Memberships	\$ 600	\$ 0		\$ 15,600	\$ 6,988		19,200	
Family	22,472	20,121		221,200	221,055		312,000	
Membership - Adult	5,916	6,336		79,364	70,061		105,550	
Membership - Intermediate	20	0		1,478	1,594		1,920	
Membership - Youth	17	30		2,192	1,665		2,400	
Membership - Senior	2,025	3,376		21,063	24,486		36,460	
Member Assessments	110	280		1,565	1,903		2,200	
<b>Member Season Tickets</b>	<b>31,160</b>	<b>30,143</b>	<b>-3%</b>	<b>342,462</b>	<b>327,752</b>	<b>-4%</b>	<b>479,730</b>	<b>5%</b>
Family	22,378	25,436		321,769	388,310		445,170	
Non-member - Adult	24,726	19,928		260,047	256,008		294,100	
Non-member - Intermediate	50	0		3,514	4,016		8,170	
Non-member - Youth	138	796		3,639	4,319		4,100	
Non-member - Senior	4,787	3,864		38,392	42,760		65,350	
<b>Non-member Season Tickets</b>	<b>52,079</b>	<b>50,024</b>	<b>-4%</b>	<b>627,361</b>	<b>695,413</b>	<b>11%</b>	<b>816,890</b>	<b>5%</b>
<b>Total All Members</b>	<b>83,239</b>	<b>80,167</b>	<b>-4%</b>	<b>969,823</b>	<b>1,023,165</b>	<b>6%</b>	<b>1,296,620</b>	<b>5%</b>
Daily - Adult	22,604	20,194		165,567	176,412		252,615	
Daily - Intermediate	3,554	0		20,299	16,540		30,620	
Daily - Youth	5,376	5,122		42,086	46,591		61,240	
Daily - Senior	1,114	1,225		14,225	17,747		22,965	
Daily - Family	14,298	12,990		102,158	110,931		160,755	
Daily - Group Tickets	16,720	12,804		110,311	116,232		183,720	
Daily - Swim Tickets	3,260	5,020		37,008	41,663		53,585	
<b>Daily Admissions</b>	<b>66,926</b>	<b>57,355</b>	<b>-14%</b>	<b>491,654</b>	<b>526,116</b>	<b>7%</b>	<b>765,500</b>	<b>5%</b>
Rentals	2,345	1,812		9,779	10,723		18,000	
Rentals - Coin Lockers	875	714		2,043	4,163		6,450	
Rentals - Member lockers	1,180	1,050		33,745	31,858		46,000	
Rentals - Decks, etc.	0	0		580	2,400		0	
Resale	2,222	1,921		14,489	16,700		20,000	
Tennis	0	0		9,947	8,301		10,000	
Exercise program	8,015	7,427		53,600	51,340		85,000	
Weight Program	7,578	6,790		27,578	25,310		42,000	
Swim program	1,242	1,311		82,842	97,095		93,000	
Child Care	1,092	1,531		10,571	10,108		15,000	
Massage	1,428	2,033		20,841	21,864		31,000	
Parties & Events	0	0		4,662	4,562		5,000	
Restaurant Rental	115	266		11,117	14,086		13,000	
Miscellaneous income	0	3,665		37	3,665		50	
<b>Other Income</b>	<b>26,092</b>	<b>28,520</b>	<b>9%</b>	<b>281,831</b>	<b>302,175</b>	<b>7%</b>	<b>384,500</b>	<b>3%</b>
Slide tickets	7,808	4,891		58,324	76,620	<b>31%</b>	97,500	12%
Wibit Tickets	0	0		11,523	15,001		13,000	
<b>Total Operating Income</b>	<b>184,065</b>	<b>170,933</b>	<b>-7%</b>	<b>1,813,155</b>	<b>1,943,077</b>	<b>7%</b>	<b>2,557,120</b>	<b>5%</b>
Donations - Kakela Fund	700	500		700	500		4,500	
Donations - Capital Dev. Fund	0	200		0	2,200		0	
Interest income	43	46		466	466		500	
Grant income	0	0		4,000	0		0	
<b>Total All Income</b>	<b>\$ 184,808</b>	<b>\$ 171,679</b>		<b>\$ 1,818,321</b>	<b>\$ 1,946,243</b>		<b>2,562,120</b>	

Steamboat Springs Health Rec. Assn.  
Monthly Report - Expense  
For the Nine Months Ending December 31, 2012

	Current Month 11-12	Current Month 12-13	% Change	Year to Date 11-12	Year to Date 12-13	% Change	Budget '12 - '13	% Change
Salaries & Wages	\$ 65,662	\$ 71,450		\$ 695,392	\$ 752,649		998,300	
Health Insurance	5,314	5,551		48,478	49,228		75,500	
Payroll tax expense	5,533	6,170		60,852	67,762		89,847	
Other Labor Costs	4,734	3,292		28,317	33,131		50,300	
<b>Total employee expense</b>	<b>81,243</b>	<b>86,463</b>	<b>6%</b>	<b>833,039</b>	<b>902,770</b>	<b>8%</b>	<b>1,213,947</b>	<b>10%</b>
Electricity	3,804	3,581		27,887	23,467		42,000	
Gas	1,394	1,100		8,754	6,619		17,500	
Water & Sewer	1,733	1,381		16,944	19,285		23,000	
Utilities - Lap pool	436	186		1,418	1,130		0	
Telephone	450	465		4,094	4,206		6,500	
<b>Utilities</b>	<b>7,817</b>	<b>6,713</b>	<b>-14%</b>	<b>59,097</b>	<b>54,707</b>	<b>-7%</b>	<b>89,000</b>	<b>4%</b>
<b>Insurance - General</b>	<b>3,294</b>	<b>2,839</b>	<b>-14%</b>	<b>28,697</b>	<b>31,463</b>	<b>10%</b>	<b>40,000</b>	<b>4%</b>
<b>Repairs &amp; Maintenance</b>	<b>6,680</b>	<b>5,446</b>	<b>-18%</b>	<b>59,117</b>	<b>64,475</b>	<b>9%</b>	<b>80,000</b>	<b>11%</b>
Cleaning	7,715	0		70,405	7,795		0	
Payroll - Cleaning	0	3,393	-56%	0	27,981	-51%	47,000	-50%
Supplies - Child Care	0	0		0	111		0	
Supplies - Cleaning	1,641	654		8,203	7,574		9,500	
Supplies - Landscaping	171	10		1,202	2,113		5,500	
Supplies - Lifeguards	275	181		554	446		0	
Supplies - Locker Room	1,927	902		9,655	8,681		12,000	
Supplies - Office	887	927		8,410	6,055		11,000	
Supplies - Pool	2,362	3,612		68,198	84,648		85,000	
Supplies - Resale	602	428		9,753	10,071		10,500	
Supplies - Tennis	0	0		927	915		1,000	
Supplies - Misc.	2,511	889		7,906	9,990		11,000	
<b>Total Supplies</b>	<b>10,376</b>	<b>7,603</b>	<b>-27%</b>	<b>114,808</b>	<b>130,604</b>	<b>14%</b>	<b>145,500</b>	<b>1%</b>
Advertising	3,408	6,067		29,387	29,425		37,000	
Bad Debts	0	0		(21)	170		100	
Bank Charges	120	8		1,280	229		750	
Board Expense	103	63		1,080	612		1,700	
Cash short & over	(22)	13		1,028	155		1,200	
Computer expense	0	818		3,736	7,072		7,000	
Credit card commissions	3,097	3,099		32,288	35,306		46,250	
Dues & Subscriptions	1,058	100		1,268	880		1,600	
Exercise/Weight room expense	848	521		6,143	7,752		8,500	
Legal & Accounting	702	600		8,650	8,962		12,000	
Massage expense	0	0		1,000	(80)		0	
Miscellaneous expense	0	0		54	305		200	
Parties & Special Events	0	125		2,638	1,094		5,000	
Petty cash expense	25	0		25	22		0	
Postage & Freight	92	189		858	895		1,600	
Security	420	120		3,060	660		4,000	
Snow Removal	991	0		2,498	605		12,000	
Swim program expense	394	684		2,967	5,947		6,000	
Swim program exp - ARC	0	60		0	1,689		0	
Swim program exp - retail	0	0		0	1,817		0	
Swim lesson expense	0	0		885	1,589		0	
Swim lesson exp - ARC	0	363		0	587		0	
Taxes & Licenses	(186)	225		950	1,155		1,250	
Trash removal	1,129	483		5,571	5,458		6,900	
Travel & Entertainment	700	700		700	700		700	
<b>Other expense</b>	<b>12,879</b>	<b>14,238</b>	<b>11%</b>	<b>106,045</b>	<b>113,006</b>	<b>7%</b>	<b>153,750</b>	<b>9%</b>
Misc. slide expense	0	0		635	300		1,000	
Utilities - slide	5,588	5,206		34,808	36,092		55,000	
<b>Slide expense</b>	<b>5,588</b>	<b>5,206</b>	<b>-7%</b>	<b>35,443</b>	<b>36,392</b>	<b>3%</b>	<b>56,000</b>	<b>0%</b>
<b>Total Operating Expense</b>	<b>135,592</b>	<b>131,901</b>	<b>-3%</b>	<b>1,306,651</b>	<b>1,369,193</b>	<b>5%</b>	<b>1,825,197</b>	<b>6%</b>
Capital outlays	5,454	1,148		91,600	166,544		336,453	
Notes Payable - Wells Fargo	15,050	15,840		132,410	139,400		180,600	
Interest expense	16,937	17,372		167,484	161,666		219,900	
Fundraising expenses	0	0		16,874	400		0	
<b>Total All Expense</b>	<b>\$ 173,033</b>	<b>\$ 166,261</b>		<b>\$ 1,715,019</b>	<b>\$ 1,837,203</b>		<b>2,562,150</b>	

<b>Project Name: Public Open Space Acquisition</b>
----------------------------------------------------

Contact: Kim Weber  
Finance Director, City of Steamboat Springs  
PO Box 775088, Steamboat Springs, CO 80477  
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<b>1. PROJECT DESCRIPTION:</b>
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**a) Description of the project that enhances the brief description supplied in the RFI response:**

Open Space provides critical infrastructure to the community of Steamboat Springs. Acquisition of open space has consistently rated as one of the community's highest priorities in each community survey and planning process carried out by the City of Steamboat Springs over the past 15 years. Open space properties are critical to the community's efforts to develop recreational offerings, as open space property serves as the first building block required for the development of trails, biking, hiking, river recreation, (including fishing and boating), Nordic skiing, snowshoeing, environmental education (including bird and wildlife watching) and other recreational pursuits. These outdoor recreational activities promote tourism and enhance community identity. They also support the environmental desirability and the economic health of our community. Outdoor recreational opportunities stimulate the vitality of Steamboat Springs as a destination resort. All of these recreational activities require public access to both lands and water. This proposal secures critical links to those public land and water areas – the foundation upon which other projects and activities may take place. Again, a robust economy depends on these open land resources that attract visitors, location neutral entrepreneurs, and which create healthy lifestyle opportunities for those of us who are blessed to live in this valley.

The City of Steamboat Springs has spent the past 20 years acquiring open space along the Yampa River and on Howelsen Hill and Emerald Mountain. The City's original goal for open space was to provide permanent public access to 100% of the Yampa River and 100% of Howelsen Hill and Emerald Mountain through public ownership of these lands. When the City started this process, public ownership of Howelsen Hill and Emerald Mountain consisted of the 150 acre Howelsen Hill Ski Area and rodeo arena. Public ownership of the Yampa River provided access to less than 10% of the river in the community. Today, the City owns and provides permanent protected public access to 1,141 acres on Howelsen Hill and Emerald Mountain, as well as to approximately 90% of the Yampa River within the City limits. Yampa Valley Land Trust has partnered with the City on many of these community efforts, most outstanding are the most recent

600-acre addition to Howelsen Hill (which includes biking, hiking and skiing trails) and the 2007 Emerald Mountain 4,000+ acre transaction on the back side of Howelsen (with new mountain biking and hiking trails) and public access to the Yampa River in and around Steamboat Springs.

A small number of recreationally significant lands along the Yampa River and on Emerald Mountain are still privately owned. In most instances, these properties are currently utilized by the public for recreational purposes – however this public access is not guaranteed for the future.

This project will purchase six different open space properties in order to provide additional recreation, access to the river, trail corridors, view corridors, and wildlife habitat/watchable wildlife for residents and visitors to our community. The properties targeted for acquisition are listed in geographical order from south (downstream of the Yampa River) to north and include:

Property A: A 42.38 south valley property that will expand the Chuck Lewis State Wildlife area, enhance fishing access, protect a valuable wetlands area, connect the city owned open space lands at the Legacy Ranch and Chuck Lewis State Wildlife Area, provide a Core Trail corridor in the south valley, and protect the visual agricultural aesthetics of the southern gateway to our community.

Property B: A 5.94 acre south valley property that will expand the Legacy Ranch, provide better public access to and more programming space for Yampatika at the Legacy Ranch, provide a Core Trail corridor in the south valley, and protect the visual aesthetics of the southern gateway to our community.

Property C: A total of 27.3 acres in the south of Steamboat area that would include three river properties adjacent to city owned open space lands. The targeted land is along the Yampa River, would provide additional river access to residents and visitors, would provide a Core Trail corridor to assist construction of the Core Trail south, and is immediately upstream of the community's wellfield water supply. Acquisition of the property will not only provide recreation, view corridor, and wildlife habitat, but also it will protect and enable Mount Werner Water to expand the community's water supply.

Property D: A 51.59 river property partially within the Steamboat Springs City limits, adjacent to existing city owned open space lands at Rotary Park. The targeted property would provide additional legal public access to the Yampa River, would

expand fishing and watchable wildlife opportunities in the community, and would provide for other potential recreational development in the future.

Property E: A .63 acre Brooklyn neighborhood property that backs up to city owned lands on Howelsen Hill and Emerald Mountain. Development of this property would intrude upon existing trails and public access to Howelsen Hill and Emerald Mountain recreation areas. Acquisition and conservation of the property would buffer existing trail and recreation areas, enable new formal trail development, and would enhance and expand access to the Howelsen / Emerald Mountain park areas from the Brooklyn area of the community.

Property F: A 70 acre Emerald Mountain property that is a privately owned parcel that is surrounded by city owned open space lands on Howelsen Hill and Emerald Mountain. Acquisition of the property would protect and provide permanent public access to heavily used trails that exist on the property, would enable additional trail and recreational amenity development, and would ensure that residential development does not occur in the middle of the community's most loved and well used open space and trails area.

**b) List of entities involved, their background, specific current and future interest, including roles and responsibilities of each.**

Project partners include:

City of Steamboat Springs: The City is the lead project partner and would work to secure project grant funding, carry out all land acquisition due diligence, and work with partners (indicated below) on acquiring, managing and maintaining the proposed open space properties. The City has a strong 20+ year track record for acquiring, managing, and maintaining open space properties for the use and benefit of residents and visitors to the community.

Yampa Valley Land Trust: The Land Trust would hold conservation easements on each open space property and would monitor the conservation values of the property annually. The Yampa Valley Land Trust currently holds the conservation easement on each of the City's existing open space properties.

Colorado Parks and Wildlife: CPW would manage and maintain Property A as a part of the adjacent Chuck Lewis State Wildlife Area. CPW currently manages and maintains the Chuck Lewis State Wildlife Area with a focus on wildlife and fishing.

Yampatika: Would utilize the driveway access and buildings on property B as a part of their use agreement with the City for Legacy Ranch. Yampatika is a nonprofit



organization that provides significant environmental education to the community. Yampatika uses the Legacy ranch for many of its programs.

Mt. Werner Water: MWW owns property along the Yampa River, has developed well fields on their properties to provide for drinking water for the community, and manages its properties to protect water supply quality for the Community. MWW would be a partner on Property C.

Routt County Purchase of Development Rights: The City and its partners will seek PDR funding for eligible projects – this is reflected in the individual project budgets. PDR funds are tax dollars approved by Routt County voters to preserve and protect open space areas.

Great Outdoors Colorado: The City and its partners will seek GOCO funding to assist with acquisition of each open space property. GOCO was established by Colorado voters as a funding source for recreation projects across the state. If funded, the City will contract with GOCO for funding and will follow all due diligence requirements required by GOCO as a part of their grants process.

Project partner roles and responsibilities for each property consist of:

Property A: Partners on this open space acquisition include the City of Steamboat Springs, Colorado Parks and Wildlife, and the Yampa Valley Land Trust. Potential funding partners include Great Outdoors Colorado. The City of Steamboat Springs would own the acquired land in fee title. For functional purposes, the property would be added to the existing Chuck Lewis State Wildlife Area and the Colorado Parks and Wildlife would manage the land as a part of their management of the adjacent wildlife area. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property B: Partners on this open space acquisition include the City of Steamboat Springs, Yampatika, and the Yampa Valley Land Trust. Potential funding partners include Great Outdoors Colorado. For functional purposes, the property would be added to the existing Legacy Ranch and Yampatika would manage the land as a part of their management of the Legacy Ranch. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property C: Partners on this open space acquisition include the City of Steamboat Springs, Mt. Werner Water, and the Yampa Valley Land Trust. Potential funding

partners include Great Outdoors Colorado and Routt County Purchase of Development Rights. The City of Steamboat Springs or Mt. Werner Water would own fee title to the property and would manage it as publicly accessible open space. Mt. Werner Water values conservation of the property as a means to protect the adjacent downstream wellfields which provide water to the community. Mt. Werner Water would contribute funds to the project to ensure the perpetual open space protection of the property. The City values the property for both the community's water supply and for recreation and open space. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property D: The City of Steamboat Springs would own fee title to the property and would manage it as publicly accessible open space. Potential funding partners include Great Outdoors Colorado and Routt County Purchase of Development Rights. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property E: The City of Steamboat Springs would own fee title to the property and would manage it as publicly accessible open space. Potential funding partners include Great Outdoors Colorado and Routt County Purchase of Development Rights. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property F: The City of Steamboat Springs would own fee title to the property and the property would be managed as publicly accessible open space. For functional purposes, the property would be added to the existing Emerald Mountain Park and the Emerald Mountain Partnership would manage the land as a part of their management of Emerald Mountain Park. Potential funding partners include Great Outdoors Colorado and Routt County Purchase of Development Rights. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

**c) Project location. Indicate whether the land will need to be purchased and the details of that expected purchase. Who will own the completed project and who will manage the amenity. Will the amenity be purchased or leased? Provide the details of the transaction.**

Please see the attached maps which identify the open space properties to be purchased. While some of the specifics for each property differ slightly, each proposed open space acquisition will go through the same process. If Accommodations Tax funds are directed to open space, the City and partners will negotiate an agreement to sell with each property owner – with the purchase price based on the appraised value of the

property. With the agreement to sell secured, the City and partners will seek to leverage grant funding from Great Outdoors Colorado and other sources to match Accommodation Tax funds dedicated to the project. When full funding is in hand for a particular property, the City will carry out the GOCO/grant due diligence process, which includes execution of a purchase contract, securing a qualified appraisal, surveying the property as necessary, conducting a Phase I environmental assessment of the property, conducting a Geologist's mineral assessment, securing Title Insurance commitment for the property, drafting and recording a conservation easement for the property, developing a stewardship monitoring plan for the property, developing a baseline documentation report for the property, developing a land management plan for the property, and closing on the property acquisition. As a final step, each property would be designated as "Parkland" within the City. Specific details for each expected purchase include:

Property A: The property owners are actively interested in selling the property to the City for open space and/or recreation purposes. The City would own the property in fee title. The property would be managed by Colorado Parks and Wildlife as a part of the Chuck Lewis State Wildlife Area. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property B: The property is not currently listed for sale, however was listed for sale through a realtor in the past and was recently taken off the market. With funding, project partners would approach the property owner with an offer to purchase the property. The City of Steamboat Springs would own the property in fee title and would manage the property. Yampatika would be involved in landscaping and building maintenance as part of their lease agreement for the Legacy Ranch. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property C: Project partners have been in conversation with the property owners about our interest in acquiring these properties. Either the City of Steamboat Springs or Mt. Werner Water would own fee title to the properties. The property would be managed as publicly accessible open space. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property D: This property is currently listed for sale. With funding, project partners would make an offer on the property. The City of Steamboat Springs would own fee title to the property and would manage it as publicly accessible open space. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property E: The property is currently available for sale and the property owner is extremely interested in the property being sold to the City for open space. No restrictions currently exist on the property – as a part of the project, the City of Steamboat Springs would own fee title to the property, would place a conservation easement on the property and would manage it as publicly accessible open space. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

Property F: City staff and members of Emerald Mountain Partnership have been in on and off conversations with the property owner regarding the purchase of the property. The property owner is interested in having the land be used for recreation and open space on Emerald Mountain and understands grant requirements regarding purchase at appraised value. The City of Steamboat Springs would own fee title to the property, as is required for GOCO grant funding. It is anticipated that the property owner will require that Emerald Mountain Partnership manage the property for recreation and open space as a part of the purchase agreement. The Yampa Valley Land Trust would hold the conservation easement on the property and would conduct annual monitoring of the property.

**d) Estimated overall cost of the project, including detail of the costs. Identify per square foot cost of construction, the cost to prepare the site, cost of permitting, tap fees, etc.**

Please see attached budget sheets on the following pages for details on the cost of each property acquisition. The overall cost of the project is:

<b><i>Property Funding</i></b>	<b><i>Total Cost</i></b>	<b><i>- Grant /Partner Funding</i></b>	<b><i>= Requested</i></b>
Property A:	\$ 1,017,580	\$ 671,290	\$ 346,290
Property B:	459,000	242,000	217,000
Property C**:	1,484,820	1,268,670	216,150
Property D:	1,573,420	1,311,420	262,000
Property E:	316,000	170,500	145,500
Property F**:	<u>2,017,420</u>	<u>1,706,620</u>	<u>310,800</u>

TOTAL:	\$ 6,868,240	\$5,370,500	\$1,497,740
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\*\*Property C and F are the highest priority for acquisition due to their substantial impact on recreation and water within the community– ideally funds for acquisition of Property C would be available in 2014 and funds for acquisition of Property F would be available in 2015.

**e) Timeline: A timeline showing the phasing of the project, from inception through construction to operations. If phasing is possible, indicate the contemplated phases and the timing of phases.**

Each of the land acquisitions is a stand alone project that can be phased as funding is available – with the caveat that any of these properties could sell to a private buyer and no longer be available for public purchase or for public use. All land acquisitions will occur through fee title acquisition from a willing seller, with a conservation easement simultaneously placed on the property at closing. Properties C and F are the most critical in terms of meeting community needs and would be the first projects to move forward. With a funding commitment from the accommodations tax, City staff would begin the process of securing projected grant funds for the selected land acquisition. Securing grant funds will require 9-12 months. Once grant funds are in hand, contracting, due diligence, and closing will take 3 to 4 months.



**f) Infrastructure needed to complete the project. Will a road be needed?  
Utilities?**

This project will acquire private properties that, in most cases, are already being utilized by the public (typically through trespass) for recreational purposes. No immediate investment in infrastructure would be needed for the public to access these properties legally as open space. Each property does provide an opportunity for the community to develop future passive recreational amenities on the properties – including trails and river recreational features. However the focus of this project is on securing those last parcels of land that are needed for the City to have continuous ownership of the Yampa River through Steamboat Springs and consistent/complete ownership of Howelsen Hill and Emerald Mountain.

**g) Future capital needs of the project. This should include expected replacement costs and the method of funding future costs.**

This project focuses on acquisition of open space – once acquired, there will not be a “replacement cost” associated with the project, as each property will be owned by the City in perpetuity.

Future capital needs of each property will depend on how intensively the community would like to develop the property for recreation in the future. Future recreational development of each property is not a part of this proposal, however potential future recreational development of the following types could likely occur:

Property A: The property could immediately be used for fishing and wildlife watching. Future development could include trails, information kiosks, parking lots, trash receptacles and other amenities installed on the site. It is anticipated that Colorado parks and Wildlife, as property manager, will be responsible for these improvements.

Property B: The property could immediately be used for some educational programming. In the future, this property will require building maintenance and land management and offers the potential for interpretive information and trails. Capital needs will likely range from \$1,000 to \$750,000 depending upon the use of the property for educational programming and trails. Future funding would focus on City CIP funds, accommodation tax dollars for trails, grants, and private dollars.

Property C: The property could immediately provide recreational access to the Yampa River. Future development could include trails, information kiosks, parking lots, trash receptacles, and benches installed on site at a cost that ranges from \$5,000 to \$1

million with funding sources to include grants, private dollars, the City, and Mount Werner Water. The Biking Accommodations Tax proposal includes the cost of developing the trail. A water infiltration gallery would also potentially be constructed in the future, with all costs for the infiltration gallery paid for by Mount Werner Water.

Property D: This property could immediately provide recreational access to the Yampa River. Future development could include bike trails and facilities, information kiosks, parking lots, trash receptacles, and benches installed on site at a cost that ranges from \$5,000 to \$1 million with funding sources to include grants, private dollars, and general or capital funds from future City budgets.

Property E: This property would immediately buffer Howelsen Hill open space and would enable future development of an access trail to the greater Howelsen Hill trail network. The trail could be developed by volunteers or by a Youth Corps crew at a cost of \$5,800 paid for with grant funding.

Property F: Recreational trails already exist on this property and these trails would continue to see public use. Additional trail development and wayfinding signage, as well as Nordic facilities could be developed in the future, as envisioned by the Emerald Mountain Partnership. The property would be managed and developed by the Emerald Mountain Partnership.

**h) Anticipated ongoing annual operational revenue generation of the project, and its anticipated annual operational costs. Provide a multi-year (minimum 6 year) financial pro-forma.**

This project is not expected to generate direct revenues that would pay for the ongoing annual operational costs associated with managing each open space property, however each open space parcel acquired will contribute to the economic vitality of the community – through protecting open space and through providing for recreational activities for residents and visitors. Economic studies documenting the contribution of open space to tourism are referenced in the last question.

Annual operational costs for open space range from \$55 to \$100 per acre per year. For each property, this would be:

Property A: 42.38 acres = \$2,331 to \$4,238 per year and \$13,986 to \$25,428 for 6 years in today's dollars. These operational costs will be absorbed by Colorado Parks and Wildlife, as they will manage the property.

Property B: 5.94 acres = \$326 to \$594 per year for open space, plus \$1,000 per year for building maintenance. Total for 6 years is \$7,956 to \$9,564. Property maintenance



would be included in the lease agreement for use of the property and would become the responsibility of the lessee.

Property C: 27.34 acres = \$1,504 to \$2,734 per year and \$9,024 to \$16,404 for 6 years. Operational costs would need to be included in the City's Open Space budget, with funds provided by sales tax revenues from the General Fund.

Property D: 51.59 acres = \$2,837 to \$5,159 per year and \$17,022 to \$30,954 for 6 years. Operational costs would need to be included in the City's Open Space budget, with funds provided by sales tax revenues from the General Fund.

Property E: .63 acres = \$35 to \$63 per year and \$210 to \$378 for 6 years. Operational costs would need to be included in the City's Open Space budget, with funds provided by sales tax revenues from the General Fund.

Property F: 70 acres = \$3,850 to \$7,000 per year and \$23,100 to \$42,000 for 6 years. These operational costs would be absorbed by the Emerald Mountain Partnership, as they would manage the property.

## MAPS

Please see the attached maps of each property targeted for acquisition. Maps are provided in the order of South to North.

## DISCUSSION OF HOW THE PROJECT MEETS THE CRITERIA OF THE BALLOT QUESTION.

**Tourism Promotion:** Steamboat's open space lands are critical to tourism in our community – they provide access to hiking and biking on Emerald Mountain, to fishing in the Yampa River, to walking, biking, and enjoying the Core Trail, and to the fabulous views afforded in our community. Expanding open space lands through this project will directly expand those attributes of our community that tourism promotes.

**Enhance the vitality of Steamboat Springs as a destination resort:** The City of Steamboat Springs has spent 16 years purchasing open space lands to provide access to the Yampa River, to protect views and wildlife habitat, to provide a corridor for the Yampa River Core Trail, and to provide lands on which residents and visitors can hike, bike, and experience all types of outdoor recreation within our community. Gaps within this open space framework still remain. This project will enhance the vitality of Steamboat Springs through “filling in the gaps” of the community’s open space network – which will not only protect and buffer the open space that we already have, but will build upon the vitality and benefits that our current open space provides.

**Enhance the community identity of Steamboat Springs:** Steamboat Springs is a community that identifies the beauty of the outdoors, access to open space and a healthy active outdoor lifestyle as key components of life. For the past fifteen years, our citizens have ranked open space as the highest community priority in every comprehensive community survey and planning process. This project will enhance community identity and fulfill community goals and desires through purchasing critical open space properties. The direct benefit will be to preserve our area’s natural beauty, provide additional public access to the Yampa River and Howelsen Hill / Emerald Mountain, provide trail corridors, and link existing open space areas.

**Enhance the environmental desirability of Steamboat Springs:** Open Space lands are crucial to preserving our wide open spaces and providing quality wildlife habitat in the Steamboat Springs area. Acquisition of the targeted properties will enhance the environmental desirability of Steamboat Springs through protecting expansive view corridors, preserving and protecting lands for the benefit of wildlife and wildlife habitat, and protecting our water quality.

**Enhance the economic health of Steamboat Springs:** Open space lands in and around Steamboat Springs directly enhance the economic health of our region. City open space provides access to the river, as well as hiking and mountain biking– all of which are critical to summer tourism. This project will expand upon the river, hiking, and biking activities currently available to tourists, and will also preserve scenic landscapes in our community. A 2005 study regarding “Tourists’ Value of Routt County’s Working Landscape” completed by the Routt County Cooperative Extension found that 50% of tourists would reduce expenditures and number of days in Steamboat Springs if ranch/open space lands were converted to urban uses – a loss of \$8 million per year. This project will result in preservation and protection of some of those lands within and close to the city limits.

**INDEPENDENT DATA THAT SUPPORTS THE FINANCIAL DATA PRESENTED IN THE APPLICATION.**

Open Space provides documented economic benefits to Steamboat Springs and Routt County. In 1994, Colorado State University carried out a study in Routt County with the goal of measuring the benefits to recreation associated with open space around Steamboat Springs. The study measured the contribution of natural and man-made assets to the enjoyment of a Steamboat summer vacation. This research found that open space was second (behind the natural environment of the Rocky Mountains) in terms of contributing significantly to the enjoyment of a Steamboat summer vacation. The value of open space was 7.7 on a 9 point scale, which was significantly ahead of tennis courts and golf courses (6.9), restaurants and lodging (6.7), hot springs and swimming pools (7.1), trails for walking biking and horseback riding (7.0) and western clothing, blue jeans, boots and hats (7.0). The study also found that visitors to the Yampa Valley valued the experience of viewing open space and agricultural lands at a rate of \$20 per day.

As with other city open space properties, the proposed open space will have public access and will enable residents and visitor to not only enjoy the views of the open space, but to recreate on these open space lands. This project will provide visitors and residents with greater access to the Yampa River and with permanent access to open space and existing private trails on Emerald Mountain.

Finally, this project will enhance community aesthetics and will contribute to both resident and visitor experiences. The Christian Science Monitor reported that “research suggests that when people “love” the culture of their towns, economic prosperity follows. In a three-year Gallup survey of 26 U.S. cities, researchers learned the communities with highest levels of resident attachment — a person's passion for where he or she lives — also had the highest rates of GDP growth over time.” More in The Christian Science Monitor: <http://www.csmonitor.com/Business/Latest-News-Wires/2010/1115/New-research-If-you-love-your-town-prosperity-follows>

# HOWELSEN HILL SPORTS COMPLEX PARTNERS

1/10/2013

Accommodation Tax RFP

Howelsen Hill Sports Complex  
The Crown Jewel of Steamboat Springs Recreation



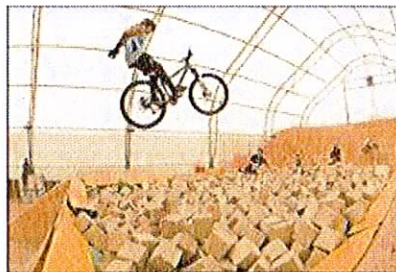
# Howelsen Hill Sports Complex Partners

## ACCOMMODATION TAX RFP

Submitted by:

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Howelsen Hill is the “crown jewel” of City Parks. The complex includes the Howelsen Hill Ski Area, Brent Romick Arena, Howelsen Hill Ice Arena, outdoor recreation trails on Emerald Mountain, four baseball fields (used locally and for Triple Crown), an equestrian stable for public riding, a track circling the rodeo grounds, winter snow tubing facilities, a skate/bike park, the Alpine Slide, sand volleyball courts, two playgrounds, two basketball hoops, concert venue for summer concerts, two gazebos/picnic shelters, numerous restroom facilities, numerous concession venues and historic Howelsen Hill lodge including Olympian Hall. All of this is accessible directly from downtown and is connected to the mountain via our city trail network.

We propose using the accommodation tax to expand and enhance the Howelsen Hill City Park/Emerald Mountain complex in ways that will improve tourists' experiences and increase the appeal of Steamboat to new visitors through new events and amenities. The overall total investment in Steamboat Springs will be upward of \$13 million, with approximately \$8 million coming from either an accommodation tax bond and/or an 8-10 year commitment on accommodation tax revenues. Funds would be used in part for matching funds, as the Howelsen Hill Sports Complex members will work to solicit grants and private donations to make up the additional \$5.3 million.

Specifically, we are looking to fund:

- New arenas, public plazas, multi-use restroom/shower facilities, an amphitheater and improved parking lots at the Rodeo Grounds, which will be used to host rodeo and other equestrian events, Nordic skiing events, bike events, and public concerts, among other things.
- Emerald Mountain Trail System Enhancement, for multi-use non-motorized outdoor recreation including biking, hiking, running and equestrian riding in the spring/summer/fall and cross-country skiing and snowshoeing during the winter.
- A new structure that will house a second ice sheet and the Steamboat Gravity Center adjacent to the existing Ice Arena.
- Howelsen Hill Ski Area complex improvements that will expand competition venues, increasing the number of athletic competitions and visitors to the community.

*Working together, we are able to more efficiently and effectively bring these projects to life.*

*The multi-use nature of the improvements we intend to fund, allow the members of our group to tap funding sources that support different interests.*

These projects will bring visitors to Steamboat Springs and provide benefits for thousands of Routt County residents year round.

## Attracting Visitors

Vacation planners look for activities that appeal to a wide range of age groups and physical ability levels (kids to grandparents), and that are unique to the destination they are visiting. The improvements planned by Howelsen Hill Sports Complex Partners will provide benefits to the community AND guests that emphasize key aspects of the Steamboat Springs community identity - western character and heritage, active recreation for all ages and ability levels, and "Ski Town USA" and new designation of "Bike Town USA." The Howelsen Hill/Emerald Mountain sports complex offers this broad range of activity options from a central downtown location.



The groups that make up the Howelsen Hill Sports Complex Partners are already active in promoting tourism to Steamboat Springs:

- In 2012, attendance at the Steamboat Springs Pro Rodeo Series was 29,000.
- In 2011, the Steamboat Springs Winter Sports Club drove over 20,700 visitor days to Steamboat as part of its 110 event day schedule.
- The Howelsen Ice Arena was open 329 days in 2011 averaging between 12 and 16 hours per day. There were 5 tournament weekends and 11 hockey camps held along with a figure skating camp and over 10,000 public skate participants.
- In 2011, Emerald Mountain trails accounted for over 2,000 visitor participants from all over the country.

All of these numbers will increase with improved and expanded facilities and programs.

*These improvements will bring NEW visitors to Steamboat by allowing the community to host more and bigger competitions, and provide venues for NEW events and competitions.*

### **Enhancement as a destination resort**

Improvements at Howelsen Hill/Emerald Mountain City Park will make our community more attractive to potential visitors by improving facilities for the activities guests are looking to pursue on their vacations, having access to all of these features accessible to one another, makes Steamboat uniquely attractive.

### **Enhancement of environmental desirability of Steamboat Springs**

The Yampa Valley is a naturally desirable destination. Each of the groups supporting this RFP is committed to sustainability and preserving our resources – which are critical to so much of what the Howelsen Hill Sports Complex Partners represent.



### **Economic Health**

Howelsen Hill/Emerald Mountain Sports Complex improvements enhance the economic health of Steamboat Springs in three critical ways:

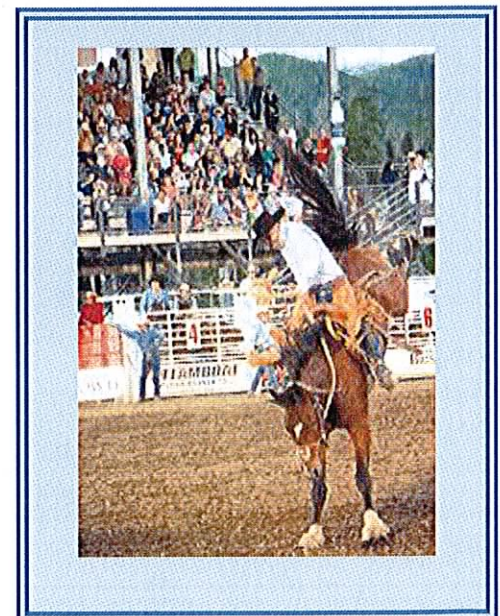
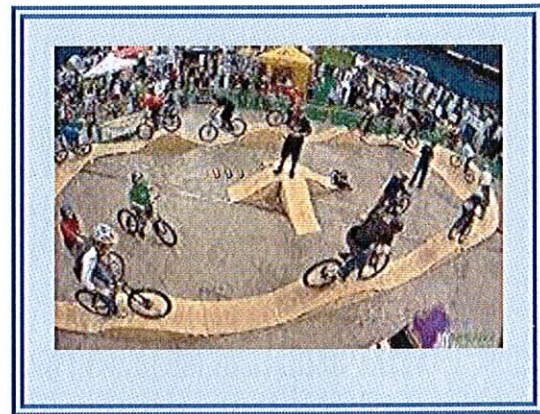
- They provide destination activities that appeal to a wide range of interests, ability levels and seasons, which will bring in new guests as well as add value to returning guests.
- They can be leveraged with other funding sources, such as GOCO, grants, and private dollars and there are financial synergies driven by these groups working together.
- Many are supported/managed by local non-profit groups – with significant benefits for the citizens of Routt County and Steamboat Springs.

### **Broad-based Support**

The current and proposed facilities at Howelsen Hill are recognized by many in the community as a key opportunity to drive the Steamboat Springs image and attractiveness as a destination location.

We have received many letters of support from organizations and individuals that believe in the strong economic and social impact of the Howelsen Hill Sports Complex for our community, including:

Alpine Bank, Adonna Allen  
Big Agnes, Honey Stinger & BAP!, Bill Gamber  
Jay Bowman  
Brooks Design/Build, Inc., Brian Hanlen  
Kristi and Jeffrey Brown  
Jerald Buelter, Asst. Principal, Steamboat Springs Middle School  
Community Ag Assiance, Inc, Marsha Daughenbaugh  
Cowboy Roundup Days Committee, Dean H. Vogelaar  
Eco-ARCH, LLC, Leslie Gamel  
Aric Fleming, Paramedic, Event medical Solutions Unlimited  
The Home Ranch, John Fisher  
Liana Gregory  
Erin Simmons Nemeč and Kevin Nemeč  
Laura Sehnert, Emergency Department Physician  
Sensor Solutions Corp, David Lorenzen  
Steamboat Engineering & Architectural Design, Inc., Stephen Moore  
Steamboat Ski Touring Center, Birgitta Lindgren  
Steamboat Springs Nordic Council, Toby Leeson  
Steamboat Storm Women's Hockey Team, Sarah Katherman  
SSWSC Biathlon Coach, Gary Osteen  
TV18, & Magazine Manager Steamboat Today, Michael Polucci  
Women's Professional Rodeo Association, Kelsey Larsen  
Yampa Valley Bank, PJ Wharton



Please see letters of support in Exhibit 1

**Summary**

The comprehensive multi-purpose improvements planned by Howelsen Hill Sports Complex Partners serve the best interest of both the lodging and local business community by maximizing opportunities to offer popular, diverse activities year round at Howelsen Hill/Emerald Mountain City Park.

Our calculations estimate that completion of these projects will drive significant visitation to Steamboat Spring, and over 10 years, we will contribute in excess of 13 million dollars in lodging revenue.

These improvements are consistent with Steamboat's image of an active town with a true western heritage, and will drive tourism via natural fit with what vacationers are looking for, and additionally provide the facilities for hosting major events.



## **Background of the Howelsen Hill Partners**

### **Emerald Mountain Partnership (EMP)**

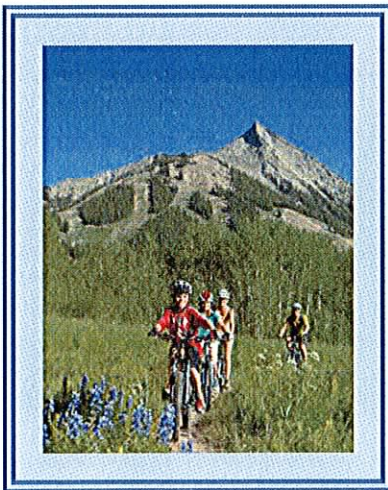
Emerald Mountain Partnership has its roots in the Nordic community of Steamboat Springs. The original motivation behind the formation of EMP was an effort to identify and secure land in the Yampa Valley where a cross country trail system could be developed. The original grass roots effort eventually grew into a desire to create a protected year round trail based recreation area.

Ski Town USA owes much of its skiing notoriety to the Nordic pioneers from Carl Howelsen to Sven Wiik and our legions of Olympic skiers. Aggressive property development in Steamboat Springs during the 1990s eliminated approximately 75% of our community cross country trails and made the hosting of large events nearly impossible.

A small group of community members got together in 2000 and began the process of organizing the Nordic community and looking at options for locating a world class touring center. In 2007, Lyman Orton took an interest in this effort and we began discussing how we could bring his property on Emerald Mountain in to the public domain and bring our vision to life.

The EMP was formally created as the Howelsen Emerald Mountain Park Group in 2007 and became a 501(c)(3) non-profit, tax exempt entity on February 28, 2008. EMP worked with the City of Steamboat Springs and Lyman Orton to facilitate the purchase of the 586-acre "Orton on Emerald Parcel." On March 16, 2011 the City of Steamboat Springs purchased this land for \$1.3 million funded by the City and a GOCO grant in the amount of \$600,000.

As part of the closing agreement, and with the cooperation and support of the City and Lyman Orton, EMP was assigned as the "manager" of the Emerald Mountain Park land parcel as stipulated in an MOU.



At the time the Emerald Mountain Parcel was purchased it had approximately 15k of single track mountain bike and hiking trails already constructed. This development had occurred under the guidance of Lyman Orton and was inherited by its new owners, the public. Most of these trails were constructed by the Sehler's and Routt County Riders. Since the Emerald Mountain Partnership assumed the management role for Emerald Mountain Park in 2011, we have continued to work closely with RCR as they have continued to be the point of service for bike trail development and maintenance. EMP has tentatively entered in to a formal relationship with RCR to be in charge of bike trail maintenance in the future. We expect this MOU to be signed shortly after January 10<sup>th</sup>, 2013.

Since summer trails only address half of our anticipated seasonal use, we are also working with the Steamboat Springs Nordic Council and the Steamboat Springs Winter Sports Club in the planning and development of a Nordic Trail System.

Current and Future Goals:

It was acknowledged early in this process that while Nordic skiing was the motivation behind our initial efforts, the management plan for this land required a much more comprehensive vision. The plan needed to include components that would serve the trail based recreational needs of our community and its visitors and be environmentally and financially sustainable.



Now that the goal of securing the land on Emerald Mountain has been achieved we are examining opportunities and planning for the future. Being able to provide an exceptional community recreational resource and a destination draw for a whole new group of visitors to Steamboat Springs is a concrete and relatively easily obtainable goal. The key is building a trail system that can attract and support the thousands of new visitors (competitors and recreationalists) who would come to Steamboat Springs to participate in our events and recreate on our trails. Toward this end, our goals include:

1. Develop recreational opportunities for all skill levels and abilities;
2. Develop a year round non-motorized trail based recreation area;
3. Seamlessly integrate the Emerald Mountain Park parcel with existing and future trails and activities on Howelsen Hill and the BLM parcel;
4. Develop a trail system that can provide both a world class competitive venue for Nordic skiing, mountain biking and running, as well as a daily resource for all recreational trail users;
5. Develop an economic resource for the community that creates both direct (fees for events and winter trail passes) and indirect (lodging, food and retail) benefits.

Key goals of Nordic Development:

1. Design and develop a trail system that will serve a broad range of Nordic athletes in the winter, from beginner to expert, that can be converted into natural surface trails for beginner and intermediate level mountain bikers, hikers and runners
2. Develop Nordic trails and associated facilities capable of hosting national and world class ski events
3. Develop trails and associated infrastructure that will generate strong community appeal and benefits
4. Provide a trails infrastructure that will complement and complete the Nordic training facility currently provided at Howelsen Hill
5. Provide a facility and professional services that focus on a partnership between outdoor recreation and environmental education.



## **THE STEAMBOAT SPRINGS WINTER SPORTS CLUB**

The Steamboat Springs Winter Sports Club (SSWSC) is a 100-year-old community-focused operation providing year-round athletic programming primarily to 1000 young athletes and hosting close to 100 event days each year. Steamboat Springs is known as “Ski Town USA” due to the community’s support of the SSWSC, its events and athletes.

The SSWSC was recently recognized nationally as one of the United States Ski Team’s top event production organizations. Additionally, SSWSC brings approximately \$3.5 million in revenues to businesses in Steamboat Springs annually through our event production. Athletic event facilities must meet national and international competition standards to be able to continue to attract events to the Steamboat Springs community. SSWSC is continually focused on ensuring that venue facilities are attractive to event hosting organizations.

The SSWSC works in partnership with the City of Steamboat Springs Parks & Recreation Department in upgrading of these facilities and in production of events.

### **Nordic Competition Center**

Howelsen Hill’s Nordic competition venue is located directly behind the rodeo grounds and utilizes the rodeo arena for part of the course. The City of Steamboat Springs already owns this property, and it is currently managed by Parks and Recreation.

The Nordic Competition Center project, in conjunction with the EMP improvements, will create one of the most attractive Nordic Ski Racing venues in Colorado. Specific improvements are related to trail widening, snowmaking and lighted courses for evening/night racing.

Once completed, this venue will still be owned by the City of Steamboat Springs. City approved vendors would be considered the “operator” during actual event times. They could include the SSWSC, CMC, Rocky Mountain Nordic and Emerald Mountain Partnership. Each vendor would be responsible for staffing, operating and managing the site on the schedule event dates. During the balance of the winter season this complex would operate as it does now, with the SSWSC being the primary user, bringing in the largest share of cross-country or Nordic combined events. Public users would also benefit from this facility upgrade.



## THE STEAMBOAT SPRINGS PRO RODEO SERIES

The Steamboat Springs Pro Rodeo series has been producing professional rodeos for over 25 years and is an extension of the historical jackpot rodeos and over 100 years of Cowboys Round-Up Days.

The Steamboat Springs Pro Rodeo Series is managed by a 14-member volunteer board – producing 10 weeks of rodeo with 20 or 21 performances each year. The Steamboat Springs Rodeo Series is sanctioned by the Professional Rodeo Cowboys Association (PRCA) and the Women's Professional Rodeo Association (WPRA). The rodeo draws over 2,000 contestants each year from around the country and internationally.

*In 2012, over 29,000 people attended the rodeo – approximately 65% are visitors from out of town.*

The rodeo facility upgrades and enhancements have already been through a two-phase investment process with both a master plan and schematic design (Exhibit 2) approved by City Council. Improvements will be made to existing City-owned land and facilities.

### Recognition for the Steamboat Springs Pro Rodeo Series

PRCA Small Outdoor Rodeo of the Year (2002)

PRCA Small Outdoor Rodeo of the Year Finalist (2004 and 2007)

Mountain States Circuit "Most Improved Rodeo of the Year" (2005 and 2006)

Mountain States Circuit "Best Small Rodeo" (2010 and 2011)

WPBR Mountain States Circuit "Justin Best Footing" award (2007)

Improvements to the Romick Arena Complex focus on adding new amenities that will appeal to many user groups, such as public shower and rest room facilities, stage/concert venue, public plazas, new concessions, a press/announcer's stand that will provide VIP seating and viewing of events, upgraded grandstands, upgraded concrete bleachers, and increased/improved parking. In addition there are improvements to the competition and warm-up venues that expand the ability to host a greater number of equine/livestock events and improve safety and comfort of spectators and animals.



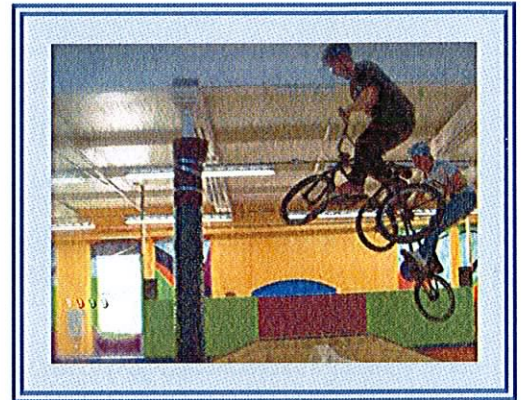
### **THE STEAMBOAT GRAVITY CENTER + ICE ARENA (SGC)**

The Steamboat Gravity Center is a collaborative effort between the Steamboat Springs Parks and Recreation Department, the Ice Rink Advisory Committee and the Steamboat Gravity Center Board.

The SGC facility will include rock climbing, cycling, skateboarding, an ice rink, trampolines, and youth + teen programming. SGC's mission: *"The Steamboat Gravity Center is an alternative recreation center that uses extreme sports to promote positive life choices for individuals through recreation, sport and exercise."*

### **OVERVIEW**

The proposed Gravity Center is a 35,000 square foot indoor recreation facility to be built adjoining the existing ice rink building on the east side. The Gravity Center is designed to be an open, flex-space for alternative recreational activities; incorporating a second ice rink, trampolines, bicycling, skateboarding and rock climbing. Recreation programming will focus on youth and teen activities for visitors and residents of the Steamboat community. Included in the Gravity Center plans is an addition to the existing ice rink lobby for food concession area, expanded lobby meeting area and retail space.



The uniqueness of the Gravity Center's diversified activities will provide promotional opportunities for Steamboat's lodging community, the City Parks and Recreation Department, and the Chamber Resort Association. The Gravity Center will be an added selling point to choose Steamboat as a destination for vacationing individuals, families, and groups with multiple interests.

Business and employment opportunities that will be created through development of the Gravity Center include:

- Full and part-time jobs for teens and City staff
- Increased ice-related tournaments and competitions
- New coaching, training, and lesson business opportunities

Benefits of the Gravity Center to the Steamboat community include an increase in the number and diversity of recreational opportunities and a new venue, in addition to the cost savings created through a shared facility for various activities and groups.

## PROGRAMMING

The Gravity Center facility will enhance the Howelsen Hill base area by providing the needed ice capacity for public skating and hockey tournament play and providing X-Game style recreation activities and an indoor competition venue for visitors and locals.

By sharing one facility to house all the recreational options, the Gravity Center is able to draw a larger user group under one roof to reach a broader constituency for shared marketing opportunities and diversification of income streams to support a sustainable business model.

- General recreation programming for all community members
- Tournaments, activities, camps, lessons, and sports training
- Programming for pre-school aged children and their parents
- Youth and teen programming designed to increase participation in sport and encourage positive life choices

The public-private partnership benefits through construction of a single facility with shared use of space and shared operational expenses creating savings for the Parks and Recreation Department. Increased services to community user groups will provide an enhanced economic driver to community business through increased recreational competitions, tournaments, training programs, seasonal camps, and improved amenities for visitor groups; visitor groups that will utilize local lodging and restaurants businesses.

Projections for increased tournament play and competition events that will be possible by constructing the Gravity Center are detailed below. Additional revenue areas for Parks and Rec Department are: more ice arena programming including adult, youth and women's hockey, figure skating, public skate, concerts, food concessions, enlarged retail and rental operations, increased tournament/competitions fees, admission fees to all Gravity Center activities.

**Youth Hockey:** a 30% expansion of tournament play in first year is projected by providing a second sheet of ice.

-Current tournament demands: 120 players per week for 15 weeks of the tournament season, each player represents a lodging demand of 2 "pillows" per night with an average stay of two nights.

-A 30% Increase in youth hockey tournament play creates a lodging demand increase of 2160 guest stays in year one with two sheets of ice.

Youth Hockey Ice rental fees for 2011/2012: \$92,000 paid to Howelsen Hill Ice Arena. A 30% increase in ice time reflects an increase in revenue to the Howelsen Hill Ice Arena of \$27,600.





**Breadth of Use:** Youth Hockey represents only one user group that would provide additional revenue stream and increase lodging demands that support the second sheet of ice within the Gravity Center addition to the ice arena complex. Other user groups and programs include; High School Hockey, Figure Skating, Stick-n-Puck, Public skating, and Adult Hockey leagues/tournaments.

Gravity Center revenue: 70% of the projected admission fee revenues for Gravity Center usage activities are projected to derive from out of town guest usage patronage. Other resort areas that have already engaged in extreme sport recreation facilities are Copper Mountain, CO. Tahoe, CA. Woodward, PA and Whistler, BC.

Additional Gravity Center revenue models that will benefit the local lodging and restaurant business community are: cycling and gymnastics training camps, competitions, tournaments and concerts. By hosting two sports training camps per week for 8 summer weeks with 15 athletes per camp, the projected lodging demand is that of 2400 guests, allowing for one additional person traveling with each athlete attendee.

The creation of the Gravity Center adds another layer of recreational amenities that will attract families and visitors to choose Steamboat as their vacation destination over other areas that have fewer recreation amenities to be experienced making the Howelsen Hill Sport Complex a unique and diverse recreational draw for visitors.

#### LOCATION

The Gravity Center structure will adjoin to the existing ice arena located at the base of HH in downtown.

#### OPERATIONS

The facility will be owned and maintained by the City of Steamboat Springs Parks and Recreation Department, while programing and activity memberships will be administered by the Gravity Center in conjunction with the Howelsen Ice Arena staff and the ice rink user groups.

#### ORGANIZATION

A Board of Directors composed of community members representing the various local constituent groups including legal, business and financial professionals governs the Gravity Center.

The Gravity Center board has finalized its by-laws and applied for 501(c)(3) designation.

#### *Steamboat constituents who will benefit include:*

- *Steamboat Springs Youth Hockey Association*
- *Adult Hockey Leagues*
- *Steamboat's three adult women's travelling hockey teams*
- *Community youth groups & after-school programs*
- *Teen Council*
- *Routt County Youth Coalition Services*
- *Figure skating community*
- *Climbing community*
- *Skate boarding, BMX, and cycling communities*
- *SSWSC*

**Howelsen Hill Sports Complex Partnership**  
**Specific Phased Planning + Infrastructure Needs + Future Capital Needs**

The overall cost for the Howelsen Hill Sports Complex Partnership project is \$13.3 million.

Emerald Mountain Trail system, lodge and hut system	\$3.0 million
Nordic Competition Center	\$1.3 million
Steamboat Gravity Center + 2 <sup>nd</sup> ice sheet	\$4.5 million
Romick Arena Complex	\$4.5 million

Project details and timing are provided below, broken out by phase and project.

**Emerald Mountain**

**Phase I: Trail Development**

The proposal submitted by Emerald Mountain Partnership, as part of the Howelsen Hill Sports Complex, requests funds to complete the planning, engineering and construction of Phase I and II of the Emerald Mountain Park Plan. This portion of the project is focused on creating a natural surface trail system for cross country skiing and biking as well as hiking, running and snowshoeing and creating structures that will enhance usage.

*From day one of public ownership, Emerald Mountain Park has been open to the public. This access will continue uninterrupted as park trails and facilities expand and improve in the future.*

While our long term vision is far-reaching and comprehensive, we believe in pay-as-go development. Trail system creation can be done relatively inexpensively, be ready for public use almost immediately, can provide an immediate boost to our local economy and is inexpensive to maintain. For this reason, and because our master plan is yet to be created, we have only rough estimates for Phase II elements. Because these are outside the scope of a 6 year pro-forma, we will use only estimates for this RFP.

Our goal is to provide the full build-out of surface trails to the public in advance of the above ground building construction. In this way we will be able to offer an improved trail experience for locals and visitors as well as an expanded summer, fall and winter event schedule.

Step I: Completion of master planning (estimated cost \$35,000-\$40,000)

1. Trail Master Plan: completion date Fall 2014
2. In order to address the diversity of trail uses, user groups, property interfaces and access points it is essential that a carefully thought out and designed master plan precedes the trail construction phase.
  - i. Trail design will be done with consideration for primary user groups (cross-country skiers, bikers, hikers, runners and equestrian users).
  - ii. At this time the trail system is heavily used, but only serves the intermediate/advanced mountain biker and relatively fit hiker and runner. The wide natural surface trails that will be created for cross-country skiing will also serve as beginner/intermediate trails for bikers and hikers during the non-winter season.
  - iii. A primary consideration from the start will be connecting this new trail system with Howelsen Hill so that users will experience a seamless trail experience. This connection will also make it possible to host large national and international cross country events.
3. The master planning process will include the development and validation of a financial pro forma in order to meet the challenge of financial sustainability.
4. Funding: **The cost for master planning is in place.** \$13,000 has been contributed by Emerald Mountain Partnership and \$25,000 is coming from a GOCO grant through the City of Steamboat Springs. The SE Group is a well-established group of master planners that has participated in a RFP process. They were selected from a highly competitive group of qualified planners and have been interviewed by a committee selected from local community leaders.

Step II: Trail construction (estimated cost: \$10,000/km = \$200,000)

1. Completion date: Winter 2016
2. Once the master planning is completed, trail construction can rapidly proceed with minimal disruption to ongoing recreation.
3. Approximately 20 km of additional wide surface area trails will be required on the Emerald Mountain Parcel to provide a venue that can draw destination cross country skiers and host high level competition.
4. The completion of the cross country trails will achieve the combined goal of expanded cross-country skiing and easy access terrain for mountain bikers, snowshoers, walkers and runners.
5. In the planning and construction process every effort will be made to preserve, expand and reroute existing single track so that there is no impact on the current single track experience on Emerald Mountain.
6. Trail construction cost for the 20k of newly constructed trails for Nordic skiing and beginner and intermediate mountain biking and hiking is \$5,000-\$10,000 per km dependent on grading requirements and environmental mitigation. The average should be \$7,500 per km. This price range was provided by Nordic Group International in 2009. We anticipate that the actual cost will be closer to \$200,000 for total trail construction.

Step III: Rodeo Grounds Event Venue (cost synergy – included in Rodeo plan details)

1. Target completion date: 2015
2. The rodeo grounds will be used as the staging area for race events. This will allow for the easiest public access and viewing and the largest competitor fields. The rodeo arena has already been established as an excellent competition staging area in several previous Nordic Combined and collegiate skiing events.
3. Planning and design details for this area will involve the rodeo board, the Steamboat Springs Winter Sports Club, the Steamboat Springs Nordic Council, the City of Steamboat Springs and Emerald Mountain Partnership.

Phase II: Buildings

Step I: Emerald Mountain Lodge (est \$2.5 million)

1. Completion date: 2020
2. This building will act as the base of operations for the Emerald Mountain Touring Center during the winter and biking and other trail activities during the non-winter months.
3. The location, size and ultimate function of this building will depend on future land acquisition, community need and outcome of the master planning process.

Step II: Yurts and huts (est \$300,000)

1. Completion date: 2020
2. When the Emerald Mountain Parcel was originally placed in a conservation easement it was stipulated that backcountry huts could be constructed within set guidelines.
3. Hut systems such as the 10th Mountain Huts have proven to be so popular that huts are booked one to two years in advance. While they are spectacular, they are also very challenging for most people. The Emerald Mountain Huts would provide a similar experience to explore and commune in the backcountry, but be much less demanding and more accessible to families and groups who seek a more moderate challenge.

**EMP development is to be done within the guidelines of the Conservation Easement**

Potentially relevant conservation easement covenants include:

1. Maintain scenic and open space values of meadows, forest, and wildlife.
2. Conservation values are to be preserved.
3. Low-impact recreation such as hiking, biking, cross-country skiing, and horseback riding is allowed.
4. Removal of trees and shrubs for construction of permitted trails, etc., is allowed.
5. The right to construct and maintain soft-surfaced trail is allowed.
6. Covenants may permit overnight camping.
7. The only motorized uses are for maintenance, grooming, and emergency services.
8. There may be up to ten permanent or non-permanent cabins or cabin-like structures (500 square feet maximum); one of these buildings may be up to 2,500 square feet; deck size is not to exceed 50% of building footprints.
9. Buildings cannot be placed in meadows but may be placed at the edge of meadows.
10. Reasonably accessible utility services are allowed with approval.
11. There will be no cut-grading, filling, or berming except as allowed for trails and access/maintenance roads.
12. Existing one-way 4-wheel drive roads and two-track ranch field roads may be continued and maintained.

## **Nordic Competition Center**

The Nordic competition center project has a number of important components. They include snowmaking, trail modifications, and lighting improvements and are described below. Overall estimated cost: \$1,265,850.

**Snowmaking:** The Howelsen Hill snowmaking system would be upgraded to guarantee the trail system could be open as early as possible and provide a top notch product. Steamboat Springs would be the only cross-country competition site in Colorado able to guarantee this. The snowmaking improvements will also benefit the entire Howelsen complex and drive additional event opportunities in all of the other athletic disciplines offered at Howelsen Hill.

Snowmaking improvements include:

- Water intake improvements from the river to the primary pump house
- Water storage vault
- Second primary pump
- Ten snow guns with necessary electric cables and hoses

**Nordic Trail Modifications:** The current primary race trail system at Howelsen Hill is approximately 2.25 Km in length. This competition venue is one of the few XC facilities at a low elevation within the State of Colorado. This is a critical factor in hosting XC events in this state as most sites exceed altitude maximums. Additionally, our venue is located primarily on a north facing slope with green timber protecting the snow surface.

Trail System modifications include:

- Minor trail widening on a number of sections
- Trail location adjustment on one small section
- Re-vegetation of areas disturbed during trail modifications

**Lighting System Improvements:** Athletic venues that can be utilized at night have additional benefits. Lighting adds flexibility to scheduling and can be important with the variability of temperatures and weather typical in outdoor events. This venue has some lighting, but additional lights would be added to bring the entire competition center up to industry standards.

Lighting improvements project includes:

- Additional lights installed on the back of the rodeo light towers behind the concrete bleachers
- Installation of 16 additional light towers on the competition trail system.

### Nordic Competition Center Timeline

October 2013 – Purchase and delivery of 2 snow guns

May 2014 – Final Preparation and contractors secured.

June 2014 Purchase of Primary and secondary pumps

July 2014 – Purchase of 8 snow guns.

July 2014 through September 2014 – Trenching and installation of snowmaking pipe, electricity conduits, snowmaking hydrants, lighting tower footers.

July 2014 through September 2014 – Snowmaking pump house improvements, pipe, water containment vault, pump installation, electrical panel improvements.

September 2014 Trail Modifications: all dirt work will be completed

October 2014 – Re-vegetation.

October 2014 – Delivery of remaining 8 snow guns.

November 1, 2014 – Ready for snowmaking

### Infrastructure

Burial of water pipe and electrical conduit are two of the primary infrastructure items. Dirt work for trail modifications are minor and can be done in conjunction with the trenching required for installation of water pipe and electrical conduit installation.

Additionally, the modifications associated with the pump house improvements are the other piece of the infrastructure modifications. New water intake pipe will be installed between the river and the pump house.

### Future Capital Needs

Once the project is completed, there are minor anticipated capital costs for 15 to 20 years. Piping life will be the primary long term concern but should not be an issue for at least 15 years.

### Operations Costs

A fee from each event would be assessed to fund ongoing operational maintenance and basic operational costs.

- Normal operational maintenance would include snow guns and pumps.
- Electric costs would include daily costs of lighting and pump operations.

**Romick Arena Complex**

Total cost of the overall rodeo schematic plan is approximately \$4.5 million.

The redesign will create a “gateway” entry point into the overall Howelsen Hill Complex at 5<sup>th</sup> street. This entry will be visible from downtown and welcome visitors to all events and activities at Howelsen Hill.

There will be three plaza areas providing community gathering spaces on a year-round basis which will accommodate a variety of events and group sizes. The West Plaza is the center of activity and includes a large plaza space, and event lawn with stage, restrooms and showers accessible from inside and outside the facility, vendor spaces, playground, picnic area, fire pit and public art. A new plaza will be developed near the concrete bleachers that will include picnic seating and vendor spaces. The East Plaza will provide amenities for new seating on the northeast side of the primary arena and will include vendor spaces, seating and landscape areas with a sidewalk that will connect to the concrete bleachers. All of these plazas will provide open accessible space for events and an improved visitor experience.

A new competition management building will include a winterized rest room and shower that will be available year-round for events, participants and spectators, upgraded facilities for announcers and officials, audio visual equipment and VIP seating for events.

The redesigned arenas will allow for safe and efficient production of competitions of equestrian events and make Steamboat a suitable venue for cutting horse competitions, team roping events, youth rodeos and other events.

A total of 377 improved parking spaces will be available, with a combination of gravel/animal friendly spaces as well as asphalt surface spaces.

The Romick Arena project has been broken into 3 phases:

Phase 1: Arenas and Pens, Demo, Site Work	\$1.2 million	Timing: 2014
Phase 2: West Plaza and Parking, Demo, Site Work	\$2.2 million	Timing 2015
Phase 3: East Plaza and Concrete Bleachers	\$1.1 million	Timing 2016

**A detailed description of the improvements and additions planned for the Romick Arena Complex is set forth in the City-approved Schematic Design Plan attached as an exhibit.**



**Steamboat Gravity Center + Ice Arena (SGC)**

The proposed SGC facility is 35,000 square feet. The project cost estimates for construction of the SGC structure, lobby addition to the existing ice arena, and equipment is \$4,465,287.

- Building Structure \$3,461,287
- Lobby addition to ice rink \$530,000
- Lobby retail, food concession equipment, furnishings, fixtures \$120,000
- Ice sheet.2 equipment: boards and glass \$98,000
- Rock climbing wall \$72,000
- Skateboarding and cycling ramps \$125,000
- Gym mats and foam \$17,000
- Olympic fly-bed trampolines \$18,000
- Office, media, wi-fi, audio equipment \$24,000

**Project timeline estimate: 2 years**

Phase I -Permitting: Spring of 2014.

Phase II -Site and utility work : Spring-Summer 2014.

Phase III –Construction of SGC structure and lobby addition: Summer-Fall 2014.

Phase IV -Interior build out/finish and features completion: Winter-Spring 2015.

Phase V –Operational -Open Spring 2015.

**Steamboat Gravity Center-Economic Savings through partnership**

Through consolidating the Steamboat Gravity Center facility with the proposed Second Ice Sheet facility and replacing the proposed Teen Center with at the Howelsen Hill Ice arena with an enhanced lobby that offers restrooms, expanded retail, food concession and waiting lounge area; the projected savings in construction costs is \$4.4 million.

- Elimination of “Teen Center”: \$2 million savings
- Elimination of independent Gravity Center facility location: \$2.4 million savings

Infrastructure Savings	\$191,050
• Site work:	\$11,050 (130 hours at \$85/hour)
• Electric site work-burying of cables:	\$132,000
• Additional Parking needs:	\$48,000
Annual Operational Savings	\$211,200
• Utilities:	\$65,000
• Staffing:	\$95,000
• Marketing-Promotional:	\$20,000
• Maintenance:	\$31,200

**FINANCIAL PRO FORMAS (including operational revenues and costs)**

**Emerald Mountain**

The Emerald Mountain Partnership (EMP) looks to create a world class Nordic facility on Emerald Mountain. EMP believes this facility, when full completed, will attract new, unique visitors to Steamboat and so grow the annual visitor pool. When fully developed we estimate the facility will attract 20-25,000 Nordic skiers annually, a Nordic skier count comparable to that of Devil's Thumb Ranch in Tabernash, CO.

The creation of this facility will allow Steamboat to attract world and national Masters competitions as well as USSA and World Cup events. These are multi-day events that Steamboat currently does not attract. The master-plan will validate that up to 33% of the annual Nordic visitors to Emerald Mountain will be for these type of events. In working with Yampa Valley Data Partners, we find that the average winter visitor spends \$742/stay (excluding 'ski area' revenue) with lodging comprising 58% of the money spent.

**Overall Economic Impact**

- \$5.9 million Total spend in Steamboat (8000 event participants x 5 day average stay x \$742/stay)
- \$3.4 million Lodging related spend (58% of \$5.9 million)
- \$490,000 Approximate state and local tax revenue

*The creation of a 'Steamboat Birkebeiner' could attract 2000 athletes (90% out of town) along with 4300 family members. This event would comprise 5 events over 6 days generating a need for 13,646 rooms and generate \$2.8 million in lodging revenues alone.*

Initial capital costs to attract this new class of Nordic skier include approximately \$200,000 to build 20km of new Nordic trails on Emerald Mountain along with the building of a competition start/finish complex on the rodeo grounds; annual trail maintenance would cost \$1,500-2,000/km. EMP plans to construct 20km of new Nordic trails on Emerald Mountain within the next 2 years. While we have included in other sections of this submission the vision and cost for a yurt/hut system (estimated \$300,000) and a Nordic day lodge (estimated \$2.5 million), EMP will look to its master-planning process to validate the cost, timelines and utilization of that future development.

**EMP (Nordic Only) Pro Forma 2013-2018**

<u>Year</u>	<u>Item</u>	<u>Revenue (\$)</u>	<u>Expense (\$)</u>
<b>2013</b>	Master planning		\$38,000
	Trail maintenance and repair		\$1,500
	New trail construction		\$2,000
	<b>Total expense</b>		<b>\$41,500</b>
	Fund raising events (Steamboat Coureur)	\$2,500	
	EMP trail use fee (3.5% of entries)	\$700	
	<b>Total income (not including grants)</b>	<b>\$3,200</b>	
	<b>2013 Total Profit/(Loss)</b>		<b>-\$38,300</b>
<b>2014</b>	Trail construction (new trails)		\$100,000
	Trail maintenance		\$1,500
	<b>Total expense</b>		<b>\$101,500</b>
	Fund raising events	\$2,500	
	EMP trail use fee	\$875	
	<b>Total income (not including grants)</b>	<b>\$3,375</b>	
	<b>2014 Total Profit/(Loss)</b>		<b>-\$98,125</b>
<b>2015</b>	Trail construction (new trails)		\$100,000
	Trail maintenance		\$1,500
	Trail grooming for winter		\$5,500
	<b>Total expense</b>		<b>\$107,000</b>
	Fund raising events	\$5,000	
	EMP trail use fee	\$1,050	
	Trail pass income	\$150,000	
	Winter event income	\$1,500	
	<b>Total income (not including grants)</b>	<b>\$157,550</b>	
	<b>2015 Total Profit/(Loss)</b>	<b>\$50,550</b>	

<u>Year</u>	<u>Item</u>	<u>Revenue (\$)</u>	<u>Expense (\$)</u>
2016	Trail maintenance		\$2,500
	Trail grooming for winter		\$7,500
	<b>Total expense</b>		<b>\$10,000</b>
	Fund raising events	\$5,000	
	EMP trail use fee	\$1,050	
	Trail pass income	\$180,000	
	Winter event income	\$1,500	
	<b>Total income (not including grants)</b>	<b>\$187,550</b>	
	<b>2016 Total Profit/(Loss)</b>	<b>\$177,550</b>	
	2017	Trail construction (new trails)	
Trail maintenance			\$3,500
Trail grooming for winter			\$8,500
<b>Total expense</b>			<b>\$17,000</b>
Fund raising events		\$5,000	
EMP trail use fee		\$1,050	
Trail pass income		\$210,000	
Winter event income (add new ski marathon)		\$30,000	
<b>Total income (not including grants)</b>		<b>\$246,050</b>	
<b>2017 Total Profit/(Loss)</b>		<b>\$229,050</b>	
2018	Trail construction (new trails)		\$2,000
	Trail maintenance		\$3,500
	Trail grooming for winter		\$8,500
	<b>Total expense</b>		<b>\$14,000</b>
	Fund raising events	\$5,000	
	EMP trail use fee	\$8,500	
	Trail pass income	\$210,000	
	Winter event income (ski marathon)	\$30,000	
	<b>Total income (not including grants)</b>	<b>\$253,500</b>	
	<b>2018 Total Profit/(Loss)</b>	<b>\$239,500</b>	

**Revenue Projection Analysis Spreadsheet for  
Howelsen Hill Nordic Competition Center  
December 21 2012**

Event Name	Estimated Participants	Est out of Town	total visitors w/ family	# Nights	Average cost/room	Lodging Rev Per athlete	10 year Lodging revenues	New Event	Notes
Nordic Combined Junior Olympic Qualifier	85	35	87.5	1	150	5250	52500		Yearly Event
Nordic Combined Western Regionals	130	80	200	3	150	36000	180000		One in two years
Nordic Combined Junior Olympics	60	50	125	6	150	45000	135000		One in three years
Nordic Rocky Mountain Division Races	200	150	375	2	150	45000	225000		One in two years
Nordic Junior Olympics	400	390	975	8	150	468000	468000	468000	One in ten years *
Nordic Nationals	300	290	725	7	150	304500	304500	304500	One in ten years *
NCAA Nordic National Champs	80	80	200	4	205	65600	196800	590400	One in three years *
NCAA Invitational	120	120	300	3	205	73800	369000		One in two years
Steamboat Birkenbinder	2000	1800	4500	3	205	1107000	1107000	1107000	One in ten years, then annually **
High School Race	200	180	450	1	205	36900	184500		One in two years
High School State Championships	80	70	175	1	205	14350	28700		One in five years
US Distance Nationals Championships	200	180	450	8	205	295200	295200	295200	One in ten years *
NCASA - Colorado Mountain College Regionals	250	240	600	1	205	49200	49200	49200	One in 10 years *
NCASA - Colorado Mountain College National	250	240	600	2	205	98400	98400	98400	One in 10 years *
<b>Projected Totals</b>	<b>4,355</b>	<b>3,905</b>	<b>9,763</b>	<b>50</b>		<b>2,644,200</b>	<b>3,693,800</b>	<b>2,912,700</b>	

Assumptions: data provided by Yampa Valley Data Partners

Total Visitors w / each athlete 2.5

Average room cost including visiting families \$205

\*\*Run in conjunction with the Emerald Mountain project

\* new events

**Budget Analysis Spreadsheet for  
Howelsen Hill Nordic Competition Center  
December 21 2012**

Division #1	# Units	Price Per Unit	Total Costs	Description / notes
<b>1000 Trail Modification</b>				
	100	Dirt work	\$40,000	Trail widening in six sections; Move one section Re-seeding disturbed area; small plant installation
	200	Re-vegetation	\$15,000	
<b>Division #1 Total</b>			<b>\$55,000</b>	
<b>Division #2</b>				
<b>2000 Snowmaking</b>				
	100	Trenching	\$75,000	Trench for water pipe and conduit for electrical wire Pipe 3500 feet of water pipe installed in the trench 13 snowmaking hydrants Primary pump, supply pump, electrical support, supply pipe 10 snowguns Hoses and electric cords
	200	Water Pipe and installation	\$35,000	
	300	Snowmaking hydrants	\$5,850	
	400	Pump House Improvements	\$300,000	
	500	Snowguns	\$200,000	
	600	Water hoses and electrical cords	\$20,000	
<b>Division #2 Total</b>			<b>\$635,850</b>	
<b>Division #3</b>				
<b>3000 Lighting Installation</b>				
	16	Poles/fixtures	\$80,000	16 light poles Concrete piers for light poles 56 individual light canisters
	200	Concrete Light pole piers	\$40,000	
	300	Light Canisters	\$112,000	
	600	Engineering and permits	\$8,000	
	700	Installation: all components	\$320,000	
	800	Shipping	\$15,000	
<b>Division #3 Total</b>			<b>\$575,000</b>	
<b>Project Total</b>			<b>\$1,265,850</b>	

**Annual Cost Projection Analysis Spreadsheet for  
Howelsen Hill Nordic Competition Center  
December 21 2012**

Description	Qty	Cost per Unit	Estimated annual cost	Notes
Replacement light bulbs	2	\$2,000	\$4,000	Based on historical
Replacement snowmaking hose	1	\$250	\$250	Based on historical
Snowmaking gun maintenance			\$4,000	Based on historical
Pump House maintenance			\$5,000	Estimated
Electric costs			\$2,000	Estimated based on projected night event schedule
Additional snowmaker	160 hrs	\$20/hr	\$3,200	Additional snowmaker with additional snowguns
<b>Total projected annual costs</b>			<b>\$18,450</b>	

**Romick Arena Complex.**  
**LODGING ESTIMATES & FINANCIAL PRO FORMA 2013 -2018**



	2013	2014	2015	2016	2017	2018	6 Year Total
<b>REVENUES:</b>							
Rodeo Series	\$430,000	\$440,000	\$ 450,000	\$ 450,000	\$ 455,000	\$ 460,000	
Cutting Horse Competitions			\$20,000	\$20,000	\$25,000	\$45,000	
Team Roping Events			\$30,000	\$32,000	\$35,000	\$65,000	
Out of Town Guests	20,000	21,000	22,000	22,500	23,000	24,000	132,500
Lodging Rooms Driven By Events <sup>1</sup>	7,220	7,581	7,942	8,123	8,303	8,664	47,834
Lodging Revenues <sup>2</sup>	\$1,083,032	\$1,137,184	\$1,191,336	\$1,218,412	\$1,245,487	\$1,299,639	\$7,175,090
<sup>1</sup> Number of people per room	2.77						
<sup>2</sup> Average room cost	\$150						
<b>EXPENSES:</b>							
Rodeo Series	\$418,079	\$425,000	\$ 435,000	\$ 435,000	\$ 440,000	\$ 445,000	
Cutting Horse Competitions			\$ 10,000	\$ 10,000	\$ 12,000	\$ 25,000	
Team Roping Events			\$ 10,000	\$ 10,000	\$ 12,000	\$ 25,000	
<b>PROFIT</b>	\$11,921	\$15,000	\$45,000	\$47,000	\$51,000	\$75,000	

Steamboat Gravity Center

6 Year Pro Forma

Howelsen Hill Sports Complex Partners

Year 1	Total	Year 1	Total
<b>PERSONNEL</b>		<b>MEMBERSHIPS</b>	
<b>Operations Payroll</b>		<b>Under 18</b>	
Program Director	\$ 35,000.00	Full Membership	\$15,000
Full time x 2	\$ -	Sibling Membership	\$4,000
Part time x 8	\$ 60,000.00	Skate Only	\$1,500
Technician X 2	\$ -	Climb Only	
<b>Professional Fees</b>		Bike Only	\$0
Bookkeeper	\$ 4,800.00	<b>Over 18</b>	
Customer Service Training	\$ 2,000.00	Full Membership	\$16,000
Safety Training	\$ 1,500.00	Skate Only	\$2,000
<b>Operating Expenses</b>		Climb Only	\$4,000
Pay roll taxes	\$ 26,600.00	Bike Only	\$0
Workers Comp	\$ 5,600.00	<b>Other</b>	
Liability Insurance	\$ 36,000.00	Discounted Membership	\$12,000
Marketing/PR	\$ 15,000.00	Family Full Use Membership	\$60,000
Office equipment/supplies	\$ 3,600.00		\$114,500
Cleaning Supplies	\$ 4,000.00	<b>USE FEES</b>	
Equip/Ramp repairs	\$ 6,000.00	<b>MEMBER</b>	
Legal	\$ 2,500.00	Annual full use	\$12,000
Printing	\$ 2,000.00	annual skate	\$1,875
Travel	\$ 2,500.00	annual cycle	\$1,875
Entertainment	\$ 1,200.00	annual climb	\$2,500
Operational Utilities	\$ 70,000.00	10 day full use	\$5,000
Audio Visual	\$ 3,000.00	10 day skate	\$1,125
Retail Goods	\$ 12,000.00	10 day cycle	\$1,125
<b>Building Expenses</b>		10 day climb	\$1,125
Building Repairs	\$ 10,000.00	day full use	\$3,000
		day skate	\$600
<b>Total Annual Expenses</b>	<b>\$ 303,300.00</b>	day cycle	<b>\$600</b>
		day climb	\$600
		2 hr full use	\$3,000
		2 hr skate	\$750
		2 hr cycle	\$900
		2 hr climb	\$750
		<b>GUEST-Visitor use</b>	
		day full use	\$70,000
		day skate	\$13,500
		day cycle	\$13,500
		day climb	\$13,500
		10 day full use	\$75,000
		10 day skate	\$11,000
		10 day cycle	\$11,000
		10 day climb	\$11,000
		2 hr full use	\$70,000
		2 hr skate	\$7,200
		2 hr cycle	\$7,200
		2 hr climb	\$7,200
			\$346,925
		<b>Total Revenue</b>	<b>\$461,425</b>
		<b>Annual Profit</b>	<b>\$158,125.00</b>

Year 2	Total	Year 2	Total
<b>PERSONNEL</b>		<b>MEMBERSHIPS</b>	
<b>Operations Payroll</b>		<b>Under 18</b>	
Program Director	\$36,400	Full Membership	\$15,600
Full time x 2	\$ -	Sibling Membership	\$4,160
Part time x 8	\$ 61,800.00	Skate Only	\$1,560
Technician X 2	\$ -	Climb Only	\$0
<b>Professional Fees</b>		<b>Bike Only</b>	
Bookkeeper	\$ 4,944.00	Over 18	\$0
Customer Service Training	\$ 2,060.00	Full Membership	\$16,640
Safety Training	\$ 1,545.00	Skate Only	\$2,080
<b>Operating Expenses</b>		<b>Climb Only</b>	
Pay roll taxes	\$ 27,398.00	Bike Only	\$0
Workers Comp	\$ 5,768.00	Other	\$0
Liability Insurance	\$ 37,080.00	Discounted Membership	\$12,480
Marketing/PR	\$ 15,450.00	Family Full Use Membership	\$62,400
Office equipment/supplies	\$ 3,708.00		\$119,080
Cleaning Supplies	\$ 4,120.00	<b>USE FEES</b>	
Equip/Ramp repairs	\$ 6,180.00	<b>MEMBER</b>	
Legal	\$ 2,575.00	Annual full use	\$12,480
Printing	\$ 2,060.00	annual skate	\$1,950
Travel	\$ 2,575.00	annual cycle	\$1,950
Entertainment	\$ 1,236.00	annual climb	\$2,600
Operational Utilities	\$ 72,100.00	10 day full use	\$5,200
Audio Visual	\$ 3,090.00	10 day skate	\$1,170
Retail Goods	\$ 12,360.00	10 day cycle	\$1,170
<b>Building Expenses</b>		<b>10 day climb</b>	
Building Repairs	\$ 10,300.00	day full use	\$3,120
	\$ -	day skate	\$624
<b>Total Annual Expenses</b>	<b>\$312,399.00</b>	day cycle	\$624
		day climb	\$624
		2 hr full use	\$3,120
		2 hr skate	\$780
		2 hr cycle	\$936
		2 hr climb	\$780
		<b>GUEST-Visitor use</b>	
		day full use	\$72,800
		day skate	\$14,040
		day cycle	\$14,040
		day climb	\$14,040
		10 day full use	\$78,000
		10 day skate	\$11,440
		10 day cycle	\$11,440
		10 day climb	\$11,440
		2 hr full use	\$72,800
		2 hr skate	\$7,488
		2 hr cycle	\$7,488
		2 hr climb	\$7,488
			\$360,802
		<b>Total Revenue</b>	<b>\$479,882</b>
		<b>Annual Profit</b>	<b>\$167,483.00</b>

Howelsen Hill Sports Complex Partners

Year 3	Total	Year 3	Total
<b>PERSONNEL</b>		<b>MEMBERSHIPS</b>	
<b>Operations Payroll</b>		<b>Under 18</b>	
Program Director	\$37,856	Full Membership	\$16,224
Full time x 2	\$0	Sibling Membership	\$4,326
Part time x 8	\$64,272	Skate Only	\$1,622
Technician X 2	\$0	Climb Only	\$0
<b>Professional Fees</b>		<b>Bike Only</b>	
Bookkeeper	\$5,142		\$0
Customer Service Training	\$2,142	<b>Over 18</b>	
Safety Training	\$1,607	Full Membership	\$17,306
<b>Operating Expenses</b>		Skate Only	\$2,163
Pay roll taxes	\$28,494	Climb Only	\$4,326
Workers Comp	\$5,999	Bike Only	\$0
Liability Insurance	\$38,563	<b>Other</b>	
Marketing/PR	\$16,068	Discounted Membership	\$12,979
Office equipment/supplies	\$3,856	Family Full Use Membership	\$64,896
Cleaning Supplies	\$4,285		\$123,843
Equip/Ramp repairs	\$6,427	<b>USE FEES</b>	
Legal	\$2,678		\$0
Printing	\$2,142	<b>MEMBER</b>	
Travel	\$2,678	Annual full use	\$12,979
Entertainment	\$1,285	annual skate	\$2,028
Operational Utilities	\$74,984	annual cycle	\$2,028
Audio Visual	\$3,214	annual climb	\$2,704
Retail Goods	\$12,854	10 day full use	\$5,408
<b>Building Expenses</b>		10 day skate	\$1,217
Building Repairs	\$10,712	10 day cycle	\$1,217
	\$0	10 day climb	\$1,217
<b>Total Annual Expenses</b>	<b>\$324,895</b>	day full use	\$3,245
		day skate	\$649
		day cycle	\$649
		day climb	\$649
		2 hr full use	\$3,245
		2 hr skate	\$811
		2 hr cycle	\$973
		2 hr climb	\$811
		<b>GUEST-Visitor use</b>	
		day full use	\$75,712
		day skate	\$14,602
		day cycle	\$14,602
		day climb	\$14,602
		10 day full use	\$81,120
		10 day skate	\$11,898
		10 day cycle	\$11,898
		10 day climb	\$11,898
		2 hr full use	\$75,712
		2 hr skate	\$7,788
		2 hr cycle	\$7,788
		2 hr climb	\$7,788
			\$375,234
		<b>Total Revenue</b>	<b>\$499,077</b>
		<b>Annual Profit</b>	<b>\$174,182.32</b>

Year 4	Total	Year 4	Total
<b>PERSONNEL</b>		<b>MEMBERSHIPS</b>	
<b>Operations Payroll</b>		<b>Under 18</b>	
Program Director	\$39,370	Full Membership	\$16,873
Full time x 2	\$0	Sibling Membership	\$4,499
Part time x 8	\$66,843	Skate Only	\$1,687
Technician X 2	\$0	Climb Only	\$0
<b>Professional Fees</b>		<b>Bike Only</b>	
Bookkeeper	\$5,347	Over 18	\$0
Customer Service Training	\$2,228	Full Membership	\$17,998
Safety Training	\$1,671	Skate Only	\$2,250
<b>Operating Expenses</b>		<b>Climb Only</b>	
Pay roll taxes	\$29,634	Bike Only	\$0
Workers Comp	\$6,239	<b>Other</b>	
Liability Insurance	\$40,106	Discounted Membership	\$13,498
Marketing/PR	\$16,711	Family Full Use Membership	\$67,492
Office equipment/supplies	\$4,011		\$128,797
Cleaning Supplies	\$4,456	<b>USE FEES</b>	
Equip/Ramp repairs	\$6,684	<b>MEMBER</b>	
Legal	\$2,785	Annual full use	\$13,498
Printing	\$2,228	annual skate	\$2,109
Travel	\$2,785	annual cycle	\$2,109
Entertainment	\$1,337	annual climb	\$2,812
Operational Utilities	\$77,983	10 day full use	\$5,624
Audio Visual	\$3,342	10 day skate	\$1,265
Retail Goods	\$13,369	10 day cycle	\$1,265
<b>Building Expenses</b>		<b>10 day climb</b>	
Building Repairs	\$11,140	day full use	\$3,375
		day skate	\$675
		day cycle	\$675
		day climb	\$675
		2 hr full use	\$3,375
		2 hr skate	\$844
		2 hr cycle	\$1,012
		2 hr climb	\$844
		<b>GUEST-Visitor use</b>	
		day full use	\$78,740
		day skate	\$15,186
		day cycle	\$15,186
		day climb	\$15,186
		10 day full use	\$84,365
		10 day skate	\$12,374
		10 day cycle	\$12,374
		10 day climb	\$12,374
		2 hr full use	\$78,740
		2 hr skate	\$8,099
		2 hr cycle	\$8,099
		2 hr climb	\$8,099
			\$390,243
		<b>Total Revenue</b>	<b>\$519,040</b>
		<b>Annual Profit</b>	<b>\$180,771.05</b>

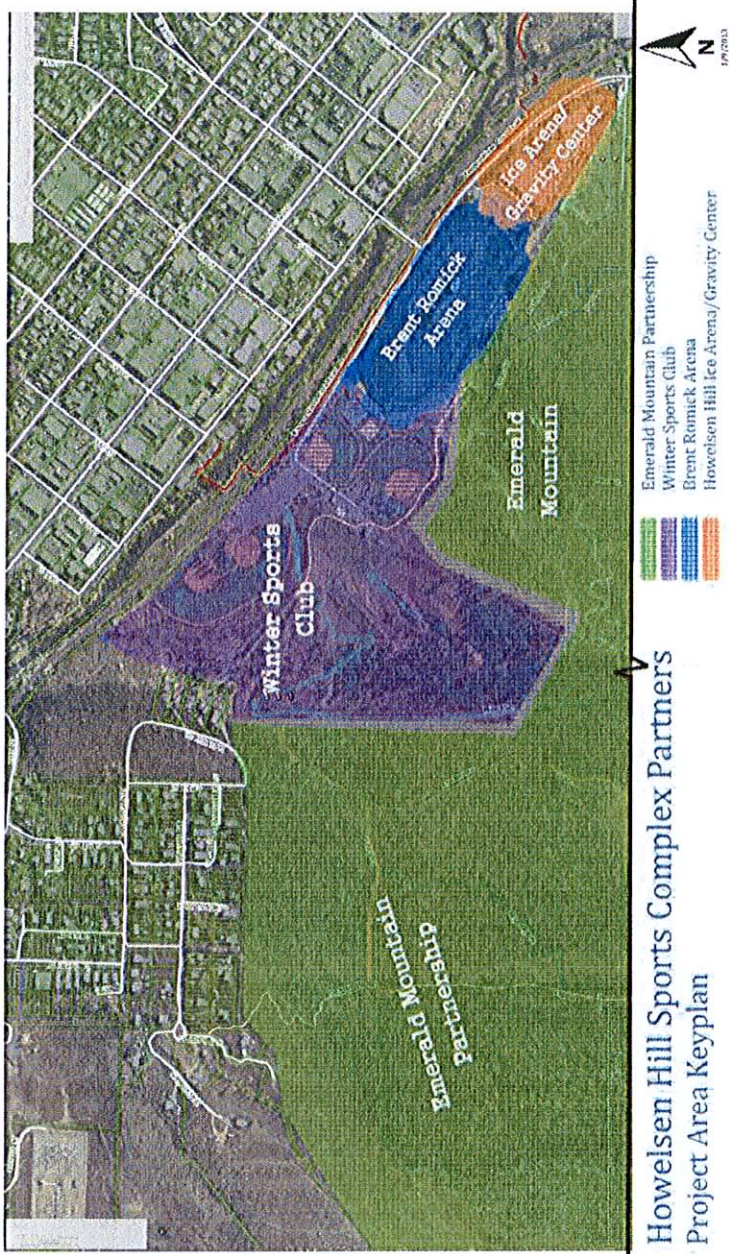
Howelsen Hill Sports Complex Partners

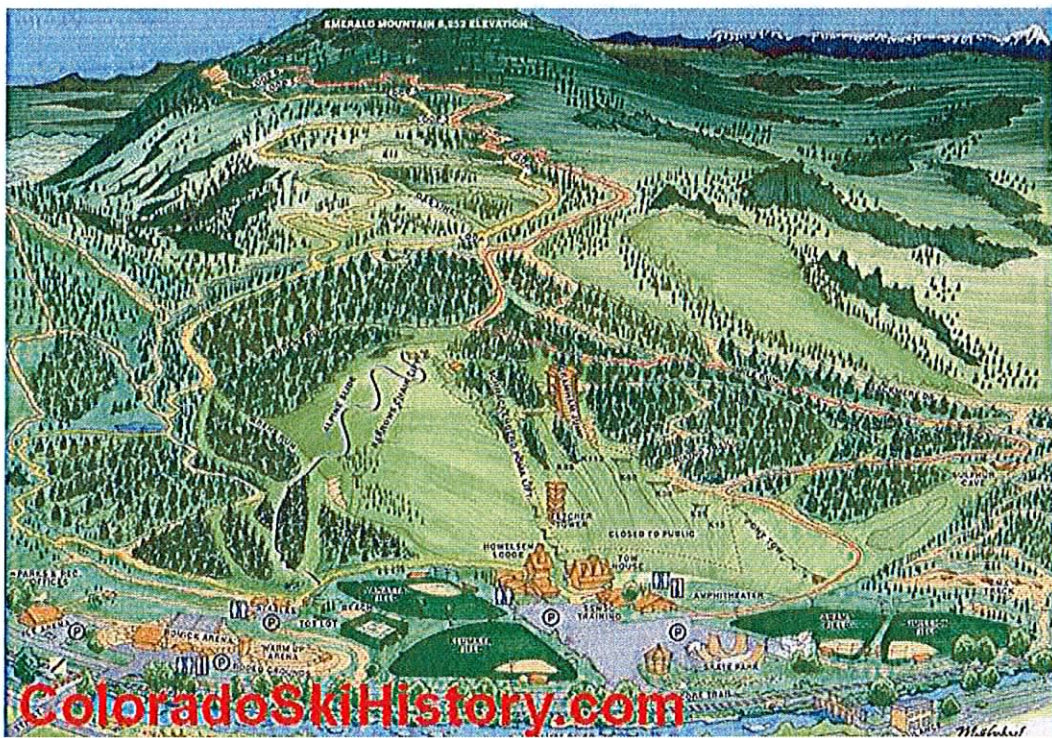
Year 5	Total	Year 5	Total
<b>PERSONNEL</b>		<b>MEMBERSHIPS</b>	
Operations Payroll	\$ -	Under 18	
Program Director	\$ 40,945.05	Full Membership	\$17,548
Full time x 2	\$ -	Sibling Membership	\$4,679
Part time x 8	\$ 69,516.60	Skate Only	\$1,755
Technician X 2	\$ -	Climb Only	\$0
<b>Professional Fees</b>		Bike Only	\$0
Bookkeeper	\$ 5,561.33	Over 18	
Customer Service Training	\$ 2,317.22	Full Membership	\$18,718
Safety Training	\$ 1,737.91	Skate Only	\$2,340
<b>Operating Expenses</b>		Climb Only	\$4,679
Pay roll taxes	\$ 30,819.02	Bike Only	\$0
Workers Comp	\$ 6,488.22	Other	
Liability Insurance	\$ 41,709.96	Discounted Membership	\$14,038
Marketing/PR	\$ 17,379.15	Family Full Use Membership	\$70,192
Office equipment/supplies	\$ 4,171.00		\$133,949
Cleaning Supplies	\$ 4,634.44	USE FEES	\$0
Equip/Ramp repairs	\$ 6,951.66	<b>MEMBER</b>	
Legal	\$ 2,896.52	Annual full use	\$14,038
Printing	\$ 2,317.22	annual skate	\$2,193
Travel	\$ 2,896.52	annual cycle	\$2,193
Entertainment	\$ 1,390.33	annual climb	\$2,925
Operational Utilities	\$ 81,102.69	10 day full use	\$5,849
Audio Visual	\$ 3,475.83	10 day skate	\$1,316
Retail Goods	\$ 13,903.32	10 day cycle	\$1,316
<b>Building Expenses</b>		10 day climb	\$1,316
Building Repairs	\$ 11,586.10	day full use	\$3,510
	\$ -	day skate	\$702
<b>Total Annual Expenses</b>	<b>\$351,800.09</b>	day cycle	\$702
		day climb	\$702
		2 hr full use	\$3,510
		2 hr skate	\$877
		2 hr cycle	\$1,053
		2 hr climb	\$877
		<b>GUEST-Visitor use</b>	
		day full use	\$81,890
		day skate	\$15,793
		day cycle	\$15,793
		day climb	\$15,793
		10 day full use	\$87,739
		10 day skate	\$12,868
		10 day cycle	\$12,868
		10 day climb	\$12,868
		2 hr full use	\$81,890
		2 hr skate	\$8,423
		2 hr cycle	\$8,423
		2 hr climb	\$8,423
			\$405,853
		<b>Total Revenue</b>	<b>\$539,802</b>
		<b>Annual Profit</b>	<b>\$188,001.89</b>

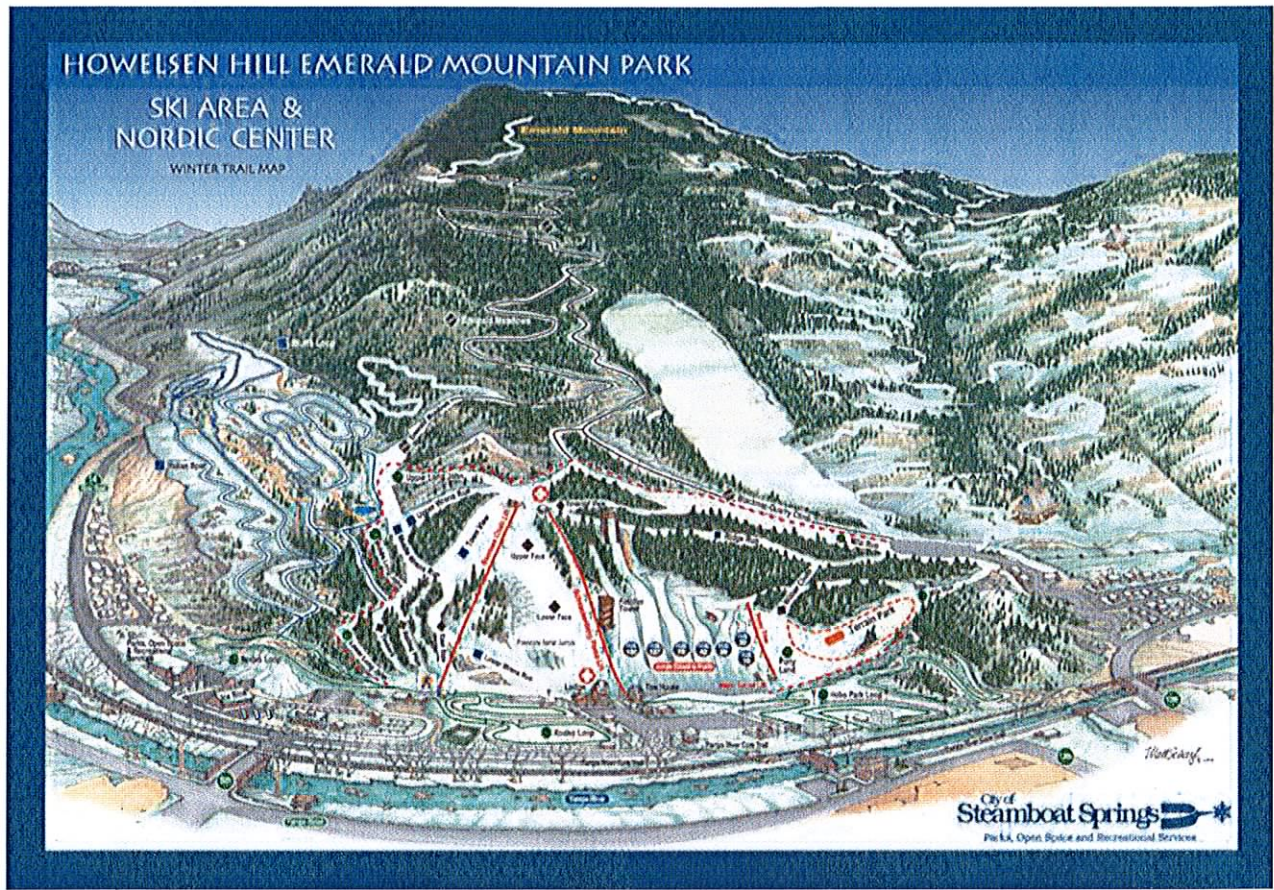
Year 6	Total	Year 6	Total
<b>PERSONNEL</b>		<b>MEMBERSHIPS</b>	
<b>Operations Payroll</b>		<b>Under 18</b>	
Program Director	\$42,583	Full Membership	\$18,250
Full time x 2	\$0	Sibling Membership	\$4,867
Part time x 8	\$72,297	Skate Only	\$1,825
Technician X 2	\$0	Climb Only	\$0
<b>Professional Fees</b>		<b>Bike Only</b>	
Bookkeeper	\$5,784		\$0
Customer Service Training	\$2,410	<b>Over 18</b>	
Safety Training	\$1,807	Full Membership	\$19,466
<b>Operating Expenses</b>		Skate Only	\$2,433
Pay roll taxes	\$32,052	Climb Only	\$4,867
Workers Comp	\$6,748	Bike Only	\$0
Liability Insurance	\$43,378	<b>Other</b>	
Marketing/PR	\$18,074	Discounted Membership	\$14,600
Office equipment/supplies	\$4,338	Family Full Use Membership	\$72,999
Cleaning Supplies	\$4,820		\$139,307
Equip/Ramp repairs	\$52,137	<b>USE FEES</b>	
Legal	\$3,012		\$0
Printing	\$2,410	<b>MEMBER</b>	
Travel	\$3,012	Annual full use	\$14,600
Entertainment	\$1,446	annual skate	\$2,281
Operational Utilities	\$84,347	annual cycle	\$2,281
Audio Visual	\$3,615	annual climb	\$3,042
Retail Goods	\$14,459	10 day full use	\$6,083
<b>Building Expenses</b>		10 day skate	\$1,369
Building Repairs	\$12,050	10 day cycle	\$1,369
		10 day climb	\$1,369
		day full use	\$3,650
		day skate	\$730
<b>Total Annual Expenses</b>	<b>\$410,779.82</b>	day cycle	<b>\$730</b>
		day climb	\$730
		2 hr full use	\$3,650
		2 hr skate	\$912
		2 hr cycle	\$1,095
		2 hr climb	\$912
		<b>GUEST-Visitor use</b>	
		day full use	\$85,166
		day skate	\$16,425
		day cycle	\$16,425
		day climb	\$16,425
		10 day full use	\$91,249
		10 day skate	\$13,383
		10 day cycle	\$13,383
		10 day climb	\$13,383
		2 hr full use	\$85,166
		2 hr skate	\$8,760
		2 hr cycle	\$8,760
		2 hr climb	\$8,760
			\$422,087
		<b>Total Revenue</b>	<b>\$561,394</b>
		<b>Annual Profit</b>	<b>\$150,614.25</b>



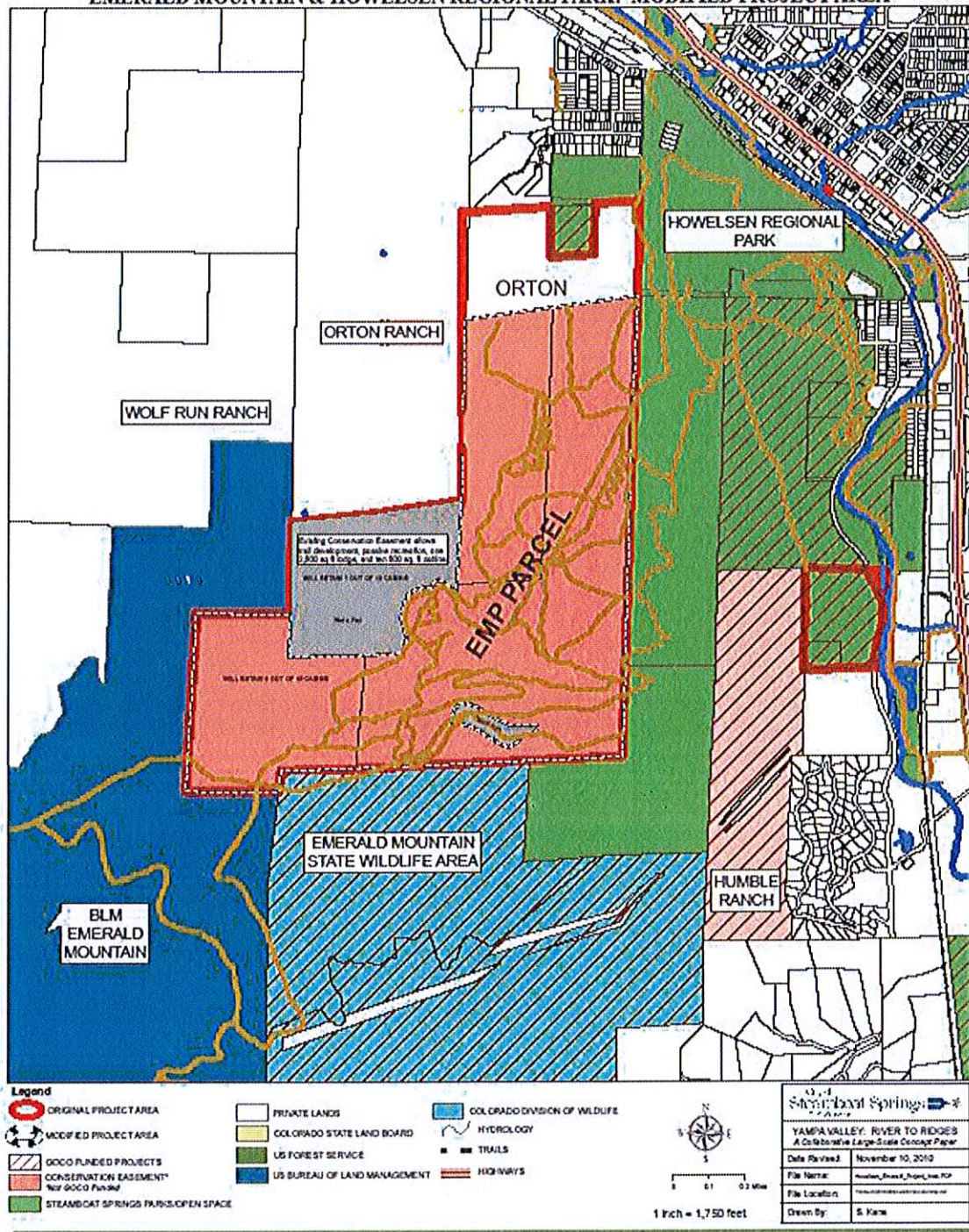
**MAPS AND DRAWINGS**







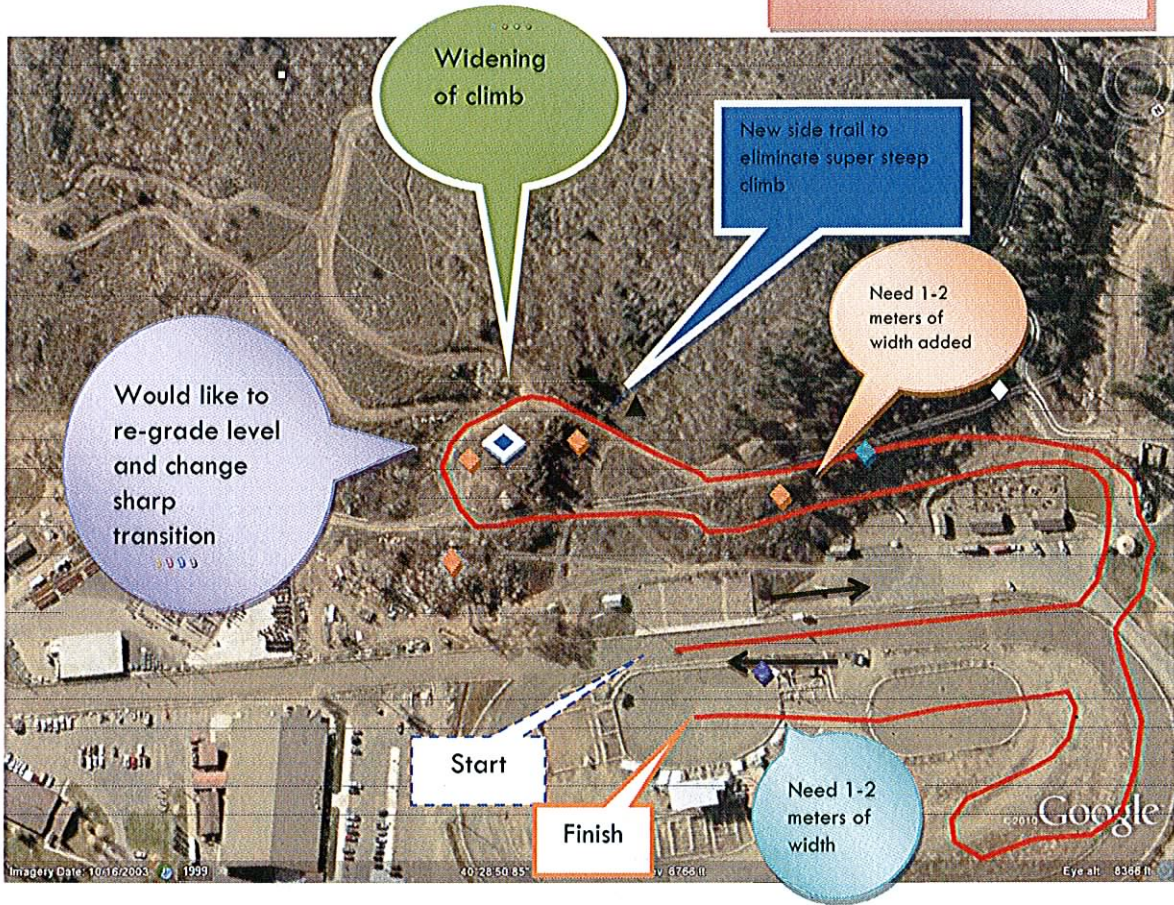
**EMERALD MOUNTAIN & HOWELSEN REGIONAL PARK: MODIFIED PROJECT AREA**



City of Steamboat Springs ~ PO Box 775088 ~ Steamboat Springs ~ CO ~ 80477 ~ (970) 879-2060 ~ www.steamboatsprings.net



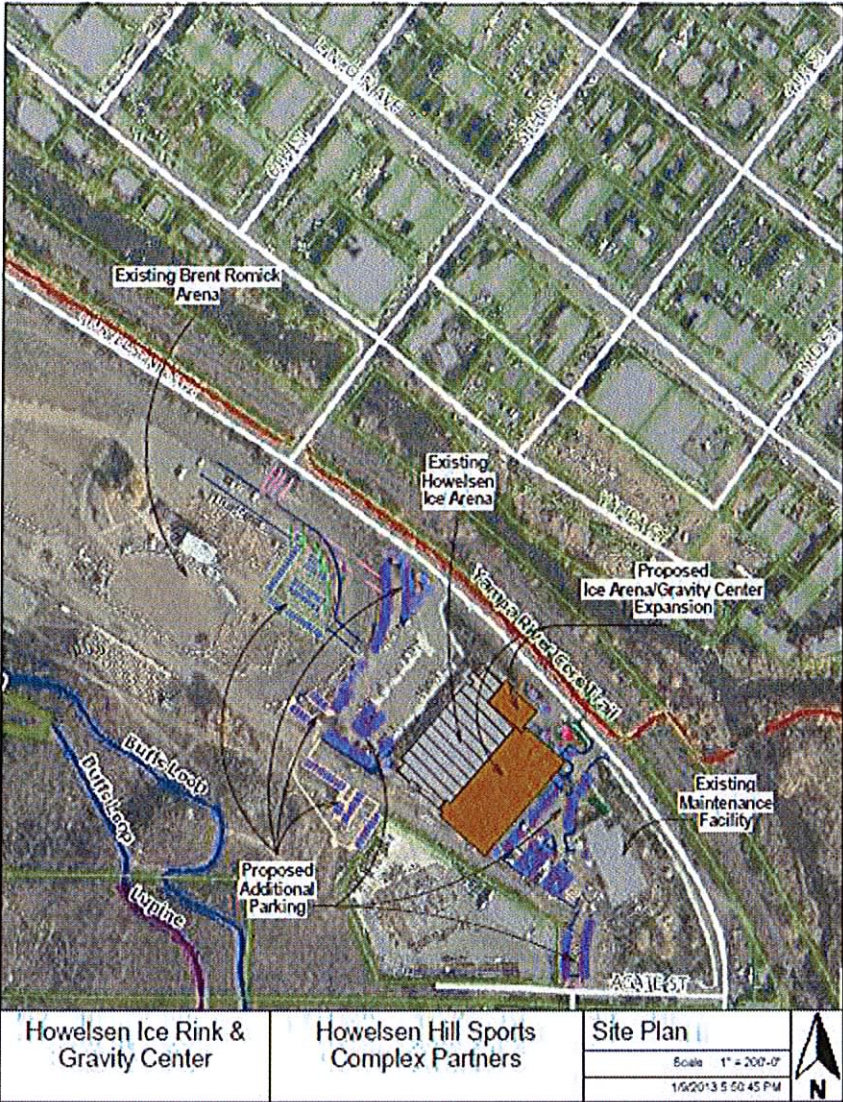
**SSWSC**  
Sprint Course  
1.37K



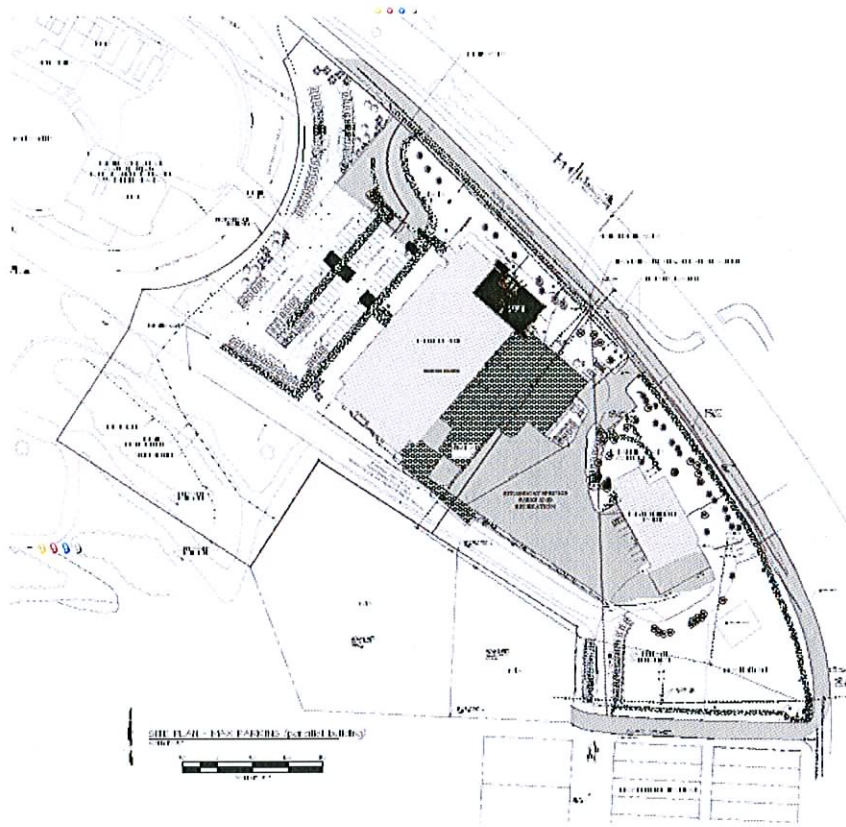


Romick Arena  
Schematic Design Plan  
(more details available in Exhibit 2)





# SGC Site Plan



- Legend and notes detailing site specifications, materials, and construction requirements.
- Notes: 1. ALL CONSTRUCTION SHALL BE IN ACCORDANCE WITH THE CITY OF DENVER SPECIFICATIONS FOR CONSTRUCTION.
- Notes: 2. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF DENVER AND THE STATE OF COLORADO.
- Notes: 3. THE CONTRACTOR SHALL MAINTAIN ACCESS TO ALL ADJACENT PROPERTIES AT ALL TIMES.
- Notes: 4. THE CONTRACTOR SHALL PROTECT ALL EXISTING UTILITIES AND STRUCTURES.
- Notes: 5. THE CONTRACTOR SHALL MAINTAIN ADEQUATE DRAINAGE AND EROSION CONTROL MEASURES THROUGHOUT CONSTRUCTION.
- Notes: 6. THE CONTRACTOR SHALL MAINTAIN ADEQUATE ACCESS TO ALL ADJACENT PROPERTIES AT ALL TIMES.
- Notes: 7. THE CONTRACTOR SHALL MAINTAIN ADEQUATE ACCESS TO ALL ADJACENT PROPERTIES AT ALL TIMES.
- Notes: 8. THE CONTRACTOR SHALL MAINTAIN ADEQUATE ACCESS TO ALL ADJACENT PROPERTIES AT ALL TIMES.
- Notes: 9. THE CONTRACTOR SHALL MAINTAIN ADEQUATE ACCESS TO ALL ADJACENT PROPERTIES AT ALL TIMES.
- Notes: 10. THE CONTRACTOR SHALL MAINTAIN ADEQUATE ACCESS TO ALL ADJACENT PROPERTIES AT ALL TIMES.

City of Denver  
Department of Public Works  
Engineering Division  
1500 Court and Civic Center Blvd.  
Denver, CO 80202  
Phone: 303.269.3000  
www.denvergov.org

**HOWELSEN ICE ARENA**  
1500 Court and Civic Center Blvd.  
Denver, CO 80202  
Phone: 303.269.3000  
www.denvergov.org

gltll  
2008

## **SUMMARY**

Howelsen Hill Sports Complex Partners came together for this RFP because we believe we are stronger together than we are individually. We understand there are significant synergies and savings when we plan and construct multi-use facilities that may be used on a year-round basis. Developing Howelsen Hill and Emerald Mountain into a true year-round destination will attract new and returning visitors to Steamboat Springs.

We are asking for approximately \$8 million and will raise an estimated \$5.3 million for an overall investment in Steamboat Springs of over \$13 million. Projections show over \$10 million in revenue contribution to the lodging community over 10 years. In addition to lodging revenues, there is expanded financial opportunity with this project that has significant economic impact via job creation, city and state tax revenues and indirect economic benefit.

A broad base of constituent groups will benefit from the improvements set forth in this proposal. Additional groups, such as mountain bikers will significantly benefit from the trail construction on Emerald Mountain and the facility improvements at the Romick Arena complex. These improvements and construction will create more opportunity for Steamboat to host local, regional and world class cycling events. The opportunity for other committed cycling and trail advocacy organizations, such as Routt County Riders and Bike Town USA Initiative, to contribute and participate in the proposed base area improvements at Howelsen Hill will further strengthen the positive economic and community benefits of this project.

In conclusion, the Howelsen Hill Sports Complex Partnership provides the largest opportunity with the broadest constituency base that allows for Steamboat Springs to capitalize on, and further develop, new economic benefits for local businesses and the City of Steamboat Spring. By awarding this Partnership group the Accommodations Tax revenues, the community will leverage, enhance, and create economic and social benefit for visitors, competitors, recreationalists, and community members.

We look forward to bringing this vision to life with passion and commitment.

- The Howelsen Hill Sports Complex Partners

**Exhibit 1**  
Letters of support



**Alpine Bank**

---

**Steamboat Springs**

1901 Pine Grove Road, Suite 101  
Steamboat Springs, Colorado 80487  
970-871-1901  
Fax 970-879-8597

January 3, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council  
137 10<sup>th</sup> Street  
Steamboat Springs CO 80487

Dear Committee Members and Council Members:

I am writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Howelsen Hill Park is an amazing, one of a kind amenity in the heart of our community and embodies the western heritage and athletic lifestyle of Routt County. I am excited about the improvements proposed by Howelsen Hill Sports Complex Partners and believe they will provide increased year-round athletic and entertainment opportunities which will in turn attract additional visitors to the community. I support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach.

The comprehensive multi-purpose improvements planned by Howelsen Hill Sports Complex Partners serves the best interest of many of the diverse voices and faces in our community. I am particularly impressed that four non-profit organizations have joined forces to maximize the offerings at the Howelsen Hill City Park. It is refreshing that these groups have come together, rather than compete against one another, to improve efficiencies in construction and programming, as well as leverage the lodging tax dollars into greater improvements via grants and public & private donations.

I urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill. Don't hesitate to contact me at 870-7418 should you have any questions or comments.

Sincerely,

Adonna Allen  
Fourth Generation Steamboat Native  
President Alpine Bank Steamboat Springs



January 7, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

On behalf of our combined Honey Stinger, Big Agnes and BAP! staff of nearly 70 employees, I am writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners and more specifically the Emerald Mountain Trail System Enhancement portion of the proposal. Emerald Mountain is unique to Steamboat Springs, and we believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide a variety of athletic and entertainment opportunities that will attract visitors to the community.

Although our group is particularly interested in trails and facilities for mountain biking, hiking, trail running and Nordic skiing/ potential biathlon activities, we understand and support the need for public improvements that accommodate a variety of compatible uses. We are particularly excited about the possibility for an enhanced, sustainably built multi-purpose trail system. I personally ski, hike and mountain bike on this trail network with family, friends and visitors weekly so this property and its recreation potential is of great importance to me.

These enhancements will make Steamboat Springs even more attractive to groups like ours and will help us increase visitors to Steamboat by increasing and improving upon the facilities nearby our current and future headquarters on Yampa Street. We look forward to hosting our Steamboat Stinger mountain bike/ trail running race there for years to come and the prospect of improved or enhanced facilities will undoubtedly be a daily draw for our employees and their families and visitors that we collectively bring to town. We host a variety of meetings throughout the year and often bring visiting guests mountain biking and hiking on the property.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

Bill Gamber  
Via Email

President, Honey Stinger, Big Agnes, BAP!

Jay Bowman  
POB 776352  
Steamboat Springs, CO 80477

January 7, 2013

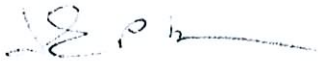
Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,



Jack P. (Jay) Bowman  
Treasurer, Steamboat Gravity Center

# Brooks Design / Build Inc.

January 9<sup>th</sup>, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council  
137 10<sup>th</sup> Street  
Steamboat Springs, CO 80477



## RE: Gravity Center

Dear Committee Members and Council Members:

I am writing this letter in support of the accommodations tax proposal submitted by Howelson Hill Sports Complex Partners. Howelson Hill (and its existing attributes) is an extremely unique asset when comparing Steamboat Spring to other mountain communities. By adding the Gravity Center to the Ice Rink Facilities, we will be creating a more inclusive complex that better accommodates a greater number of members of the community as well as visitors to Steamboat. It is imperative that when facilities like this are added to Steamboat, that they are centrally located, where children and families can walk or bike regardless of weather or time of year. With the Recreation Center that was proposed in 2007, the mountain location was one of the biggest negatives (as well as the cost).

If done properly these facilities should not only be an asset to our residents but also an incentive for tourists deciding which location offers the most opportunities for the entire family. As part of your approval, please ensure that the new facility and the funds for running the facility are used for its intended purpose. Don't let the building / use morph into something different than what was approved without significant discussion in the public format.

Sincerely,

Handwritten signature of Brian Hanlen.

Brian Hanlen  
President, Brooks Design / Build, Inc.



2375 Clubhouse Drive  
Steamboat Springs, CO  
80487

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

Kristi and Jeffrey Brown

Jerald D. Buelter

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

Jerald D Buelter  
Asst. Principal  
Steamboat Springs Middle School

January 4, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

I am writing in support of an accommodations tax proposal being submitted by the Howelsen Hill Sports Complex Partners for improvements at Howelsen Hill Park.

Improvements to the rodeo arenas, public plazas, trail systems and ice-skating facilities at Howelsen Hill Park are important to the future of Steamboat Springs and Routt County. The benefits include:

- Positive promotion of our authentic western heritage and lifestyle
- Positive reinforcement of our year-round athletic heritage and lifestyle
- Continuation and expansion of entertainment venues
- A common "gathering-spot" for locals and visitors that showcases our community's history and future vision of inter-reliance between agriculture and recreation
- Facilities that can be utilized by the entire community
- An economic driver that benefits the City of Steamboat and Routt County
- Continued collaboration between the Howelsen Park non-profit groups

Thank you for your consideration of this proposal. Funding this project will ensure a unified plan for Howelsen Park.

If I can be of any further assistance regarding my support of this project please contact me at 970-879-4370 or by e-mail [mداughenbaugh@communityagalliance.org](mailto:mداughenbaugh@communityagalliance.org)

Sincerely,



Marsha Daughenbaugh  
Executive Director, Community Agriculture Alliance

**BOARD OF DIRECTORS**

Shine Atha, Chair  
Dan Bell, Secretary  
Medora Fralick, Treasurer  
Chris Bradley  
Greg Brown  
Barry Castagnasso  
Diane Holly  
Brett Mason  
Erika Murphy  
Brian Smith  
Kathy Smith  
Regina Wendler  
Deb Werner  
Wayne Shoemaker

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Ren Martyn  
Nancy Merrill  
Andy Schaffner  
Nancy Stahoviak  
Rich Tremaine

**STAFF**

Marsha Daughenbaugh  
Nancy B Kramer  
Michele Meyer

Community Agriculture Alliance  
P. O. Box 774134  
Steamboat Springs CO 80477  
970-879-4370  
[www.communityagalliance.org](http://www.communityagalliance.org)

COWBOY ROUNDUP DAYS COMMITTEE  
P.O. BOX 774766  
STEAMBOAT SPRINGS, CO.  
80477

January 7, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

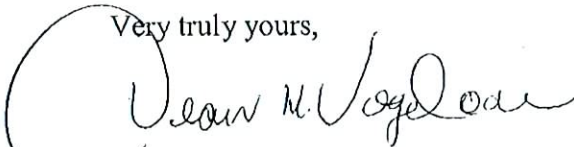
Dear Committee Members and Council Members:

The Cowboy Roundup Days committee is an unofficial but active group of local community members that meets several times per year to co-ordinate and support a variety of Western Heritage events that represent our history. These events are primarily focused around the July 4<sup>th</sup> time frame, which is when the original Cowboy Roundup Days activities were founded. The Steamboat Springs Pro Rodeo series is the lead event and our group, while not involved in the Pro Rodeo, works to include the Cattle Drive (when possible), the Ranch Rodeo and other competitive horse events at Romick Arena.

While our specific interest is more in the area of the equestrian and ranch livestock events, we are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. The Howelsen Hill area is especially unique to Steamboat Springs and we believe the improvements proposed by this group will provide a variety of athletic entertainment opportunities that will not only attract visitors to the community, but benefit many of our locals. Obviously, we are very excited about the possibility for a second equestrian area and much need improvements for the "plaza area." We are equally excited the subject proposal demonstrates an on-going collaboration and spirit between long-standing groups who have shared in the use of the Howelsen area for many years.

We ask that you favorably consider the accommodations tax for improvements at Howelsen Hill.

Very truly yours,



Dean H. Vogelaar  
Chairman

January 9, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council  
137 10<sup>th</sup> Street  
Steamboat Springs, Colorado 80487

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Eco-Arch, LLC, are interested in all of the amenities at Howelsen Hill that currently consists of rodeo, equestrian, figure and hockey skating, Alpine and Nordic skiing and snowboarding, "The Howler" Alpine Slide, biking and hiking trails on Emerald Mountain, baseball and softball Fields, outdoor skateboard park, Summer Concert Series, et. Al. I personally have utilized and enjoyed every single amenity mentioned above in the 10+ years that I have lived here.

Howelsen Hill, being steeped in ski history, currently offers all this at one location. With the proposed enhancements and new amenities that have been packaged by the Howelsen Hill Sports Complex Partners, it has the potential to provide a truly unique world class venue that accommodates a variety of compatible uses. These enhancements at Howelsen Hill will be of a substantial benefit to the locals of Steamboat Springs. Business and community members alike can enjoy these improvements and new amenities, and at the same time, Steamboat Springs will become more attractive to visitors including individuals, families and numerous groups with diverse interests, year round.

This proposal being forwarded by 4 non-profit organizations demonstrates an economy of scale in programming, construction, and operations and maintenance to the taxpayer benefit in a comprehensive plan. This plan leverages the lodging tax dollars by necessitating public-private partnership and funding from not only taxpayers, but from numerous stakeholders via private donations, fundraising, and grants.

We strongly urge you to favorably consider dedicating the accommodations tax to these improvements at Howelsen Hill.

Sincerely,



Leslie D. Gamel  
Principal

encl: Howelsen Hill, Steamboat Spring



# Howelsen Hill, Steamboat Springs

## AREA STATICS

50 acres

## BASE ELEVATION

6696 feet/2036 meters

## SUMMIT ELEVATION

7136 feet/2170 meters

## ANNUAL SNOWFALL

150.0 inches/381 cm

## VERTICAL DROP

440 ft

## TRAILS

21 kilometers / 13 miles

## TERRAIN

12 slopes, 37.5 degrees grade

## SNOWMAKING

50%

## LIGHTS

Night Activities

## DIRECTIONS

Downtown Steamboat Springs

## AMENITIES

Brent Romick Arena/ProRodeo Series

Howelsen Ice Arena

"Howler" alpine slide

Biking and Hiking Trails

Baseball/softball Tournaments

Skateboard Park

Tennis and Volleyball courts

Summer Concert Series

## HISTORY to PRESENT

By Bill Fetcher

<http://www.coloradoskihistory.com/history/open/howelsen.html>

Howelsen Hill, located across the Yampa River from downtown Steamboat Springs, and owned and operated by the city, has the distinction of being one of the country's oldest ski areas in continuous use. It is the only ski area listed on the Colorado State Register of Historic Places. Over the decades nearly 70 Winter Olympians have trained on its slopes and jumps. Prior to its use as a ski hill it was the town's Elk Park, a small wildlife preserve. And prior to the arrival of Norwegian skier Carl Howelsen in 1913, skiing was regarded only as a practical means of getting about in snow during Colorado's long winters. Howelsen would introduce the sporting aspects of skiing to the populace with ski jumping and cross-country competitions. His influence would be felt throughout the Rocky Mountains. He made his home in a cabin in Strawberry Park just north of town and found work as a mason and bricklayer when not involved with skiing.

Early 1914 found Howelsen organizing the Steamboat Springs Winter Sports Club training program for youngsters, and the first Winter Carnival that featured a ski jumping exhibition on Woodchuck Hill, site of the present Colorado Mountain College. Convinced that ski jumping records could be broken if he had a steeper slope, he looked to the north-facing hill across the river that abutted Elk Park. That fall, trees and brush were cleared and a jump built, ready for the town's second Winter Carnival. The slope was named Howelsen Hill in 1917. The elk herd was relocated a few years later.

Howelsen Hill, with a vertical rise of only 440 feet, would remain a jumping hill through the 1920s when interest in the Alpine disciplines, slalom and downhill, would surface. In 1931 a slalom course was cleared on the east flank of the hill and the first slalom events held.

The first lift on Howelsen Hill was a boat tow, built in 1934, nothing more than a sled pulled by cable to haul lumber and other construction materials up to repair and maintain the jumps. By then there were two take-off platforms. Because this crude lift was found to be useable by skiers, in 1937 it was relocated and extended to the top of Howelsen Hill and rebuilt as a double-reversible, or "jigback," with two ten-passenger sleds pulled by an electric winch at the base. This homemade tow, with a length of 1000 feet and vertical rise of 440 feet, would see service till 1970.

In 1935 the first Winter Carnival Night Show, with torchlight parades, ski jumping through a fiery hoop and fireworks was presented on Howelsen Hill. The following year would see the first "Lighted Man" spectacle. Night skiing was offered as early as 1937 and is still featured.

In 1945 a rope tow for beginners was built on Sulphur Cave Hill just west of the jumps. Work began on the base lodge: it was completed in 1946. Mechanisms were in place, namely Steamboat's skiing heritage, post-war optimism, and possible competition with two major Colorado areas, Aspen and Winter Park, for this little ski area to consider expansion.

Construction of "The World's Longest Single-Span Ski Lift" began in 1947. With a length of 8,850 feet and a vertical rise of 1,440 feet, it would pass over the top of Howelsen Hill and continue to the summit of Emerald Mountain. It was built by the Mine and Smelter Supply Co. of Denver using patents by Ernest G. Constam, Swiss inventor of the T-bar. The lift had 120 T-bars and 60 single chairs passing through 22 wooden, portal towers, all driven by a 75 hp electric motor at the base. A handsome, log Tow House was built to house the lift's drive machinery as well as the winch for the boat tow. The lift began service at the end of January 1948. The chairs were combined with the T-bars, two T-bars between each chair, for the lift's opening season and the following 1948-'49 season. Beginning that summer the chairs were only used for sightseers and would be replaced by the T-bars for ski season

Unfortunately the Emerald Mountain Lift would become a victim of inferior technology. Lifts from that period had been built with tower and terminal sheaves with rubber liners. Constam's patents specified unlined steel sheaves, which were not only noisy but the ensuing vibration caused the cable to wear prematurely. The cost of replacing three miles of cable every two years was prohibitive on a lift that was already a financial liability. In 1954 it was shortened to serve only Howelsen Hill. Summer chairlift operation would continue for another two years. The old lifeline and ghosts of ski runs on Emerald Mountain can still be seen. The lift rumbled on till 1969 when the Colorado Passenger Tramway Safety Board condemned it as unsafe as it lacked required safety devices. It was replaced in 1970 by the present (platter) Pomalift. The boat tow was removed as well to accommodate grading of the jump outruns. Its right-of-way would be taken over by the H.S. (Hill Size) 100 jump.

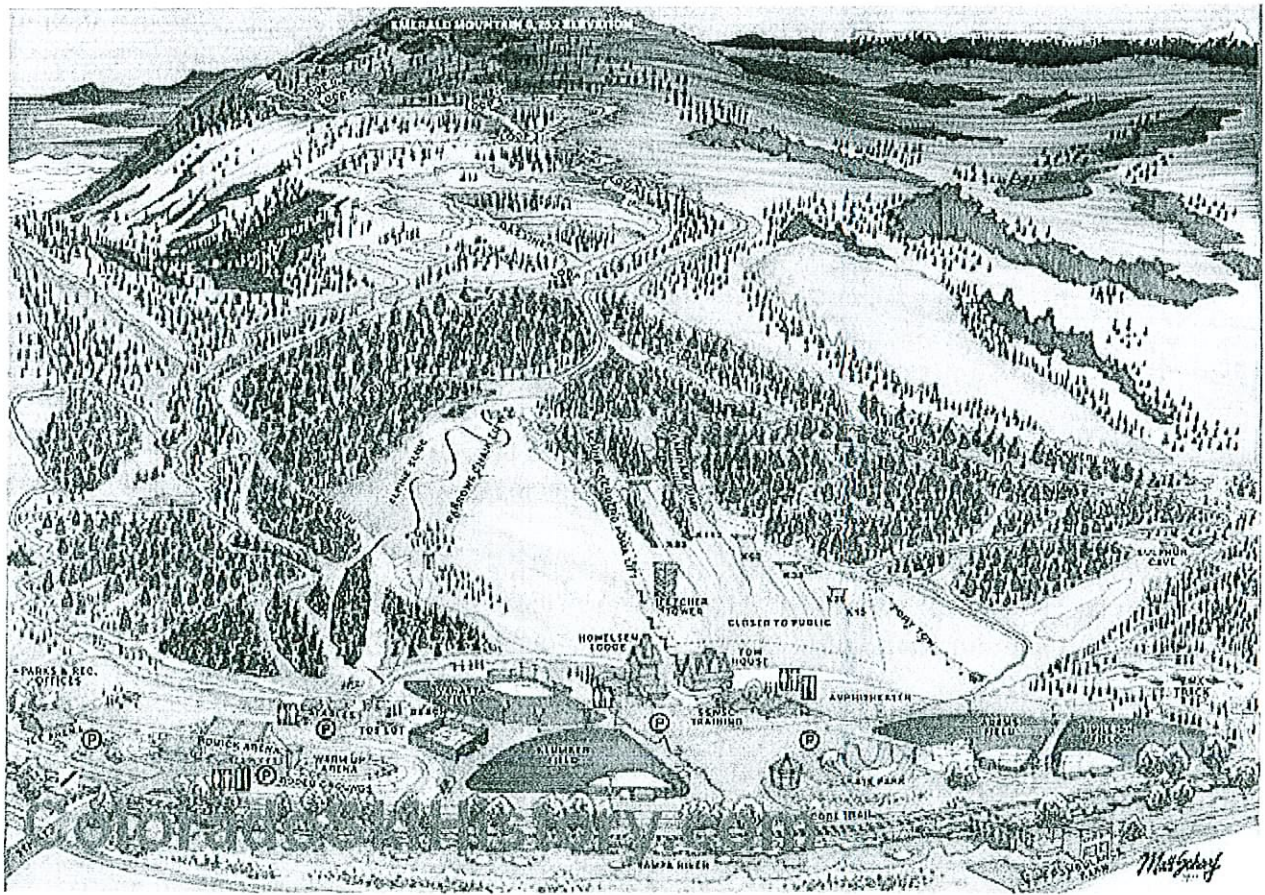
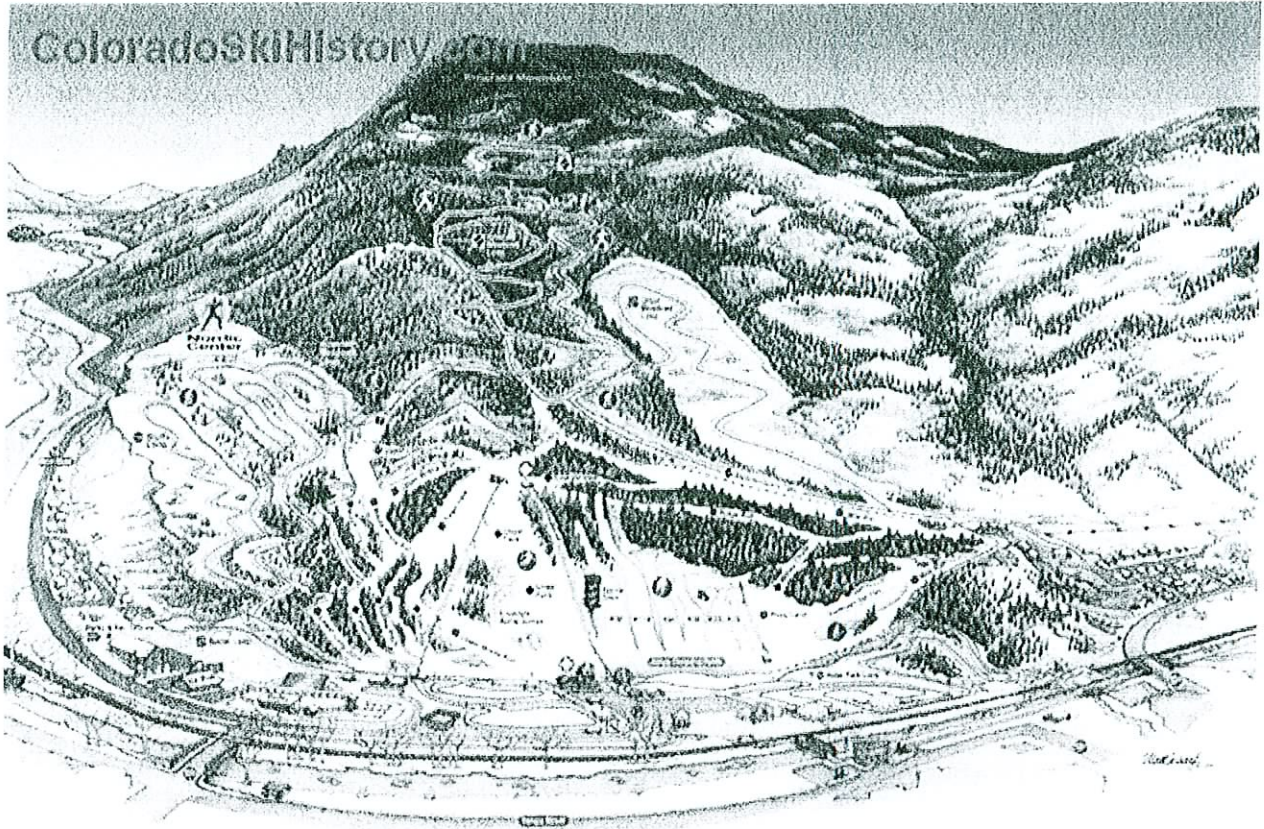
The rope tow was moved from Sulphur Cave in 1953 to serve the slalom hill. This was unsatisfactory as the hill was too steep for a rope tow. In 1955 it was relocated to the present beginners slope. It was replaced by a Pony wire-rope handle-tow in 1989 and the beginners hill named Ponyland. A Heron-Poma double chairlift was installed that year as well, transplanted from the defunct Steamboat Lake area. The chairlift gets its most use in summer, serving the "Howler" alpine slide, built in 1999. In 2003 a Magic Carpet conveyor-belt lift was installed on the Ponyland slope. Four years later another conveyor lift was installed replacing the 1989 Pony handle-tow. It's designed to accommodate snow-tubes for evening tubing activities. Also in 2007 slope lighting was improved. At present there are four lifts serving a dozen trails.

The lodge was expanded in 1991 to include the Olympian Hall meeting room, offices and training facilities.

Since the beginning in 1914 the ski jumps would need rebuilding roughly every five or ten years to meet new regulations as well as to counteract a tendency for the hill to slide. In 1959 the two largest jumps, H.S.127 and H.S.100, were contoured to meet FIS standards. After a fire destroyed the landing platform of the H.S.127 jump in May 1972, it was decided to rebuild the entire complex, taking advantage of Howelsen Hill's natural setting. A steel judge's tower built in 1975 replaced earlier wooden structures. Work was completed in the fall of 1977 and the Howelsen Hill Ski Jumping Complex dedicated in January 1978. There are now seven jumps: H.S.127, 100, 75, 42, 28, 20 and 10. In 2005 a plastic surface was installed on the H.S.75 jump, which permits year-round training.

The ensuing years would see the rise of freestyle skiing and snowboarding. Howelsen Hill would be obliged to adapt to these new trends and provide training facilities. Cross-country skiing, always popular given Carl Howelsen's Nordic roots, would become more so and trails of varying lengths would be cleared. In December 1996 the enclosed Howelsen Ice Arena was completed. No longer did skaters have to shovel tons of fresh snow from makeshift rinks to enjoy their sport. Prior to that date, ice-skating in Steamboat Springs was regarded as little more than a novelty.

Summer activities offered at Howelsen Hill have increased over the years. These include baseball/softball fields, a skateboard park, the rodeo grounds, tennis and volleyball courts, the "Howler" alpine slide, horseback, hiking and mountain bike trails, and concerts held in the bowl formed by the outrun of the jumps. Howelsen Hill, steeped in ski history, will continue to provide a multitude of activities for townspeople and visitors alike, usually at little or no cost, for many years to come.





Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year- round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Sincerely,



Aric J. Fleming  
Paramedic, Event Medical Solutions Unlimited



THE HOME RANCH, BOX 822 CLARK COLORADO 80428 PHONE: 970-879-1780 FAX: 970-879-1795

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

John Fisher  
President/General Manager  
The Home Ranch

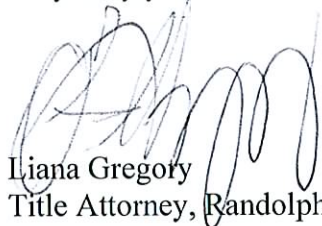
Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,



Liana Gregory  
Title Attorney, Randolph L. Marsh, P.C.

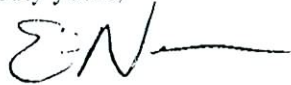
Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

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We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

A handwritten signature in black ink, appearing to read "E. N.", with a long horizontal flourish extending to the right.

Erin Simmons Nemeec  
970.846.7899

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,



Kevin R Nemece  
970.379.3607

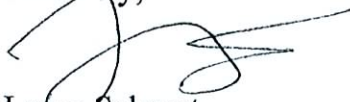
Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

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We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year- round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Sincerely,



Laura Sehnert  
Emergency Department Physician



Sensor Solutions Corp

2670 Copper Ridge Circle # 21  
Steamboat Springs, CO 80487  
Ph.970-879-9900  
Fax 970-879-9700

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Howelsen Hill Park is unique to Steamboat Springs, and we believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide a variety of athletic and entertainment opportunities that will attract visitors to the community. Although our group is particularly interested in [rodeo, equestrian, ice hockey, Nordic skiing, etc.] activities, we understand and support the need for public improvements that accommodate a variety of compatible uses. We are particularly excited about the possibility for a [second equestrian arena, second sheet of ice, enhanced trail system, etc.]. These enhancements will make Steamboat Springs even more attractive to groups like us and will help us increase visitors to Steamboat by Sensor Solutions Corp.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

A handwritten signature in black ink, appearing to read "David Lorenzen". The signature is fluid and cursive, with a large initial "D" and "L".

David Lorenzen  
President



Steamboat Engineering & Architectural Design, Inc.

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

I am writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. I believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community and expand these opportunities for our citizens. I understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. This submittal is a collaborative effort of several groups and thus, provides an excellent opportunity to allow a broad use of the Accommodation Tax funds. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

I urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill Park.

Very truly yours,

Stephen J. Moore, PE  
President  
Steamboat Engineering & Design, Inc.





January 6, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. A complete world class Nordic Facility will make Steamboat a Nordic destination area for worldwide visitors. Adding more trails with the general public in mind will allow for international recreational ski events such as the World Masters Cross Country Ski Championships. This event brings 1200 competitors plus family to the host community for 7-10 days. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

Birgitta Lindgren  
Steamboat Ski Touring Center

Accommodation Tax Committee:

The Steamboat Springs Nordic Council is very excited about the future of Emerald Mountain and the Howelsen Hill Sports Complex. This development will expand the opportunity for all outdoor trail enthusiasts and specifically address a critical need that Ski Town USA has for an expanded cross country trail system.

From a cross country skiing view point, there are three very important things that this development will achieve.

From a local standpoint we feel that we are finally recognizing our Nordic heritage and will have the facilities necessary to train future cross country, Nordic combined and biathlete skiers. While Steamboat continues to produce outstanding Nordic athletes, our prestige as a training area has faded badly and more and more athletes are having to leave Steamboat in order to train.

As a competitive venue Steamboat has a reputation for putting on first class events from our local Sven Wiik Challenge to Nordic Combined World Cup Events. The one restriction we have had for every event is field size and trail variety. With the proposed trail expansion we will be able to host high level marathon events similar to the American Birkebeiner. Imagine 1,000-2,000 skiers heading down Lincoln Avenue and off in to the Howelsen Emerald Mountain Trail System, then sweeping in to a dramatic finish at the Rodeo Grounds. With the trail expansion there is no real limit to the type of events we could host. The Steamboat Springs Winters Sports Club will have an opportunity to attract many more top level collegiate, national and international ski events.

The third area of opportunity is making Steamboat Springs a Nordic destination area. Right now no one really comes to Steamboat to use our cross country trails. Our trails are ok for locals and a good way to spend a day or two off the alpine slopes for visitors. Other than the people who come for the occasional competition, visitors do not come to Steamboat to cross country ski. That can all be changed. In North America existing cross country destination areas see 25,000-100,000+ skier days. In our most recent tracking of cross country skier days in Steamboat we recorded around 12,000 skier days. If we do things right there is no reason that we cannot experience 30,000-50,000 skier days and attract 8,000-10,000 new visitors each season.

The summer trail system has already established that "if you build it they will come". In two years the competitor numbers for events held in Emerald Mountain Park area has gone from zero to over 2,500. We believe a winter trail system can far out do that, since unlike single track trails, cross country trails are not limited by trail capacity like single track.

Cross country trails would create an entirely new hub of activity and energy in downtown Steamboat Springs. If 8,000-10,000 new hungry athletes and recreationalists is what you are looking for, please support the Howelsen Hill Sports Complex and the new Emerald Mountain Touring Center.

Toby Leeson

President Steamboat Springs Nordic Council

January 7, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Howelsen Hill Park is unique to Steamboat Springs, and we believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide a variety of athletic and entertainment opportunities that will attract visitors to the community. Although our group is particularly interested in ice hockey, we understand and support the need for public improvements that accommodate a variety of compatible uses. We are particularly excited about the possibility for a second sheet of ice. These enhancements will make Steamboat Springs even more attractive to groups like us and will help us increase visitors to Steamboat by providing sufficient ice time to allow us to host tournaments for more teams and offer additional activities for participants while they are in town. It may also allow us to hold our practices at a time when more of our members can attend.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

  
Sarah Katherman, representing the Steamboat Storm women's hockey team

The following is a list of the members of the Storm:

Diane Anderson	Gayle Criswell
Diane Letson	Jamie Eckroth
Deb Rose	Lani Cleverly
Carrie Campanelli	Patti Chovan
Gretchen Van De Carr	Kelly Halpin
Marey Whelihan	Lisa Lorenz
Julie Worden	
Sheila Henderson	
Siara Atkinson	
Sarah Katherman	
Jodi Lightfoot	
Marie Winter	
Alexa Pighini	

Gary Osteen  
SSWSC Biathlon Coach  
826 Dougherty Road  
Steamboat Springs, CO 80487

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

I support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. All improvements at Howelsen Hill benefit both visitors and locals. I am interested in nordic skiing improvements and it is a dream to see a biathlon range on Howelsen Hill. A biathlon range would bring training camps and competitions to Steamboat Springs and give the local athletes a new path to the U.S. Biathlon team and world cup circuit.

Please favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Thanks,  
Gary Osteen  
SSWSC Biathlon Coach



Steamboat Springs Accommodations Tax Committee

Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. We believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. We understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

Michael Polucci  
TV18 & Magazine Manager  
Steamboat Today  
P: (970) 871-4215  
[mpolucci@steamboattoday.com](mailto:mpolucci@steamboattoday.com)



431 South Cascade  
Colorado Springs, CO 80903  
Phone: (719) 447-4627  
Fax: (719) 447-4631  
www.wpra.com

Women's Professional Rodeo Association

January 3, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

We are writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Howelsen Hill Park is unique to Steamboat Springs, and we believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide a variety of athletic and entertainment opportunities that will attract visitors to the community. Although we are interested in rodeo events, we understand and support the need for public improvements that accommodate a variety of compatible uses. We are particularly excited about the possibility for a second rodeo arena and other improvements at the arena. These enhancements will make Steamboat Springs even more attractive to our contestants and spectators.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Very truly yours,

Kelsey Larsen

WOMEN'S PROFESSIONAL RODEO ASSOCIATION



# Yampa Valley Bank

**PJ Wharton**  
President and CEO  
Phone: 970-875-1645  
Fax: 970-879-2945  
pjwharton@yampavalleybank.com  
P.O. Box 775770  
600 South Lincoln Avenue  
Steamboat Springs, Colorado 80477

January 4, 2013

Steamboat Springs Accommodations Tax Committee  
Steamboat Springs City Council

Dear Committee Members and Council Members:

I am writing in support of the accommodations tax proposal submitted by Howelsen Hill Sports Complex Partners. Steamboat Springs is very fortunate to have Howelsen Hill Park, which embodies the western heritage and athletic lifestyle of the community. I believe the improvements proposed by Howelsen Hill Sports Complex Partners will provide increased year-round athletic and entertainment opportunities that will attract additional visitors to the community. As a Community Bank, we understand and support the idea that public improvements should accommodate a variety of compatible uses, and the plans set forth in this application are a great example of this approach. These improvements will attract more visitors by allowing more and larger events and providing new activities for visitors to enjoy.

We urge you to favorably consider dedicating the accommodations tax to improvements at Howelsen Hill.

Best Regards,

PJ Wharton  
President & CEO

# **Exhibit 2**

## Rodeo Schematic Plan





# HOWELSEN HILL RODEO FACILITY

SCHEMATIC DESIGN PLAN

City of Steamboat Springs  
April 17, 2012



April 17, 2012  
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- Preliminary Utility Plan
- Preliminary Drainage Plan
- Floodplain Exhibit

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- Figure 2 - West Plaza
- Figure 3 - Concrete Bleachers
- Figure 4 - East Plaza
- Figure 5 - Nordic Overlay

*Thank you to our Advisory Committee:*

- Chris Wilson*
- Brent Romick*
- Brian Dellen*
- Ron Martyn*
- Ward Van Scoyk*
- Laura Sankey*

*Consultant Team:*  
*Norris Design*  
*Priefert Complex Designs*  
*Vision Land Consultants*

## 1 - Introduction

The purpose of the project was to develop a Schematic Design Plan for the City of Steamboat Springs' Howelsen Hill Rodeo Facility. The site is approximately 14 acres and located adjacent to the existing ice arena, ski area and baseball fields. The development of the Schematic Design Plan was the first step identified in the Howelsen Hill Master Plan implementation strategy which was approved by City Council in December 2009. The Schematic Design Plan is partially funded with a grant from Great Outdoors Colorado (GOCO).

The Master Plan included site inventory and analysis, public and stakeholder input, community profile and market demands, programming analysis, conceptual designs and implementation plan. The Schematic Design (SD) Plan provides a more detailed design and cost estimate that guides the City, Rodeo Board and community in the creation of an improved event facility that meets several goals established during the kick-off meeting.

### SD Plan Goals:

- Provides increased safety at the facility for animals, contestants and visitors
- Improves the primary arena and secondary arenas, pens and chutes
- Creates a centralized plaza, amphitheater, vendor and kids play area that is multi-purpose and attractive to a broad range of user groups
- Increases the amount and quality of seating
- Increases the number of parking spaces and provides RV hook ups
- Improves the drainage and utility design
- Improves vehicular and pedestrian circulation and access
- Creates an overall greater guest experience
- Improves City efficiency for operations and maintenance and makes the facility more sustainable

## 2 - Stakeholder Input

Stakeholders were involved and provided input throughout the SD Planning process. Open house meetings with stakeholders were held on January 19th and February 28th, and a public workshop with the Parks and Recreation Commission was held on March 28th. Many stakeholders attended the meetings, including the following:

- City Council
- Parks and Recreation Staff
- Planning Staff
- Public Works Staff
- Howelsen Ice Arena Staff
- Howelsen Ski Area Staff
- Public Safety Staff
- Rodeo Board
- Facility Users
- Winter Sports Club (SSWSC)
- Ski Touring
- Equine Community
- Chariot Racing
- Concessions and Vending
- Residents
- Historic Preservation Staff
- Nordic Council
- Emerald Mountain Park Board

In addition to the public open houses, the Advisory Committee, City Staff and consultant team had weekly conference calls to review the program and plans as they were developed. These conferences were essential to keeping on schedule and ensuring that any potential stakeholder ideas were discussed and reviewed with the group.

### Kick-off Meeting

On January 18th and 19th, 2012 the consultant team held a kick-off meeting with City staff and the Advisory Committee for the project. The first day of the kick-off meeting included a site visit and design charrette. Two conceptual plans were developed at the design charrette. On January 19th, the consultant team presented the conceptual plans to the public at an open house held at the Community Center. The conceptual plan 'A' was similar to the plan included in the approved Master Plan, but provided a more detailed layout for livestock handling and rodeo functions. Option 'B' was developed to show an alternative from the Master Plan that accomplished the same goals but created some additional opportunities for the secondary arena.



The Options were presented to the community for feedback, and the team developed a "pros and cons" list for each of the options. The following table identifies the pros and cons for each of the conceptual plans:

Table 1 – Conceptual Plan Community Input / Pros and Cons Option 'A'	
Option 'A'	Option 'A'
Pro	Con
Ease of phasing improvements	Distance to concrete bleachers
Centralized plaza and amenities and services to both arenas	Rough stock loading crosses sidewalk, truck will have to back in
Increased safety for animals, visitors and contestants	Return alley locations
Layout that contestants and visitors are used to – westerly direction and good flow for rodeo functions	Public crossing in between the two arenas if they do not follow the path to the concrete bleachers around the east side
Less conflict and more efficient equipment removal for Nordic and winter operations	Timed event congestion (if timed event pens were removed possibly better layout)
View corridors into both arenas from West Plaza	No ability to cover secondary arena in this location
Timed event central location	
Consolidated parking area for visitors and contestants, more parking area square footage (equivalent to 184 parking spaces)	
Overflow parking lot at ice arena, good connectivity	
Access / traffic flow works well for all user groups	
Plaza design with amphitheater, playground, vendor plaza	
Seating area provided for both arenas	
CMB/Announcer Booth can easily serve both arenas	
Secondary Arena can be sized to accommodate equestrian events	



Table 2 – Conceptual Plan Community Input / Pros and Cons Option 'B'	
Option B'	Option B'
Pro	Con
Increased visitor safety – removal of conflicts to bleacher access, loading, pens, etc.	Significantly less parking - 184 vehicle spaces lost and no separation from guest parking and RV/trailer and animal parking
Consolidated layout for arenas and pens	Not enough site area for two "primary" arenas
Secondary arena could be covered, more multi-purpose for equestrian events, potential for outdoor ice	Difficult to phase this plan
Drainage better on east side of the facility	Stripping chute location in front of bleachers, timed event entry difficult
No conflict getting to concrete bleachers	More bleachers required at northwest side decreases view corridors into arena
Better for labor staff and skiing with removal of conflicts for winter operations on the west side	No centralized location for CMB/Announcer stand
Animals are separated from people	
Festival Street / Plaza more separated from both arenas – more multi-use for non-rodeo and equestrian events	



The City Advisory Committee and consultant team reviewed the conceptual plans, input from the stakeholders and pros and cons list to determine which option would best meet the SD Plan goals. Based on the feedback, the Option 'A' plan moved forward to the Draft Schematic Design Plan.

(Notes from the Public Open House are included in the Appendix.)

**February 28th Open House**  
 The City, Advisory Committee and consultant team developed a more detailed Draft SD Plan that was presented at two open house meetings on February 28th. Several topics were discussed at the meetings, including:

- Arena Design
  - o Increase primary arena size to fully maximize potential event capacity
  - o Add notes for overflow pen space and additional stalls
  - o Add man gates at West Plaza for access into arena for children's events
- Maintenance
  - o Identify an area for maintenance vehicles and operations within the arena footprint
  - o Add wash rack and relocate yard hydrants for maintenance
- Concrete Bleachers
  - o Include plaza west of the bleachers and improvements to existing restrooms
- Emergency Access
  - o Add gate at the east end of the arena with a dedicated ambulance parking space
- Nordic
  - o Discussion about long-term goals for event hosting, which would require an 80' start area (this can be accommodated in the parking area, 60' clear will be provided in the arena)
- Pedestrian Connectivity
  - o Show a sidewalk on both the outside and inside of the perimeter fence

The public comments received were very beneficial to the SD Plan development. The comments were integrated into the Final SD Plan for presentation to the Parks and Recreation Commission and City Council.

*(Notes from the Public Open House are included in the Appendix.)*

**3 - Final Schematic Design Plan**

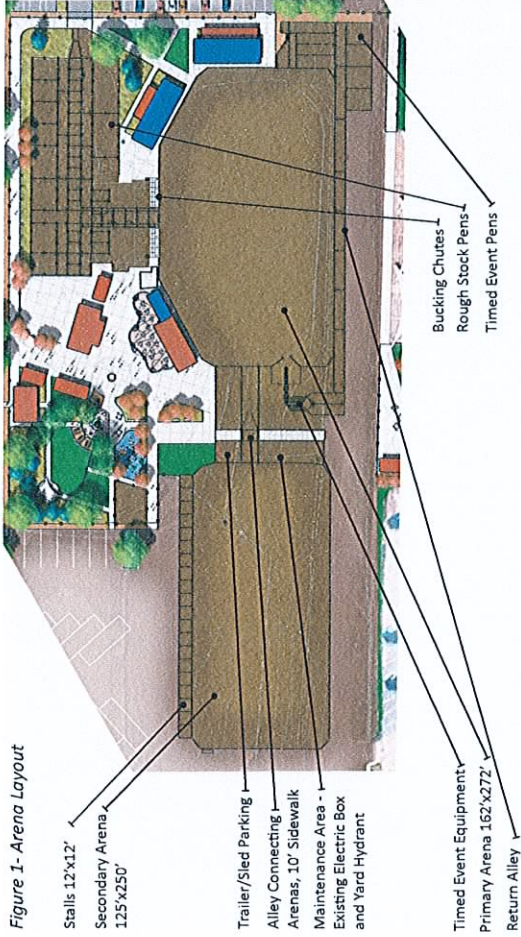
The Final SD Plan provides the City with a functional design that best meets all of the goals established at the beginning of the process. The plan addresses and meets the needs of the Steamboat Springs community, considers cost and value, and will provide the multi-functionality and improved performance of the facility. The following narrative describes some of the important design considerations:

**Gateway Entry and Security**

The redesign of the rough stock pens creates space for a "gateway" entry point into the rodeo facility. The gateway entry point is located at the terminus of 5th Street. The gateway entry is envisioned to include a vertical element that is visible from downtown Steamboat Springs and guides visitors to events in Howelsen Hill. As 5th Street enters the site it will be flanked with banner poles and landscaping, terminating at the gateway and ticket booth.

The gateway entry is intended to be the facility's main ticket booth. A goal of the SD Plan was to increase security and the proposed fencing and limited ticketed access helps to achieve this goal. For large events, additional ticket entry points can be accommodated, but for regular rodeo and weekly events the main ticket booth can be utilized. Fencing is shown on the plan around the perimeter of the plazas, arenas and seating areas. A concrete sidewalk is envisioned to be provided on the interior of the fence, with a crusher fines or gravel walk on the exterior of the fence. There are access gates to accommodate pedestrians and vehicles, including concessions and vendor loading into the plazas and livestock loading to the pens.

**Figure 1- Arena Layout**



**Arenas and Rodeo Facilities**

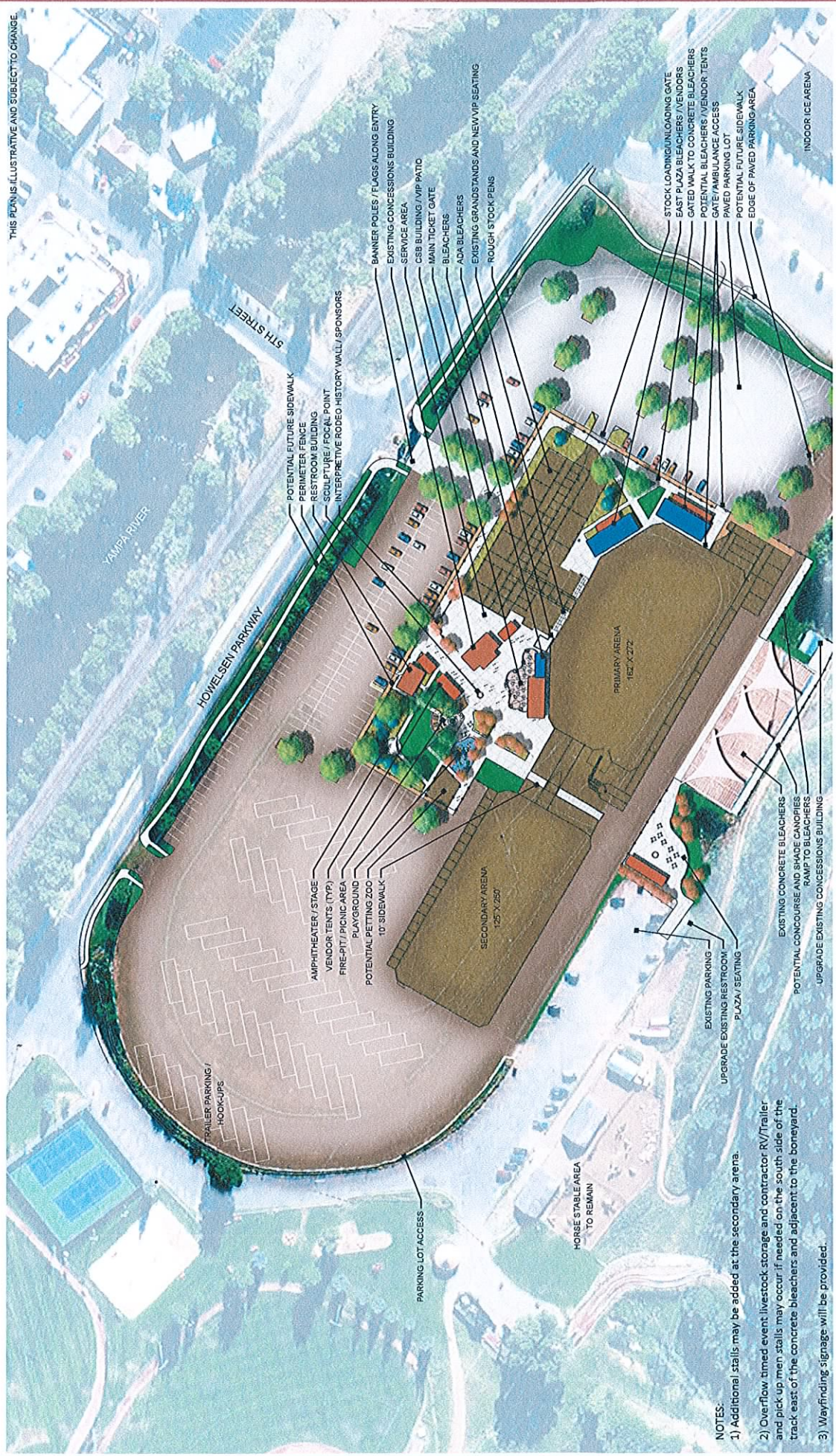
Safety, efficiency and maximizing space for event potential were key considerations in developing the arena, pen and chute design. Per the direction established in the Master Plan, the SD Plan includes a larger primary arena (162' x 272') that remains in its current location. A secondary arena (125' x 250') is included that is aligned on the track straight-away and centered on the primary arena. Twenty stalls (12'x12') are located on the north side of the secondary arena. The track straight-away and curve on the west side of the facility also remain intact in the SD Plan.

The arenas are configured to allow for efficient maintenance during winter Nordic operations, as well as increase space available for plaza, event space and parking. In addition, there is space north of the secondary arena to allow for the arena to increase in size or include additional stalls in the future.

The rough stock pens are in the same general location as existing, but are consolidated and decreased in footprint size by approximately 2,000 square feet. The bucking chutes also remain in their existing location, but the area under the existing metal grandstand is re-configured to increase contestant and animal safety.

The timed event pens continue to be located on the southeast side of the arena. The timed event pens have also been consolidated and decreased in footprint size by approximately 8,600 square feet. There was some concern expressed by the Rodeo Board regarding this reduction in pen square footage for large events, like the Fourth of July, therefore an overflow timed event pen location has been identified. This overflow area would be located east of the concrete bleachers in the shade of existing Cottonwood trees.

THIS PLAN IS ILLUSTRATIVE AND SUBJECT TO CHANGE.



YAMPA RIVER  
 HOWELSEN PARKWAY  
 5TH STREET

POTENTIAL FUTURE SIDEWALK  
 PERIMETER FENCE  
 RESTROOM BUILDING  
 SCULPTURE / FOCAL POINT  
 INTERPRETIVE RODEO HISTORY WALL / SPONSORS

BANNER POLES / FLAGS ALONG ENTRY  
 EXISTING CONCESSIONS BUILDING  
 SERVICE AREA  
 CSB BUILDING / VIP PATIO  
 MAIN TICKET GATE  
 BLEACHERS  
 ADA BLEACHERS  
 EXISTING GRANDSTANDS AND NEW VIP SEATING  
 ROUGH STOCK PENS

AMPHITHEATER / STAGE  
 VENDOR TENTS (TYP.)  
 FIRE-PIZZA / PICNIC AREA  
 PLAYGROUND  
 POTENTIAL PETTING ZOO  
 10' SIDEWALK

TRAILER PARKING /  
 HOOK-UPS

PARKING LOT ACCESS

SECONDARY ARENA  
 125' X 250'

PRIMARY ARENA  
 162' X 272'

HORSE STABLE AREA  
 TO REMAIN

EXISTING RESTROOM  
 PLAZA / SEATING

EXISTING CONCRETE BLEACHERS  
 RAMP TO BLEACHERS  
 UPGRADE EXISTING CONCESSIONS BUILDING

STOCK LOADING/UNLOADING GATE  
 EAST PLAZA BLEACHERS / VENDORS  
 GATED WALK TO CONCRETE BLEACHERS  
 POTENTIAL BLEACHERS / VENDOR TENTS  
 GATE / AMBULANCE ACCESS  
 PAVED PARKING LOT  
 POTENTIAL FUTURE SIDEWALK  
 EDGE OF PAVED PARKING AREA

INDOOR ICE ARENA

NOTES:  
 1) Additional stalls may be added at the secondary arena.  
 2) Overflow timed event livestock storage and contractor RV/Trailer and pick up men stalls may occur if needed on the south side of the track east of the concrete bleachers and adjacent to the boneyard.  
 3) Wayfinding signage will be provided.

**HOWELSEN HILL RODEO FACILITY SCHEMATIC DESIGN PLAN**

3.28.12

**Plazas**

A primary goal of both the Master Plan and SD Plan was to create a community gathering place in Howelsen Hill Park. The new plazas at Howelsen Hill Rodeo Facility are designed to provide for community gathering year-round and accommodate a variety of events and group sizes. The overall visitor experience was another important consideration; therefore three plaza spaces have been created that provide amenities in different locations throughout the facility.

Upon entry at the main ticket booth, visitors to the facility can follow the interior sidewalk to the West or East plazas, and access the concrete bleachers. The West Plaza is located on the northwest side of the primary arena. West Plaza is the hub of activity for the arena, and includes a large plaza space, an event lawn with stage, restrooms accessible from inside or outside the facility, vendor tent space, playground, picnic area, fire pit, and public art. The existing concessions building is included in the plan, and a screened loading and storage area for "back of house" operations has been created on the north side of the building. The screen wall will also be used for sponsor banners and interpretive signage. Interpretive and directional signage is encouraged to be located throughout the project.

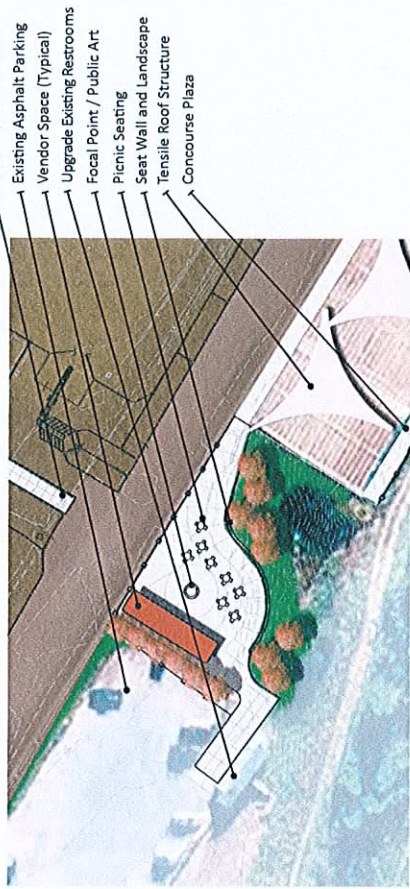
A new "vip" plaza is developed adjacent to the proposed Competition Management Building (CMB). The space is proposed to be at the same grade as the main plaza space, and would include high top tables and overhead lighting. The proposed CMB footprint is 800 square feet, and was conceptually programmed to be two stories and include a secretary's office, a winterized restroom and shower, a secured closet space, announcer's booth, audio visual equipment, and vip seating. The potential to have a deck outside of the announcer's booth on the second level was discussed, along with a roof-top deck for additional vip seating and facility rental.

Figure 2 - West Plaza



A new plaza space west of the existing concrete bleachers creates a focal point at the terminus of the walkway from the West Plaza, along with vendor space and picnic seating. The existing restrooms in this area are proposed to be upgraded. A concourse plaza along the top of the existing bleachers is also proposed. This area would connect to an existing building that is proposed to be refurbished as a concession stand. The concrete bleachers can also be accessed from the east side of the primary arena.

Figure 3 - Concrete Bleachers



The East Plaza was created to provide amenities for the proposed new seating on the northeast side of the primary arena. The East Plaza has vendor tent space, seating and landscape areas with interpretive signage. The sidewalk extends from the plaza to the concrete bleachers.

Figure 4 - East Plaza



Access to the concrete bleachers is still provided in between the two arenas via a fenced 10' concrete sidewalk. The sidewalk and fencing is provided to increase safety for visitors, contestants and animals.

**Seating**

Increasing the quantity and quality of seating was an important consideration during the SD Plan process. The Master Plan contemplated several large, elevated bleachers. During the SD Plan process, these bleachers were discussed and the concept was eliminated because of the high cost to build this type of structure. The following chart describes the existing and proposed seating that is included in the SD Plan:

*Table 3 - Proposed Seating*

Seat Location	Existing	New / Proposed
Metal Grandstands	600	150 VIP Seats
Concrete Bleachers	1,750	Restore and Improve
ADA Bleachers	35	Adequate
Portable Bleachers	200	Relocate
VIP Bleachers	150	Relocate
East Plaza Bleachers	600	600
VIP Roof Deck		600 square feet
<b>TOTAL</b>	<b>2,735</b>	<b>750 Seats, 600 SF Roof Deck</b>
<b>GRAND TOTAL</b>	<b>3,485 + 600 sf Roof Deck</b>	

One potential method proposed to incorporate additional VIP seats is to utilize the space located between the existing metal grandstand and the bucking chutes. The stairs that extend down into the chutes from this area could access a platform that could accommodate up to 150 additional seats. These seats would be valuable and provide an intimate rodeo experience.

The concrete bleachers are proposed to be restored with concrete and covered with a tensile roof structure. The seats would maintain their historic character, while being improved and potentially made more comfortable with the addition of a wood bench or recycled product seating. A tensile roof structure would improve the quality of the seating and provide refuge during inclement weather for patrons on the south side of the facility.

The East Plaza includes two new 300-seat bleachers. These are proposed to be accessed from grade and are not proposed to be elevated. These seats would provide increase seating capacity in the arena while eliminating the higher cost of elevated bleachers.

**Parking and Multi-modal Access**

Parking at Howelsen Hill Park is limited, and a goal of the SD Plan was to increase parking lot efficiency, along with adding RV Hook-ups to the rodeo facility. The following chart details the parking provided:

*Table 4 - Proposed Parking*

Parking Space Type	Quantity	Parking Surface Material
RV Hook-Up	8	Gravel / Animal Friendly
RV Trailer Parking	46	Gravel / Animal Friendly
Vehicular	135	Gravel / Animal Friendly
Vehicular	184	Asphalt
Vehicular ADA	3	Asphalt
<b>TOTAL</b>	<b>377</b>	

In addition to the increased vehicular and RV/Trailer parking, the SD Plan includes bicycle parking. The SD Plan has

limited space available for parking; therefore multi-modal transportation should be integrated into the facility to promote alternative ways to visit the site.

**Access and Circulation**

Concerns about access into and out of the Howelsen Hill facility have been addressed in the SD Plan with the addition of a new curb cut west of the existing access at 5th Street, and a stronger connection between the ice arena parking lot and proposed rodeo facility parking lot. The new curb cuts and connections will allow for better traffic flow during events, as well as reduce potential vehicular stacking over the railroad tracks and Yampa River. The proposed additional curb cuts and paved surface improvements to the parking areas will also allow for buses, RVs and trailers to enter and exit the site more smoothly.

**Drainage**

The drainage improvements for the Howelsen Hill Rodeo Facility have been designed such that they can be completed to correspond with the overall rodeo improvements. The overall drainage concept will include grading and a limited amount of suitable fill material to be imported into the rodeo area to facilitate positive drainage flow away from the rodeo facilities and high pedestrian traffic areas. The drainage concept will include overland flow and a sub-surface under drain or French drain type system to route storm water to the north, and will include drainage ditches on both the east and west sides of the rodeo grounds.

When the Group 1 improvements are made (see Cost Estimates), drainage improvements will include a sub-surface drain, grading, imported fill material for under the existing grandstands and the proposed livestock pens, and a water quality/detention facility. The sub-surface drain will include an east/west trending mainline from the northwest corner of the rodeo facility, parallel with the frontage road to approximately the main entrance to the rodeo facility, then perpendicular to the south to the arena. The sub-surface drain is proposed to encircle the perimeter of the existing arena. The sub-surface drain will collect storm water flows from the perimeter of the arena, from the main grandstand area, and will also be designed for a connection to the proposed roof gutters which are proposed for the existing grandstands. This drain will discharge to a proposed water quality/detention facility in the northwest corner of the rodeo grounds.

When the Group 2 improvements are made (see Cost Estimates), drainage improvements should include a sub-surface drain with area drains for the plaza area. This will strategically place the area drains within the plaza area to collect storm runoff and convey the runoff to the existing mainline constructed with the rodeo arenas and pens. This phase will also include a sub-surface drain or storm drain system for the proposed parking east of the arena. The surface stormwater in this area will be collected and conveyed to the north to a proposed water quality/detention facility which will discharge to the existing drain channel between the frontage road and the railroad tracks. The proposed sub-surface drain from the parking area will connect to the mainline sub-surface drain.

Some optional drainage improvements can also be implemented to improve the overall drainage of the site. This would include a sub-surface drain or storm drain system for the western contestant parking area. This storm drain system will collect storm runoff and convey it to the north to the proposed water quality/detention facility in the northwest corner of the rodeo grounds. This area may be able to be graded such that the storm runoff can be conveyed overland and therefore eliminate the need for a sub-surface drain system. If a sub-surface drain is required, it will connect the mainline constructed with the arena and pen improvements.

**Utilities**

The SD Plan includes water and sewer utility extensions to the Competition Management Building (CMB) and new restrooms, and a gas line extension to the fire pit. Irrigation for the primary and secondary arenas was considered, but not included at this time. Irrigation can be provided to the arenas with a controller located in the CMB.



DATE	NO.	DESCRIPTION	DESIGNED BY	BY
04/11/12	001	NO. 2450.E0		

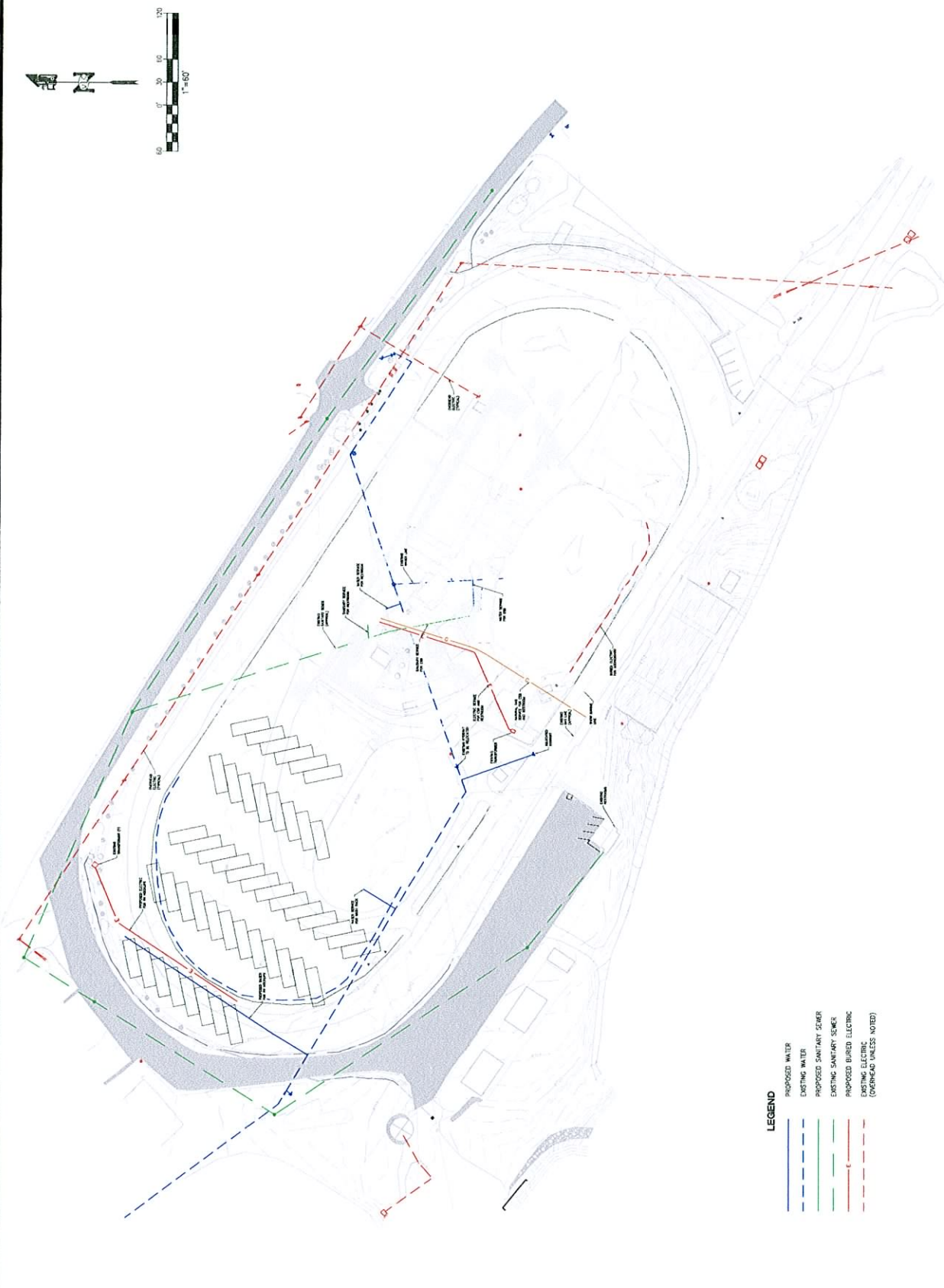
INFORMATION SHOWN IS SUBJECT TO CHANGE TO CONSTRUCTION

CIVIL ENGINEERS  
CONSTRUCTION MANAGERS  
AND PROGRAM MANAGERS  
603 PARK DRIVE, SUITE 100  
COLORADO, CO 80401  
PHONE (303) 414-7355 FAX (303) 414-2863



HOWELSEN HILL RODEO  
PRELIMINARY  
UTILITY LAYOUT  
STAMBOAT SPRINGS, COLORADO

EX-1  
SHEET



- LEGEND**
- PROPOSED WATER
  - - - EXISTING WATER
  - PROPOSED SANITARY SEWER
  - - - EXISTING SANITARY SEWER
  - PROPOSED BURIED ELECTRIC
  - - - EXISTING ELECTRIC (OVERHEAD UNLESS NOTED)

HOWESEN HILL RODEO  
 PRELIMINARY  
 DRAINAGE PLAN  
 STEAMBOAT SPRINGS, COLORADO

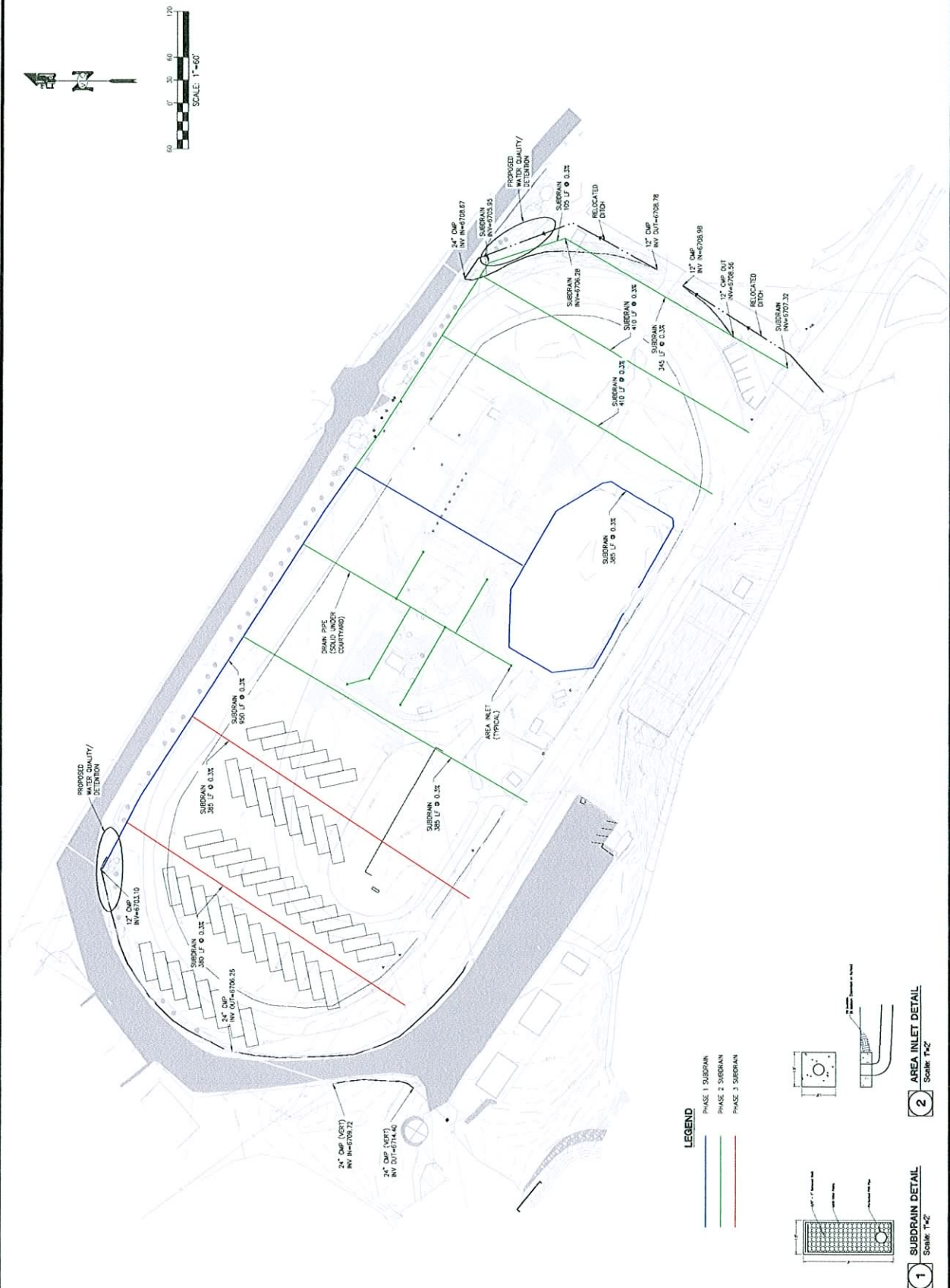
EX-2  
 SHEET



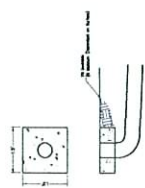
CONSULTANTS, INC.  
 601 KATE HAYDEN BLVD  
 STE 100  
 PHOENIX, AZ 85018  
 PHONE: (602) 471-7155 FAX: (602) 471-2828

CONSTRUCTION  
 INFORMATION  
 TO CHANGE  
 SHOW IS SUBJECT

DATE	BY	REVISIONS	CHECKED BY	DT
02/11/12	XXX/XXX	JOB NO. 245010		



- LEGEND**
- PHASE 1 SUBDRAIN (Blue line)
  - PHASE 2 SUBDRAIN (Green line)
  - PHASE 3 SUBDRAIN (Red line)



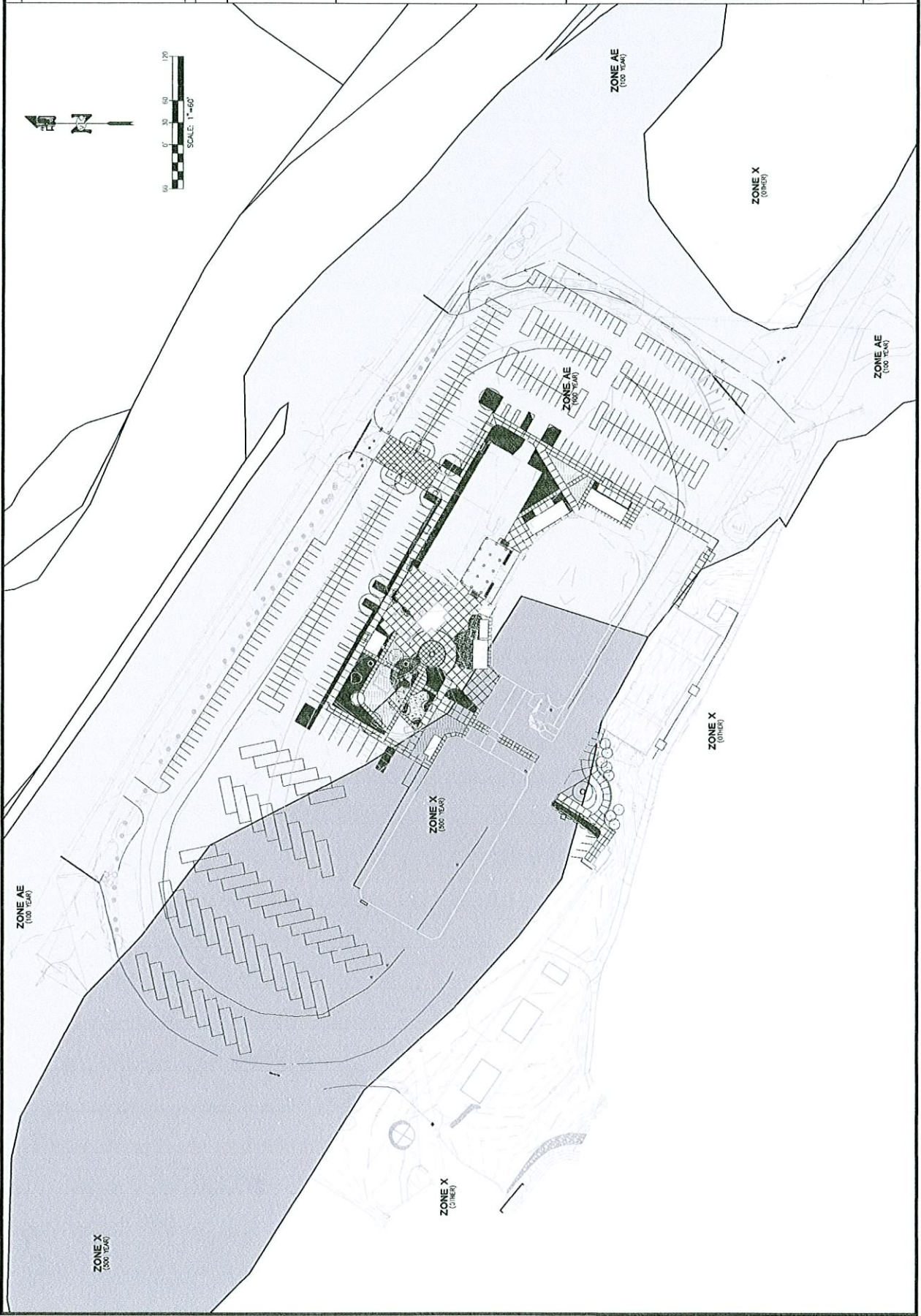
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CONSULTANTS, INC.  
407 MAIN STREET, SUITE 100  
COLORADO, CO 80401  
PHONE: (303) 438-3333 FAX: (303) 438-3333

CONSTRUCTION  
NOT FOR  
TO CHANGE  
SHOWN IS SUBJECT  
INFORMATION

DATE	NO.	BY	REVISIONS
04/11/12	J05	NO. 2450-03	RECORDED BY D.R.



[P:\2450-Howelsen Hill Rodeo\Documents\2450-Proposed.dwg] [Apr 11, 2012 - 10:15am]

Table 5 - Cost Estimate - Group 1 Improvements

Item	Quantity	Unit*	Cost	Total
<b>Demolition</b>				
Demo Existing Main Rodeo and Associated Pens, Chutes, Alleys	1	ls	\$11,400.00	\$11,400.00
Demo / Rebuild Warm Up Arena and Stalls	1	ls	\$3,700.00	\$3,700.00
Demo Existing Concrete (saw cut and remove)	538	sf	\$2.00	\$1,076.00
Demo Existing Curb and Sidewalk on Howelsen Access	2	ea	\$1,000.00	\$2,000.00
Demo Existing Secretary Building and Announcer Stand	1	ls	\$1,100.00	\$1,100.00
Demo Existing Lighting	3	ea	\$300.00	\$900.00
Demo Existing Fire Hydrant	1	ls	\$1,000.00	\$1,000.00
Demo Existing Yard Hydrant	1	ls	\$400.00	\$400.00
Demo Existing Track Railing	1	ls	\$6,800.00	\$6,800.00
Demo Existing Scoreboard	1	ls	\$3,000.00	\$3,000.00
TOTAL Demolition				\$31,376.00
<b>General Site Work, Grading and Drainage Improvements</b>				
Site Grading (Arena, Vehicular Entries)	24100	sy	\$1.50	\$36,150.00
Subdrain (Perforated Drains)	1550	lf	\$25.00	\$38,750.00
Swale	790	lf	\$12.00	\$9,480.00
Roof Drains (grandstand)	1	ls	\$7,500.00	\$7,500.00
Sidewalk (between arenas)	1000	sf	\$6.00	\$6,000.00
Howelsen Parkway Entrances	2	ea	\$3,000.00	\$6,000.00
Gravel Parking Lot Material Processing, Testing, Loading, Placing, Grading, Watering, Leveling and Compacting (3,680 ton)	1	ls	\$84,000.00	\$84,000.00
Gravel Parking Lot Freight (3,680 ton)	1	ls	\$15,000.00	\$15,000.00
TOTAL General Site Work, Grading and Drainage				\$202,880.00
<b>Utilities Improvements</b>				
FH Assembly w/ Tee, TB, DIP, Valve Etc.	1	ea	\$5,000.00	\$5,000.00
6-inch DIP (Hydrant Relocate)	100	lf	\$44.00	\$4,400.00
Water (RV Hook-up-Yard Hydrant)	8	ea	\$250.00	\$2,000.00
1-inch water service (RV Hook-up)	285	lf	\$20.00	\$5,700.00
1-inch water service (Wash Rack)	50	lf	\$20.00	\$1,000.00
Electrical (Arena)	300	lf	\$12.00	\$3,600.00
Electrical (RV Hook-up)	260	lf	\$12.00	\$3,120.00
Electrical Service Risers (RV Hook-up)	8	ea	\$400.00	\$3,200.00
Electrical - Scoreboard (Wiring)	200	lf	\$12.00	\$2,400.00
Scoreboard (new)	1	ea	\$50,000.00	\$50,000.00
Lighting allowance arena	1	ls	\$50,000.00	\$50,000.00

**Maintenance**  
 The City will maintain the existing bone yard which is located east of the rodeo facility near the Parks and Recreation building. All large maintenance and equipment storage should be located in this area. There is designated space for maintenance vehicles and operations in between the primary and secondary arenas. This area will include the existing electric box, yard hydrant and shed for storage of tools that are often needed quickly during a rodeo event. Parking for surfacing implements and ambulatory sled will also be provided in this space, which is easily accessible from the primary and secondary arenas.

**Winter Use**  
 Ensuring that the proposed plan will work with winter events was critical to the SD Planning process. Figure 5 illustrates the winter needs for the Steamboat Springs Winter Sports Club (SSWSC), including Nordic racing.



Figure 5 - Nordic Overlay

**4 - Cost Estimates**

The Cost Estimate is based on the Final SD Plan. The cost estimate is shown in three improvement groups. The groups describe all of the improvements that are necessary for successful implementation of the improvements associated with the group. The three groups are:

- Group 1 - Arenas and Pens, Demo, Site Work
- Group 2 - West Plaza and Parking, Demo, Site Work
- Group 3 - East Plaza and Concrete Bleachers

Audio/Visual allowance	1	ls	\$50,000.00	\$50,000.00
TOTAL Utilities				\$180,420.00
<b>Arena Improvements</b>				
Primary Arena and Timed Event Equipment	1	ls	\$88,000.00	\$88,000.00
Primary Arena Alley	1	ls	\$13,000.00	\$13,000.00
Rough Stock Equipment and Pens	1	ls	\$171,000.00	\$171,000.00
Freight	1	ls	\$15,000.00	\$15,000.00
Installation	1	ls	\$25,000.00	\$25,000.00
Footings	1	ls	\$15,000.00	\$15,000.00
Shading (Rough Stock and Timed Event Pens)	16,000	sf	\$0.50	\$8,000.00
TOTAL Arenas				\$335,000.00
GRAND TOTAL - Group 1				\$749,676.00

Table 6 - Cost Estimate - Group 2 Improvements

Item	Quantity	Unit*	Cost	Total
<b>Demolition</b>				
Demo Existing Restroom Building	1	ls	\$5,000.00	\$5,000.00
Demo Existing Concrete and Asphalt (saw cut and remove)	4,996	sf	\$3.00	\$14,988.00
Demo Ice Rink Access Point	1	ea	\$500.00	\$500.00
Demo Existing Fencing	1,662	lf	\$2.00	\$3,324.00
TOTAL Demolition				\$23,812.00
<b>West Plaza Improvements</b>				
Standard Plaza Paving / Sidewalk	24,600	sf	\$6.00	\$147,600.00
Enhanced Plaza Paving	1,960	sf	\$15.00	\$29,400.00
5th Street Enhanced Paving	3,330	sf	\$7.00	\$23,310.00
Concrete Curb - 6" vertical (landscape beds)	725	lf	\$15.00	\$10,875.00
Concrete Curb - 6" ribbon curb (separate paving)	335	lf	\$8.00	\$2,680.00
Crusher Fines	1,635	sf	\$2.00	\$3,270.00
Landscape Beds (with irrigation)	11,887	sf	\$6.00	\$71,322.00
Landscape Turf (with irrigation)	6,050	sf	\$1.50	\$9,075.00
Landscape Evergreen Trees	8	ea	\$450.00	\$3,600.00
Landscape Ornamental Trees	10	ea	\$400.00	\$4,000.00
Landscape Shade Trees	14	ea	\$450.00	\$6,300.00
Tree Protection	7	ea	\$250.00	\$1,750.00
Railroad Tie Planters (parking lot)	1,575	lf	\$8.00	\$12,600.00
Bike Racks	17	ea	\$300.00	\$5,100.00
Benches	8	ea	\$1,200.00	\$9,600.00
Picnic Tables	13	ea	\$1,200.00	\$15,600.00

High Top Tables	14	ea	\$800.00	\$11,200.00
Fire Pit	1	ea	\$5,000.00	\$5,000.00
Seat Walls	405	ff	\$50.00	\$20,250.00
Art	1	ea	\$5,000.00	\$5,000.00
Playground (equipment and surfacing)	1	ea	\$100,000.00	\$100,000.00
Overhead String Lights / Poles	1	ea	\$5,000.00	\$5,000.00
Screen Wall	85	lf	\$40.00	\$3,400.00
Trash/Recycle/Compost Containers	12	ea	\$500.00	\$6,000.00
Gateway / Ticket Booth	1	ea	\$75,000.00	\$75,000.00
Stage / Amphitheater with Tensile Roof	1	ea	\$70,000.00	\$70,000.00
Banner Poles	15	ea	\$800.00	\$12,000.00
Petting Zoo Fencing	100	lf	\$25.00	\$2,500.00
Perimeter Fencing	910	lf	\$25.00	\$22,750.00
Gates / Pedestrian	20	lf	\$40.00	\$800.00
Gates / Vehicular	3	ea	\$2,500.00	\$7,500.00
Restroom Building	1	ls	\$150,000.00	\$150,000.00
TOTAL West Plaza				\$852,482.00

Competition Management Building (CMB)

2-story with Roof Deck, 800 sf footprint	1	ls	\$400,000.00	\$400,000.00
TOTAL CMB				\$400,000.00

General Site Work, Grading and Drainage

Asphalt Parking Lot	9110	sy	\$20.00	\$182,200.00
Subgrade Prep	9110	sy	\$1.65	\$15,031.50
Class 6 - ABC (6-inch)	1520	cy	\$48.00	\$72,960.00
Class 6 - ABC - Parking Lot	569	cy	\$48.00	\$27,312.00
Curb	2366	lf	\$13.00	\$30,758.00
Ice Rink Access (New Entrance)	1	ls	\$2,000.00	\$2,000.00
Subdrain (Perforated Drain)	684	lf	\$25.00	\$17,100.00
8" PVC C900 - Floor Drain	580	lf	\$45.00	\$26,100.00
Area Drains - Nyloplast	8	ea	\$750.00	\$6,000.00
Culverts (12" CMP)	67	lf	\$45.00	\$3,015.00
Site Grading	21240	SY	\$1.50	\$31,860.00
TOTAL General Site Work				\$414,336.50

Utility Improvements

3/4" Water Service (Restroom and CMB)	2	ea	\$1,000.00	\$2,000.00
Sanitary Service Wye (Restroom and CMB)	2	ea	\$1,000.00	\$2,000.00
6" Water Main Extension	100	lf	\$44.00	\$4,400.00
Sanitary Sewer Main	100	lf	\$50.00	\$5,000.00
Electrical Trench and Backfill	300	lf	\$12.00	\$3,600.00

Gas Trench and Backfill (From Ice Rink)	825	If	\$12.00	\$9,900.00
Electrical allowance - stage	1	ls	\$75,000.00	\$75,000.00
Lighting allowance - stage and plaza	1	ls	\$25,000.00	\$25,000.00
AV allowance - stage	1	ls	\$10,000.00	\$10,000.00
TOTAL Utilities				\$136,900.00
<b>Arena Improvements</b>				
Secondary Arena	1	ls	\$41,000.00	\$41,000.00
Freight	1	ls	\$3,999.00	\$3,999.00
Installation	1	ls	\$5,000.00	\$5,000.00
TOTAL Arenas				\$49,999.00
GRAND TOTAL Group 2				\$1,877,529.50

Table 7 - Cost Estimate - Group 3 Improvements

Item	Quantity	Unit*	Cost	Total
<b>East Plaza Improvements</b>				
Standard Plaza Paving / Sidewalk	5,620	sf	\$6.00	\$33,720.00
Bleachers (20'x60')	2	ea	\$40,000.00	\$80,000.00
Landscape Beds (with irrigation)	3,650	sf	\$6.00	\$21,900.00
Landscape Turf (with irrigation)	1,320	sf	\$1.50	\$1,980.00
Landscape Evergreen Trees	2	ea	\$450.00	\$900.00
Landscape Shade Trees	3	ea	\$450.00	\$1,350.00
Benches	2	ea	\$1,200.00	\$2,400.00
Trash/Recycle/Compost Containers	2	ea	\$500.00	\$1,000.00
Perimeter Fencing	400	If	\$25.00	\$10,000.00
Gates / Pedestrian	10	If	\$40.00	\$400.00
Gates / Vehicular	2	ea	\$2,500.00	\$5,000.00
VIP Seating at main grandstand	1	ea	\$75,000.00	\$75,000.00
TOTAL East Plaza				\$233,650.00
<b>Concrete Bleachers Improvements</b>				
Standard Plaza Paving / Sidewalk	7,276	sf	\$6.00	\$43,656.00
Bleacher Refurbishment allowance	1	ls	\$50,000.00	\$50,000.00
Bleacher Railings	435	If	\$25.00	\$10,875.00
Roof / Tensile Structure	1	l.s.	\$400,000.00	\$400,000.00
Seat Wall	120	ff	\$50.00	\$6,000.00
Landscape Beds (with irrigation)	650	sf	\$6.00	\$3,900.00
Landscape Ornamental Trees	14	ea	\$400.00	\$5,600.00
Benches	2	ea	\$1,200.00	\$2,400.00
Trash/Recycle/Compost Containers	4	ea	\$500.00	\$2,000.00
Picnic Tables	8	ea	\$1,200.00	\$9,600.00

Art / Focal Point	1	ea	\$5,000.00	\$5,000.00
Perimeter Fencing	565	If	\$25.00	\$14,125.00
Upgrade Existing Restroom	1	l.s.	\$10,000.00	\$10,000.00
Upgrade Existing Building (Concessions)	1	l.s.	\$10,000.00	\$10,000.00
TOTAL Concrete Bleachers				\$573,156.00
<b>Utility Improvements</b>				
Electrical trench and Backfill	250	If	\$12.00	\$3,000.00
Electrical allowance (COSS)	1	ls	\$5,000.00	\$5,000.00
Lighting allowance (COSS)	1	ls	\$10,000.00	\$10,000.00
TOTAL Utilities				\$18,000.00
GRAND TOTAL Group 3				\$824,806.00

<b>Cost Estimate Summary</b>				
Group 1 Sub-Total				\$749,676.00
Group 2 Sub-Total				\$1,877,529.50
Group 3 Sub-Total				\$824,806.00
Sub-Total All				\$3,452,011.50
10% Contingency				\$345,201.15
Design Costs (Design Development/Construction Documents/City Planning and Development Approval Processing)				\$175,000.00
<b>GRAND TOTAL</b>				<b>\$3,972,212.65</b>

Cost Estimate Notes:

- 1) Does not include mobilization and profit for contractor. This would typically be an additional estimate of 10-15% of the construction cost per improvement group.
- 2) Does not include building permit or tap fees that may be required from the City.
- 3) Quantities are taken from existing conditions survey (by others) and proposed Schematic Design Plan.
- 4) The grading estimate assumes that the elevation of the facility will not be raised.

\*Unit Notes: sf - square feet, ea - each, If - linear feet, ls - lump sum, sy - square yards, cy - cubic yards, ff - face foot

# STEAMBOAT SPRINGS TRAILS ALLIANCE



THE MOST **ACCESSIBLE** AND **PROGRESSIVE**  
TRAIL NETWORK IN COLORADO

Project Partners:



PROPOSAL FOR:

## REQUEST FOR PROPOSAL (RFP) FOR USE OF STEAMBOAT SPRINGS ACCOMMODATION TAX

*Prepared for:*

Julie Franklin, City Clerk  
City of Steamboat Springs  
PO Box 775088  
Steamboat Springs, CO 80477

*Prepared by:*

Doug Davis, Director  
Steamboat Springs Bike Town USA® Initiative  
PO Box 775908  
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[doug@steamboatbiketown.com](mailto:doug@steamboatbiketown.com)  
[www.steamboatbiketown.com](http://www.steamboatbiketown.com)

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*Prepared on behalf of the:*  
Steamboat Springs Trails Alliance



“Forged by the recreational potential of the Yampa Valley, the Steamboat Springs Trails Alliance supports all modes of outdoor recreation. We are passionate stewards of the lands in which we work, play and call home. As one unified voice we seek to create a sustainable trail infrastructure for future generations by working to promote open space acquisition, trail enhancements and amenities that will connect people to public lands in Routt County. Through this coalition we will work to ensure that all people —bikers, hikers, runners, horseback riders, hunters, fisherman, birders, walkers, locals and visitors alike—have the opportunity to connect to the stunning natural environment of Steamboat Springs.”

PROJECT PARTNERS:







In 2012, Routt County Riders (RCR) closely aligned with the International Mountain Biking Association (IMBA) as a new chapter of IMBA. Routt County Riders, an IMBA Chapter, refocused its energy towards trail maintenance and future trail development. We completed more than 780 hours of trail work on Routt NF lands, Ski Corp's upper trail network and both City of Steamboat Springs & BLM property on Emerald Mountain. We will show our local land managers that we can maintain our existing network so we can expand our already great trail network.

RCR, an IMBA Chapter, is a registered 501c3 non-profit organization that raises funds for trail development through grants, donations, membership & event fundraising. Its mission is "to unite bicyclists in Steamboat Springs and Routt County through trails, roads, and pathways; education; and events with the goal of creating a fun, healthy, and safe bicycle friendly community."



The Steamboat Springs Bike Town USA® Initiative was established to leverage the existing infrastructure in Steamboat Springs resulting in enhanced economic activity during the non-winter/skiing months. Our mission is to promote economic development, safety and enhance the community through cycling. In order to accomplish these objectives we have established our vision for Steamboat Springs: the ultimate destination for cycling experiences.

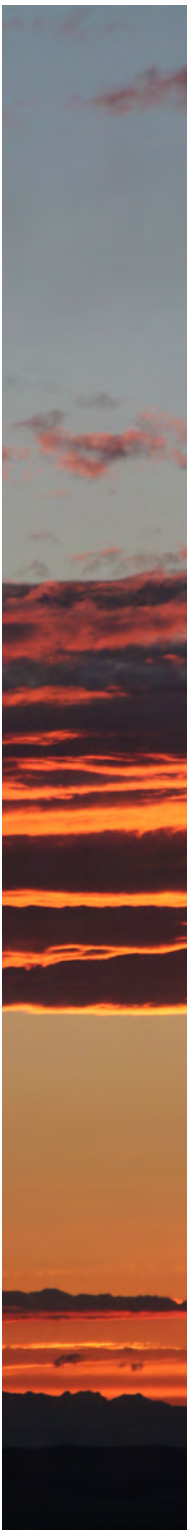


Yampatika's mission is to inspire environmental stewardship through education. Our main goal, broadly defined, is to develop environmental learning opportunities that serve the children and adults of Northwest Colorado. Established in 1992 as the "Yampatika Outdoor Awareness Association," Yampatika continues to be the only non-profit organization that offers a continuum of educational services to children and adults ranging in age from pre-K to senior citizens in Routt, Moffat and Jackson Counties



The 2013 Steamboat Springs Running Series continues its dedication to the pursuit of running and bringing people together. This year's series includes miles of challenging runs from 5K to 100 miles, all on the spectacular Colorado terrain you've come to expect. Our races are for everyone, so come out for a great day whether you are a racer, or a walker. It's an achievement to complete any of our courses, and many races will have prize drawings.

# SUPPORTERS



In addition to our project partners, a number of business and community members support this project. Steamboat Springs Trails Alliance projects have been presented to the public at open partner meetings. Additionally, a dedicated interactive website was developed at [www.steamboatspringstrails.com](http://www.steamboatspringstrails.com) where community members can comment on individual projects and lend their support. We will continue to reach out to the community to build a more accessible and progressive trail network.



Steamboat Ski and Bike Kare is a retail and service shop located in downtown Steamboat. Our bike business has grown considerably over the last 5 years as more trails have been built around town. We are huge supporters of continuing to develop Steamboat as a bike destination and developing a larger sustainable dirt trail network will help the whole community. Recreation tourism would benefit by having a well developed trail network for all users.



Glas Deffryn Ranch is located near the inlet to Stagecoach Reservoir where we raise pure bred Scottish Highland cattle. Our animals are all raised from birth on our ranch and are only fed our local grass hay. We provide our customers with a naturally lean beef and/or high quality seed stock. We similarly support a great network of trails that promote a healthy lifestyle and interaction with our great outdoors.



We've been building high-performance bike frames since 1981. Each is meticulously fashioned out of premium US-made titanium tubing, allowing us to design every bike to the specific needs of the frame style and individual rider. Our purposeful design philosophy, our knowledge of the unique characteristics of titanium, and our relentless focus on craftsmanship come together in the creation of true lifetime bikes—whether your preference is asphalt, dirt or both.



YVE, Inc. is a full service design firm capable of serving all of your design and engineering needs. We have been providing professional services to private owners, contractors, corporations, homeowners associations, Realtors and the restaurant industry since 1997.



Paul's Camaros does classic Camaro restoration as well as geologic consulting.

PROJECT PARTNERS



Proposal for:

**REQUEST FOR PROPOSAL (RFP)  
FOR USE OF STEAMBOAT SPRINGS ACCOMMODATION TAX**

Prepared for:

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## Executive Summary

The Steamboat Springs Trails Alliance is a partnership between Routt County Riders—an International Mountain Bicycling Association Chapter, The Steamboat Springs Bike Town USA® Initiative Yampatika and the Steamboat Springs Running Series. Our vision for Steamboat Springs, and this proposal, is to create the most accessible and progressive trail system in Colorado.

We have identified 46 projects, from in-town connections and amenities, to core trail extension and multi-use trails to user specific hiking and mountain bike trails, which combined will create a seamless trail network that facilitates outdoor recreation and attracts affluent visitors during summer and shoulder seasons.

Outdoor recreation is an American pastime and significant economic driver, and trails and open space act as the backbone, connecting hikers, bikers, skiers, hunters, wildlife watchers, and runners to our public lands and to more healthy and full lives. In surveys and reports Americans across the nation regularly rank open space and trails as the most important factors in choosing places to live and play.

Colorado and Steamboat Springs specifically, offer scenery and outdoor potential that few states and towns can offer. With the wide-rolling Yampa Valley and millions of acres of public lands, the canvas is set for recreation. The Steamboat Springs Trails Alliance believes that with renewed vision and commitment Steamboat can become the most accessible, progressive and connected trail systems in the region and nation. With an investment in new-targeted trails, connections and amenities Steamboat Springs will be the ultimate “choose your own adventure” destination. Hike, bike, run, ski, horseback ride, hunt—The Steamboat Springs Trails Alliance will build the trails and community to support the ultimate outdoor recreation adventure.

**The following applies to all projects and is summarized here to avoid unnecessarily repetitive checklists. Individual project are described in more detail in the Appendix.**

### **Enhanced Description of Project**

Accommodation tax funding is specifically requested to enhance multi-use recreation through new and improved natural surface trails, enhanced trailhead areas, safety improvements, and core trail extension for the benefit of all recreational users.

Through extensive research, public comment and coordination with land managers, we have created a comprehensive proposal for Steamboat Springs' trail network. Combined, these 46 individual projects are designed to transform Steamboat Springs into the most accessible and progressive trail network in Colorado. We have segmented these projects into five distinct geographic zones/existing trail hubs, each with their own unique attributes and importance to the greater Steamboat Springs trail network. The zones include: Buffalo Pass Trail System, Emerald Mountain Trail System, Mad Creek Trail System, Rabbit Ears Pass Trail System, and Town Pathways and Amenities. An overview of each zone and its specific benefits is provided in a later section of the proposal and is followed by a detailed breakdown of individual projects within each zone.

Projects were designed to leverage the existing assets of these unique areas, while also providing the improvements needed to complete and connect each zone for greater recreational opportunities.

While the proposal is designed as one comprehensive network for all trail users, some projects have been intentionally proposed and designed for a specific user group. For instance, in the Rabbit Ears Pass Zone, some trails are gravity specific downhill bike trails, while others in the Zone are dedicated hiking only trails. Similar user-specific trails are proposed for Emerald Mountain Zone. Ultimately, this direction was chosen based on feedback from other successful community trail networks across the country and from the Steamboat Springs community, as a way to provide the greatest benefit to trail users, while reducing conflicts.

The diversity and scope of projects can either be funded through bonding, additional grants, or pay-as-you go. The Steamboat Springs Trails Alliance will leverage these funds for the maximum economic benefit of the community.



Please note, not all projects have gone through the final NEPA process required by some land managers needed before final approval.

Steamboat Springs has existing trails, lodging capacity, restaurants, entertainment and night life, shopping and retail, recreational amenities, and public safety and other support services that can support approximately 18,000 visitors at any time in addition to our year round population of 11,000. This tourist capacity was developed to serve the skiing tourist in winter months and is significantly under utilized in the summer months, which creates an opportunity to enhance and grow bicycle and other trail based tourism from May through October of each year. Over the last three years the community of Steamboat Springs has come together to develop the vision, strategy, and community plan to become a premier trail network and top summer destination. This project will construct the trail network needed to leverage existing attractions and tourist infrastructure to develop Steamboat Springs as a premier biking and hiking destination.

Steamboat Springs has the opportunity to leverage our existing assets to enhance our tourist capability resulting in similar revenues for our local businesses and tax dollars for our local government entities as we experience in the winter ski season months. In fact, partner estimates indicate that at project completion an additional 180,000 tourists will visit Steamboat Springs, resulting in over \$81million to the local community. Steamboat Springs will become known, simply and powerfully, for both skiing and biking.

In addition to the economic benefits the results from our efforts will bring tangible accolades and industry recognitions that will in-turn drive additional tourism dollars and provide marketing muscle for the Chamber, lodging community, Steamboat Ski and Resort Corporation, City of Steamboat, and area businesses. For example, this project can bolster our status from a Gold Level Bicycling Friendly Community with the American League of Bicyclists to a Platinum Level Community. The proposal can also help Steamboat Springs earn recognition from IMBA (International Mountain Biking Association) as a designated Ride Center-denoting Steamboat Springs as top international destination for mountain biking. Furthermore, the proposed trail network will contribute to measurable gains in other outdoor activities, bringing visitors to hike, hunt, run, bird watch and enjoy the natural beauty of the Yampa Valley.

## Entities Involved, Backgrounds, Roles & Responsibilities

Land Managers include: City of Steamboat Springs (CoSS), Emerald Mountain Partnership (EMP), Yampa Valley Land Trust (YVLT), the United States Forest Service (USFS), The Bureau of Land Management (BLM), Colorado Parks & Wildlife (CPW), Steamboat Springs School Board & willing private land owners.

User groups currently include those that are a part of the Steamboat Springs Trails Alliance (SSTA): Steamboat Springs Bike Town USA Initiative, Routt County Riders, an IMBA Chapter, Yampatika & the Steamboat Running Series. SSTA is currently seeking input from other trail users including equestrians and hunters.

### Entity Backgrounds

**City of Steamboat Springs Background:** The City's Open Space and Trails Master Plan (2008) specifically notes that "completing key links within the existing trails system is a primary focus for expanding the system" and that "linking existing trails as a contiguous system is an important strategy to utilize to enhance and expand our existing trails system". "Enhancing and expanding our existing trail system" is identified in the Steamboat Springs Area Community Plan and this trail project is specifically identified on the map of Community Plan's map of proposed trails. The 2002 Community Survey found that developing more trails and bike paths was the second most important capital project for the City, behind acquisition of additional open space. This trails project is also supported by the Mountain Town Sub Area Plan (1999).

**The Emerald Mountain Partnership Background:** The Emerald Mountain Partnership (EMP) was formally created as the Howelsen Mountain Park Group in 2007 and became a 501(c) 3 nonprofit. EMP worked with the City of Steamboat Springs to facilitate the purchase of the 586-acre "Orton on Emerald Parcel". The City of Steamboat Springs purchased this land with City funds and a GOCO grant. EMP was assigned as the "manager" of the Emerald Mountain Park land parcel.

**Yampa Valley Land Trust Background:** Yampa Valley Land Trust is a dynamic, results-oriented, community-based, non-profit land conservation organization. YVLT works in partnership with willing landowners to secure conservation easements that permanently protect the rural landscapes and important ecological resources found throughout Northwest Colorado. YVLT also partners with local communities to secure public recreation opportunities that help to meet the demands of our ever-changing population. Since its incorporation in 1992, Yampa Valley Land Trust has worked to actively conserve land in the Yampa Valley and Northwest





Colorado. YVLT collaborates with a diverse group of landowners that include traditional ranching families, new property owners, local governments and, at times, developers. The work of YVLT benefits the community, including residents, businesses, second homeowners and the estimated 600,000 visitors who come to Steamboat Springs and its surroundings each year.

**USFS Background:** The founding of the National Forest System and the Forest Service, an agency of the U.S. Department of Agriculture, has its roots in the last quarter of the 19th century. The national forests (at first called forest reserves) began with the Forest Reserve Act of 1891, which allowed the president to establish forest reserves from timber covered public domain land. Several early leaders and visionaries, along with willing presidents (especially Teddy Roosevelt), scientific and conservation organizations, and newly trained forestry professionals, led the successful effort in retaining millions of acres of Federal forest land for future generations. The pride and professionalism continue in the Forest Service today. The United States currently has a system of 155 national forests, 20 national grasslands, and 222 research and experimental forests, as well as other special areas, covering more than 192 million acres of public land. The Forest Service has evolved into a 30,000 employee agency that manages the national forests for a number of multiple uses, including recreation, timber, wilderness, minerals, water, grazing, fish, and wildlife. The history of the agency is long and remarkable. Over the last century, the Forest Service has initiated numerous, innovative products and procedures, as well as led the country and the world in scientific forestry matters. How the Forest Service got to where it is today is a fascinating story of people, places, politics, laws, and controversies.

**BLM Background:** The Bureau of Land Management (BLM) may best be described as a small agency with a big mission: To sustain the health, diversity, and productivity of America's public lands for the use and enjoyment of present and future generations. It administers more public land – over 245 million surface acres – than any other Federal agency in the United States. Most of this land is located in the 12 Western states, including Alaska. The BLM also manages 700 million acres of sub-surface mineral estate throughout the nation. The BLM's multiple-use mission, set forth in the Federal Land Policy and Management Act of 1976, mandates that we manage public land resources for a variety of uses, such as energy development, livestock grazing, recreation, and timber harvesting, while protecting a wide array of natural, cultural, and historical resources, many of which are found in the BLM's 27 million-acre National Landscape Conservation System. The conservation system includes 221 Wilderness Areas totaling 8.7 million acres, as well as 16 National Monuments comprising 4.8 million acres. The BLM does its complex and challenging work with an annual budget of more than \$1 billion and a workforce of about 10,000 full-time employees. The BLM is one of a handful of

Federal agencies that generates more revenue for the United States than it spends. For example, in Fiscal Year 2012, nearly \$5 billion will be generated by activities on BLM-managed lands, including an estimated \$4.3 billion from onshore oil and gas development, with about half of those revenues going to the states where the mineral leasing occurred.

The BLM is focusing on the following priorities:

- The **America's Great Outdoors initiative**, which is aimed at enhancing the conservation of BLM-managed lands and resources and reconnecting Americans to the outdoors.
- The **New Energy Frontier**, which encourages and facilitates renewable energy development – solar, wind, and geothermal – on the Nation's public lands.
- **Cooperative Landscape Conservation**, a scientific initiative that recognizes the need to better understand the condition of BLM-managed landscapes at a broad level.
- **Youth in the Great Outdoors**, which supports programs and partnerships that engage youth in natural resource management and encourages young people and their families to visit, explore, and learn about the public lands.
- **Climate Change**, which is affecting public lands in ways that could impact on Americans' quality of life. The BLM is responding with two interconnected initiatives: a proposed landscape approach to land management and Rapid Eco-regional Assessments, which will improve the agency's understanding of public land conditions to inform future management decisions.

By strengthening existing and forging new partnerships with stakeholders, the BLM will ensure that the nation's public lands are managed and conserved for future generations of Americans to use and enjoy.

**CPW Background:** Colorado Parks and Wildlife was created in 2011 by the merger of Colorado State Parks and the Colorado Division of Wildlife, two nationally recognized leaders in conservation, outdoor recreation and wildlife management. Colorado



Parks and Wildlife manages 42 state parks, all of Colorado's wildlife, more than 300 state wildlife areas and a host of recreational programs. Colorado's 42 state parks attract more than 11 million visitors per year, offering exceptional settings for healthy, fun-filled outdoor recreation with family and friends that promote stewardship of our natural resources. Colorado Parks and Wildlife issues hunting and fishing licenses, conducts research to improve wildlife management activities, protects high priority wildlife habitat through acquisitions and partnerships, provides technical assistance to private and other public landowners concerning wildlife and habitat management and develops programs to understand, protect and recover threatened and endangered species. Colorado Parks and Wildlife also administers the state's trail program and registers boats, snowmobiles, off-highway vehicles and river outfitters. Parks and Wildlife employees and their partners work together to provide ongoing and outstanding customer service through recreational programs, amenities, and services.

**Steamboat Springs School District RE-2 Background:** Detailed background not available at time of press. The local school district has worked with the City of Steamboat Springs on past projects and is ready and willing to continue the partnership.

**Steamboat Springs Bike Town USA Initiative (BTUSA) Background:** BTUSA was formed to discuss the strategy of economic development by growing bicycling tourism in Routt County. The task force functions as a catalyst to achieve our Vision and Mission statements. Our Vision Statement states: Steamboat Springs is the ultimate destination for cycling experiences. This vision of the future for cycling in Steamboat Springs suggests we can provide opportunities for the best cycling experiences in the world. In addition, our Mission Statement defines the reason this group came into being or why we exist. The Mission Statement says: To promote economic development, lifestyle enhancement, and tourism through cycling.

Our plan calls for a unified effort that ties several different private and government entities together so that we have a comprehensive and agreed upon path forward to fulfill our vision and mission. As a result of pulling together each member of this team, we will be able to provide the community a comprehensive plan, similar to what has been accomplished in the adjacent market of skiing in Steamboat, by more fully developing various bicycling capabilities in the community. A key component to our overall plan is the leveraging of existing assets by integrating them into a seamless system of cycling experiences. We believe the ultimate outcome of the successful implementation of this plan will show increased revenues to existing and new businesses, enhanced tax revenues to the City of Steamboat Springs, along with the potential for additional job growth in our marketplace.

**Routt County Riders Background:** In 2012, Routt County Riders (RCR) closely aligned with the International Mountain Biking Association (IMBA) as a new chapter of IMBA. Routt County Riders, an IMBA Chapter, refocused its energy toward trail maintenance and future trail development. We completed more than 780 hours of trail work on Routt NF lands, Ski Corp's upper trail network and both City of Steamboat Springs & BLM property on Emerald Mountain. We will show our local land managers that we can maintain our existing network so we can expand our already great trail network

RCR, an IMBA Chapter, is a registered 501c3 non-profit organization that raises funds for trail development through grants, donations, membership & event fundraising. Its mission is *"to unite bicyclists in Steamboat Springs and Routt County through trails, roads, and pathways; education; and events with the goal of creating a fun, healthy, and safe bicycle friendly community."*

**Yampatika Background:** Yampatika's mission is to inspire environmental stewardship through education. Our main goal, broadly defined, is to develop environmental learning opportunities that serve the children and adults of Northwest Colorado. Established in 1992 as the "Yampatika Outdoor Awareness Association," Yampatika continues to be the only non-profit organization that offers a continuum of educational services to children and adults ranging in age from pre-K to senior citizens in Routt, Moffat and Jackson Counties.

**Running Series Background:** The 2013 Steamboat Springs Running Series continues its dedication to the pursuit of running and bringing people together. This year's series includes miles of challenging runs from 5k to 100 miles, all on the spectacular Colorado terrain you've come to expect.



### **Entity's Current and Future Interests Including Roles and Responsibilities.**

On successful funding the Steamboat Springs Trail Alliance will meet and work with land managers to determine roles and responsibilities for the proposed project.

Land Managers will manage and contract projects that meet their requirements including any requirements for final approval such as NEPA analysis when required.

Members of SSTA will be involved with oversight of the design and build of the projects described to ensure it is designed and constructed as close to intended in this proposal as possible.

### **Project Location, Purchase & Ownership**

All proposed projects are accessible from town by foot, bike or vehicle in 30 minutes or less.

No projects require purchase or lease of land. A couple projects may require easements. For all projects that may require easements, the individual landowners have been contacted and are willing to continue the discussion on the details of potential easements.

The land manager(s) of which the project involves will own the completed project.

## Project Capital Costs

Estimated capital costs are based on a few sources and variables. When projects have had site-specific analysis, those numbers have been used. When projects have not had site-specific analysis, the Steamboat Springs Area Open Space & Trails Master Plan (2008) estimates shown below were used with 1.07 times adjustment to account for inflation between 2008 and 2012. The Master Plan estimates costs for three types of trails; core trail, secondary trail & backcountry trail.

RCR, an IMBA Chapter, using its local trail building experience subdivided the backcountry trail category into the following types of backcountry trails and differing associated build costs. These build costs were used in the cost analysis on backcountry trail projects.

The International Mountain Biking Association (IMBA) for hire division "Trail Solutions", was able to do a rough takeoff based on the maps and descriptions on the Steamboat Springs Trails Alliance website ([www.steamboatspringstrails.com](http://www.steamboatspringstrails.com)) and their experience building trails throughout the country and internationally. Based on their cost option that is attached in the appendix, backcountry trail built costs could be reduced with more detailed site specific analysis.

With in-kind volunteer labor, backcountry trails could be built at even lower rates as shown in the past on trails such as purpose-built single-track connection Ricky's Ridge which was built in 2011 for an extremely low cost of approximately \$0.19/ft + volunteer labor. The purpose-built single-track Beall trail project on the backside of Emerald was built for an estimated \$38,500.00 and at 6.7 miles came in at approximately \$1.09/ft. While using volunteer labor is essential to create a community sense of ownership, the scale of these backcountry trails projects could not be supported entirely by volunteers. Local trail builders and volunteers will be used as much as possible to create a high sense of ownership throughout the community.



Estimated Trail Build Costs by Type					
		City Master Plan [1]	RCR, an IMBA Chapter [2]	Trail Solutions (IMBA) [3]	RCR History [4]
	Type	Cost/ft	Cost/ft	Cost/ft	Cost/ft
	Backcountry: Purpose-built Flow Trail w/ Features	\$ 16.05	\$ 15.00	\$ 9.60	\$ -
	Backcountry: Purpose-built Flow Trail	\$ 16.05	\$ 10.00	\$ 6.00	\$ 1.89
	Backcountry: Purpose-built Single-track	\$ 16.05	\$ 5.00	\$ 3.60	\$ 1.09
	Backcountry: Existing Single-track (Rehab)	\$ 16.05	\$ 2.50	\$ 4.80	\$ -
	Backcountry: Hiking	\$ 16.05	\$ 2.50	\$ 6.00	\$ -
<b>Notes:</b>					
[1]	Assumes construction cost (no design, permitting, management etc.). Cost of \$15/ft was increased by 1.07 times to account for 2008 to 2012 inflation.				
[2]	Assumes construction cost (no design, permitting, management etc.). This estimate is based on local trail builders conservative estimates familiar with what is take to build locally assuming the construction is done as a private company and not through a non-profit. Little to no volunteer labor is assumed in these costs.				
[3]	Assumes construction cost (no design, permitting, management etc.). This estimate is based on general trail building experience and did not utilize site visits to help determine the Cost Option attached in the appendix. Cost per foot was adjusted to account for the 20% increase in preliminary design to final trail length.				
[4]	Assumes extremely high level of volunteer labor. Volunteers would become "burned out" if they were they were to be asked to build too many of these trails.				

**Figure 1.**

Due to the wide range of estimated cost to produce backcountry trails without detailed site specific analysis, a moderately conservative approach was used to determine the final estimated per foot build cost. The individual project cost tables used the

costs estimated by RCR, an IMBA Chapter. The individual project pro forma was based off the project cost table. A proposal capital cost summary was provided showing a range of estimates. For backcountry trails, the higher of RCR, an IMBA Chapter and/or Trail Solutions (a for profit division of IMBA) numbers were used to determine the "Conservative" estimate shown in **Figure 2**. The lower of the two estimates was used to determine the "Moderate" estimate also shown in **Figure 2**.

Based on a comprehensive trail study in 2000, by the Iowa Department of Transportation, in addition to the trail build costs, the following costs are associated overall costs to build a trail:

- Planning, Preliminary Design & Construction documents 9%
- Administration & Construction services 10%
- Contingency 10%

These additional costs total 29% of the estimated build cost, therefore 129% of the estimated build cost was estimated to be the project capital cost. When bridges, boardwalks or other structures were expected to be required, they were added to the total cost with the same 129% increase to cover costs outside of construction.

Opportunities for matching grants are shown in a third column of **Figure 2**. in order to show grants already identified by City of Steamboat Springs Government Programs Manager, Winnie DelliQuadri. Matching grants up to 70% are available. The 2013 & 2014 grant cycles are expected to have grants starting at \$500,000. Winnie intends to apply for a grant in the \$1,000,000.00 range for the Core Trail to Legacy Ranch.





Steamboat Springs Trails Alliance Proposal				
for the Future Use of the Steamboat Springs' Accommodations Tax				
Proposal Capital Cost Summary				
<b>Buffalo Pass Network</b>		<b>Est. Cost [1]</b>		<b>Matching (\$) [2]</b>
	Trails, Pathways and Connections	(Moderate)	(Conservative)	
	Spring Creek Alternate Trail	\$ 123,375.60	\$ 219,413.52	TBD
	Buffalo Pass Alternate Trail	\$ 328,098.60	\$ 365,560.20	TBD
	Gunn Creek Trail	\$ 454,091.61	\$ 489,509.85	TBD
	Unauthorized Trails	\$ 220,961.52	\$ 296,565.84	TBD
	Uranium Mine Trail	\$ 326,937.60	\$ 548,920.80	TBD
	<b>Network Total</b>	<b>\$ 1,453,464.93</b>	<b>\$ 1,919,970.21</b>	<b>TBD</b>
<b>Emerald Mountain Network</b>		<b>Est. Cost [1]</b>		<b>Matching (\$) [2]</b>
	Trails, Pathways and Connections	(Moderate)	(Conservative)	
	Wild Rose Trail	\$ 55,046.88	\$ 61,687.80	TBD
	Upper Rotary Trail	\$ 98,468.28	\$ 164,366.64	TBD
	Emerald Directional Trail #1	\$ 83,282.40	\$ 220,187.52	\$ 150,000.00
	Emerald Directional Trail #2	\$ 83,282.40	\$ 147,307.68	\$ 103,115.38
	Dual Slalom Coarse Trails	\$ 65,774.52	\$ 109,706.76	\$ 76,794.73
	Morning Gloria Trail	\$ 182,586.60	\$ 204,336.00	\$ 143,035.20
	Infrastructure and Amenities			
	Ridge Trail Head Amenities	\$ 165,387.00	\$ 165,387.00	\$ 100,000.00
	<b>Network Total</b>	<b>\$ 733,828</b>	<b>\$ 1,072,979</b>	<b>\$ 572,945</b>
<b>Mad Creek Network</b>		<b>Est. Cost [1]</b>		<b>Matching (\$) [2]</b>
	Trails, Pathways and Connections	(Moderate)	(Conservative)	
	Unauthorized Trails	\$ 110,480.76	\$ 148,282.92	TBD
	Red Dirt 2 Swamp Park Trail	\$ 73,560.96	\$ 110,480.76	TBD
	<b>Network Total</b>	<b>\$ 184,042</b>	<b>\$ 258,764</b>	<b>TBD</b>

Figure 2.

<b>Rabbit Ears Pass Network</b>		<b>Est. Cost [1]</b>		<b>Matching (\$) [2]</b>
	Trails, Pathways and Connections	(Moderate)	(Conservative)	
	Walton Rim Trail	\$ 1,952,395.65	\$ 2,919,586.05	TBD
	UWSN: Loop Trail #1	\$ 109,706.76	\$ 122,988.60	TBD
	UWSN: Loop Trail #2	\$ 146,146.68	\$ 163,855.80	TBD
	UWSN: Loop Trail #3	\$ 91,486.80	\$ 102,555.00	TBD
	LWSN: Old Hwy 40 Trail	\$ 143,809.20	\$ 383,393.16	TBD
	LWSN: Old Hwy 40 Extension Trail	\$ 61,687.80	\$ 164,366.64	TBD
	LWSN: Old Hwy 40 Perimeter Trail	\$ 98,468.28	\$ 146,146.68	TBD
	LWSN: Directional Trail #1	\$ 98,468.28	\$ 164,366.64	TBD
	LWSN: Directional Trail #2	\$ 131,162.04	\$ 219,026.52	TBD
	LWSN: Directional Trail #3	\$ 98,468.28	\$ 164,366.64	TBD
	LWSN: Directional Trail #4	\$ 98,468.28	\$ 164,366.64	TBD
	LWSN: Skills Area	\$ 59,985.00	\$ 59,985.00	TBD
	LWSN: Expansion Zone	\$ 984,682.80	\$ 1,643,666.40	TBD
	LWSN: Hiking Only Trail	\$ 55,820.88	\$ 123,762.60	TBD
	Drunken Hogan Trail	\$ 367,804.80	\$ 547,759.80	TBD
	Infrastructure and Amenities			
	UWSN: West Summit Amenities	\$ 103,200.00	\$ 322,500.00	TBD
	LWSN: Ferndale Amenities	\$ 324,048.00	\$ 646,548.00	TBD
	LWSN: Forest Entry Amenities	\$ 322,500.00	\$ 645,000.00	TBD
	<b>Network Total</b>	<b>\$ 5,248,310</b>	<b>\$ 8,704,240</b>	<b>TBD</b>

Figure 2.



Town Network		Est. Cost [1]		Matching (\$) [2]
		(Moderate)	(Conservative)	
	Trails, Pathways and Connections			
	Core Trail S - Legacy Ranch	\$ 3,228,607.10	\$ 4,396,725.00	\$ 1,000,000.00
	Core Trail W - Bear River Park	\$ 654,898.17	\$ 654,898.17	\$ 150,000.00
	Core Trail N - Strawberry Park	\$ 365,173.20	\$ 365,173.20	\$ 150,000.00
	Core Conn.: 12th St @ Little Toots	\$ 98,774.78	\$ 98,774.78	TBD
	Lodging Conn.: Walton Creek	\$ 337,820.00	\$ 337,820.00	TBD
	Lodging Conn.: Mtn to Core	\$ 452,243.00	\$ 452,243.00	TBD
	Lodging Conn.: Whistler Area to Mtn	\$ 116,014.50	\$ 116,014.50	TBD
	Stehley Park Beginner Pumptrack	\$ 25,800.00	\$ 27,735.00	TBD
	Infrastructure and Amenities			
	Emerald Amenities: Blackmer Dr.	\$ 192,000.00	\$ 192,000.00	TBD
	Safety			
	Enhanced Crossing: To Spring Creek @ Amethyst Dr.	\$ 75,375.00	\$ 75,375.00	TBD
	Enhanced Crossing: To Butcher Knife @ East Maple St.	\$ 75,375.00	\$ 75,375.00	TBD
	Enhanced Crossing: Core Trail @ 5th St.	\$ 75,375.00	\$ 75,375.00	TBD
	Enhanced Crossing: Lodging Conn. @ Mt. Werner Cir.	\$ 75,375.00	\$ 75,375.00	TBD
	Enhanced Crossing: Core Trail @ Mt. Werner Rd.	\$ 75,375.00	\$ 75,375.00	TBD
	Network Total	\$ 5,848,206	\$ 7,018,259	\$ 1,300,000
	Proposal Sub-total	\$ 13,467,850	\$ 18,974,212	
<b>Proposal Management - Contingency</b>		<b>Est. Cost [1]</b>		
		(Moderate)	(Conservative)	
	Proposal Management - Contingency (6.7%)	\$ 902,346	\$ 1,271,272	
	Total	\$ 902,346	\$ 1,271,272	
<b>Proposal Total Estimated Costs</b>		<b>\$ 14,370,196</b>	<b>\$ 20,245,484</b>	

Figure 2.

<b>Proposal Estimated Matching Funds</b>		<b>Est. Matching (\$) [2]</b>	
		(% Moderate)	(% Conservative)
Proposal Estimated Matching Funds		\$ (1,690,448)	\$ (1,872,945)
Proposal Estimated In-Kind Donations		TBD	TBD
Total		\$ (1,690,448)	\$ (1,872,945)
<b>Proposal Total Cost After Matching Funds &amp; In-Kind</b>		<b>\$ 12,679,748</b>	<b>\$ 18,372,539</b>
Notes:			
[1]	Moderate and Conservative estimates were determined based in part on the Steamboat Springs Area Open Space and Trails Master Plan (2008), Routt County Riders, an IMBA Chapter trail crew leaders local trail building history, estimates provided by Trail Solutions ( the for profit division of the International Mountain Bike Association trail building crews) and Civil Design Consultants (the engineers of record for the Yampa River Core Trail) estimates. The Conservative estimate took the higher of the Bid or Parks & Rec Open Space & Trails Master Plan. The Moderate took the lower of the two. Where only one estimate was obtained, the conservative estimate will match the moderate estimate.		
[2]	Estimate matching funds have been identified by Winnie DelliQuadri, Government Programs Manager. For many projects it is too soon to estimate the amount of matching funds available. With the possible exception of the Core Trail to Legacy Ranch, other projects on city property would only qualify for one grant per year to cover one project. The grant cycle that would drover the Core Trail is expected to be in 2013 & 2014.		

Figure 2.



### **Timeline**

Approved projects can be completed on pay as you go basis or by bonding. The timeline of individual projects will be dictated by the individual land managers and successful completion of their required approval processes. Prospective land managers are aware of all of the proposed projects that pertain to land they manage. Projects less than 10 miles in length are expected to be completed in one build season. Projects more than 10 miles in length are expected to be phased.

### **Pro Forma**

#### **Pro forma: Revenue**

Trails are a free amenity for public use. As such they do not generate direct operational revenue per se. However, there are available sources to fund ongoing operational costs.

## Overall Proposal Projected Revenue

Figure 3.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>Conservative Scenario</b>							
No. New Visitors	4,928	9,913	16,600	23,541	30,560	37,720	45,022
Total Spend	2,227,456	4,480,676	7,530,320	10,640,532	13,813,120	17,049,440	20,349,944
City SBS Sales Tax	89,435	179,905	302,351	427,230	554,613	684,555	817,705
Routt Co. Tax	22,103	44,461	74,723	105,585	137,066	169,180	201,931
Lodging Tax	8,242	16,579	27,862	78,740	51,109	63,083	75,295
Colo. St. Tax \$'s	63,932	128,604	216,134	305,403	396,462	489,350	584,081
Direct Spend \$'s	58,783	118,245	198,725	280,804	364,528	449,935	537,035
Direct Household \$'s	5,149	10,359	17,409	24,599	31,934	39,415	47,046
Local Mktg. Dist. \$'s	16,483	33,157	55,724	78,740	102,217	126,166	150,590
No. New Jobs	20	41	69	97	126	156	186
<b>Moderate Scenario</b>							
No. New Visitors	8,235	14,948	25,219	35,798	46,695	57,918	69,478
Total Spend	3,772,220	6,756,496	11,398,988	16,180,696	21,106,140	26,178,936	31,404,056
City SBS Sales Tax	149,452	271,281	457,683	649,674	847,437	1,051,116	1,260,911
Routt Co. Tax	36,935	67,044	113,111	160,559	209,434	259,771	311,619
Lodging Tax	13,772	24,999	42,176	59,869	78,093	96,862	116,195
Colo. St. Tax \$'s	106,835	193,924	327,172	464,415	605,785	751,383	901,354
Direct Spend \$'s	98,229	178,304	300,819	427,009	556,991	690,862	828,753
Direct Household \$'s	8,605	15,620	26,352	37,407	48,794	60,521	72,601
Local Mktg. Dist. \$'s	27,544	49,998	84,353	119,737	156,185	193,724	232,390
No. New Jobs	34	62	104	148	193	240	287
<b>Aggressive Scenario</b>							
No. New Visitors	9,888	20,007	33,905	51,970	70,940	90,858	111,772
Total Spend	4,469,376	9,043,164	15,325,060	23,490,440	32,064,880	41,067,816	50,520,944
City SBS Sales Tax	179,451	363,094	615,320	943,169	1,287,443	1,648,922	2,028,477
Routt Co. Tax	44,349	89,734	152,069	233,093	318,177	407,512	501,314
Lodging Tax	16,537	33,460	56,703	86,915	118,640	151,951	186,927
Colo. St. Tax \$'s	128,279	259,555	439,857	674,218	920,321	1,178,721	1,450,043
Direct Spend \$'s	117,947	238,649	404,428	619,913	846,192	1,083,780	1,333,248
Direct Household \$'s	10,332	20,906	35,429	54,306	74,128	94,942	116,796
Local Mktg. Dist. \$'s	33,073	66,919	113,405	173,829	237,280	303,902	373,855
No. New Jobs	41	83	140	215	293	378	462



**Economic Impact Analysis Methodology:** The economic analysis model utilized in this proposal takes into account the impact of visitor spending on several levels in the local economy. These levels include the impact visitor spending has on sales taxes as well as the impact it has on wages/salary of the businesses that provide goods/services directly to the visitor. The model takes into account the increase in local household spending that would occur at both the direct and secondary levels as a result of increases in wage/salary the visitor spending would stimulate. Lastly, the model provides an estimate of the number of jobs (FTEs) that would result from increased visitor spending at both the direct and secondary levels.

**Step #1 - Determine The Dollar Value Of Projected Visitor Spending:** The economic impact model used takes into account the estimated average daily spending by visitors and allocates that spending to specific spending categories. The total spending is determined by multiplying the average spending per day (\$113); by the estimated number of visitors; multiplied by the average length of stay (4 days). The data for these inputs was based on the data regarding spending (\$133.13/day) and length of stay (5 nights) by bicycle tourists in Whistler B.C.<sup>1</sup> with data regarding spending (\$73/day) and length of stay (4 nights) of existing summer tourists in Steamboat Springs as identified by the Steamboat Springs Chamber Resort Association 2008 Summer Visitor Survey. Data regarding the number of visitors was initially estimated in two ways, both of which resulted in similar estimates. The first method utilized existing summer tourism in Steamboat Springs as a base and projected conservative, moderate and aggressive increases in summer tourism based on project activities. The second method looked at the overall size of the mountain biking/freeriding market, which is comparable in size to the existing mature skiing market, and then estimated maturity for Steamboat's share of the mountain biking market at 9% based on its existing share of the mature skiing market. Conservative, moderate, and aggressive scenarios for attraction of new visitors were developed utilizing the market maturity as a cap. The two estimation methods yielded similar results regarding visitors per year and this data is used in the calculations. Visitor numbers utilized in the attached economic analysis data sheets were derived from the second, market share model.

**Step #2 - Allocate The Projected Visitor Spending By Category:** In this impact model the visitor spending is allocated to the following categories:

- A. Lodging (37%)
- B. On Mountain Activities/Ski Area (9%)
- C. Food Services (32%)
- D. Retail (13%)
- E. Entertainment (9%)

The allocation percentages used were provided by the Steamboat Springs Chamber Resort Association (SSCRA) Summer Visitor Survey.

Step #3 - Calculation of Sales Taxes: Using the sales tax rates for the various taxing entities the estimated sales tax collected as a result of visitor spending is calculated. The sales tax rates used in this model are as follows:

- A. State of Colorado (2.9%)
- B. Routt County (1.0%)
- C. City of Steamboat Springs (4.0%)
- D. Steamboat Springs School District RE-2 (0.5%)
- E. Steamboat Springs Lodging Tax (1.0%)
- F. Local Marketing District Lodging Tax (2.0%)

Assumptions of the visitor spending

- All spending would take place within the city limits of Steamboat Springs.
- All Lodging would occur in properties subject to the Local Marketing District and Lodging Tax

Step #4 - Calculation Of Wage/Salary That Would Be Generated As A Result Of Visitor Spending: Using the visitor spending allocation by category an estimate of the increased wage/salary is calculated. The percentage used for the wage/salary is calculated based on RMA (Robert Morris Associates) Annual Statement Studies done for the industry sectors associated with the visitor spending. RMA Studies are recognized as an authoritative source used by financial institutions nationally in assessing the





financial ratios of businesses. The RMA data used in this calculation is from calendar year 2010. Based on RMA the percentage allocation based on increased revenues as a result of visitor spending by industry sector areas follows:

- A. Lodging (21.5%)
- B. On Mountain Activities/Ski Area (17.9%)
- C. Food Services (18.3%)
- D. Retail (10.3%)
- E. Entertainment (17.9%)

Step #5 - Calculation Of Projected Local Vendor Spending: Using the visitor spending allocation by category an estimate of SG&A (Selling, General and Administration) is calculated. The percentage used for SG&A is based on RMA (Robert Morris Associates) Annual Statement Studies done for the industry sectors associated with the visitor spending. RMA Studies are recognized as an authoritative source used by financial institutions nationally in assessing the financial ratios of businesses. The RMA data used in this calculation is from calendar year 2010. Based on RMA the percentage allocation based on increased revenues as a result of visitor spending by industry sector are as follows:

- A. Lodging (22.3%)
- B. On Mountain Activities/Ski Area (28.3%)
- C. Food Services (15.3%)
- D. Retail (10.0%)
- E. Entertainment (28.3%)

Step #6 - Calculation Of Projected Local Vendor Wage/Salary: To determine the local spending by the business it was assumed that 50% of SG&A expenses of the primary business would occur locally. Since vendor spending quickly becomes defused by

industry sector, a factor of 25% was used to estimate the value of wage/salary that would be generated at the vendor level as a direct result of visitor spending.

**Step #7 - Calculation Of The Increase In Household Consumer Spending:** Household Consumer Spending allocations used in the model are based on data provided by the Bureau of Labor Statistics (BLS). Data is from 2010.

**Step #8 - Calculate an estimate of the local Household Consumer Spending:** Using the Routt County Consumer Preference Study (2003) an estimate of the spending that is occurring locally is calculated by consumer category. This spending is subsequently distributed by industry according to NAICS codes (The North American Industry Classification System).

**Step # 9 - Secondary Wage/Salary That Would Be Created:** The percentage used to determine secondary wage/salary by industry sector are based on RMA data for the specific NAICS industry sector. 2010 RMA data was used.

**Step #10 - Calculation Of Sales Tax From Direct And Secondary Household Consumer Spending:** This is done by identifying the categories of household consumer spending that would be subject to sales tax and calculating the tax by taxing entity. In the model it is assumed that all households are in the city limits of Steamboat Springs.

**Step #11 - Calculate The Number Of Direct And Secondary Jobs That Would Be Created:** This is done by totaling the wage/salary generated by visitor spending with the primary business and the vendor business, plus the wage/salary generated by direct and secondary household consumer spending. These amounts are identified by industry sector. Using Bureau of Economic Analysis (BEA) data for Routt County (2008) the average annual wage/wage by industry sector is determined. This amount is subsequently



divided into the wage/salary that is created at the direct and secondary level. This calculation results in a projected FTE (Full Time Equivalent) job.

### Glossary of Terms

Visitor Spending	The total amount the visitor will spend while in the area for all goods and services
Primary Business	These are businesses utilized by the visitor.
Vendor Businesses	These are businesses that support the primary business by providing them goods and services they require.
Direct Household Spending	These are typically the employees of the primary and vendor businesses that benefit from increase visitor spending
Secondary Household Spending	These are typically the employees of businesses and provide goods and services to direct consumer households.

\*The economic model used in this analysis was created by Steamboat Springs community members Rich Lowe and Scott Ford and is available on request

## Revenue sources to offset Operational Costs

- In 2012, the City of Steamboat Springs Parks & Recreation Department started to implement a trail impact fee. The trail impact fee applies to events run on City of Steamboat Springs managed land and is calculated on a per race registrant basis. Based on an estimated number of registrants of trail events that used City land in 2012, this impact fee is expected to generate approximately \$10,000.00 in 2013. This estimate assumes a similar number of trail events in 2013 and is expected to be conservative, as trail events have been increasing in popularity.
- Routt County Riders, an IMBA Chapter, has partnered with the Steamboat Ski & Resort Corporation to start a long-term source to fund trail maintenance in and around Steamboat based off the Winter Sports Club's "Scholarship Day" model. This will start the day before the ski resort opens for the 2013 summer biking season (more details to come this spring). According to the Steamboat Springs Winter Sports Club's website, Steamboat Ski & Resort Corporation has donated over \$270,000.00 for 12 Scholarship days.
- Local non-profits such as Routt County Riders (RCR), an IMBA Chapter, have been dedicated to biking and trails since 1991. RCR, an IMBA Chapter, has worked hard to develop a sustainable trail maintenance program to help keep our local backcountry trails in excellent shape allowing us to expand our already excellent trail system into one that is unmatched in Colorado. In 2012, the Routt County Riders Trails Crews donated approximately 740 volunteer hours to trail maintenance on local backcountry trails valued at over \$17,000.00. In 2013, Routt County Riders, an IMBA Chapter, is budgeting for twice the number of trail days completed in 2012. The value of volunteer hours in 2012 was determined by using the Independent Sector, which lists the 2010 value of a volunteer hour in Colorado at \$22.03 ([www.independentsector.org/volunteer\\_time](http://www.independentsector.org/volunteer_time)) and adjusting to 2012 based on the inflation from 2010 to 2012 calculated by the US Inflation Calculator ([www.usinflationcalculator.com](http://www.usinflationcalculator.com)). This estimates the value of a 2012 volunteer hour at \$23.35/hour.
- RCR, an IMBA Chapter, and Emerald Mountain Partnership (EMP) are in the process of finalizing a Memorandum of Understanding (MOU). A piece of this MOU, that would help fund trail maintenance, works with event organizers that operate events on EMP managed lands to add an online donation system to allow registrants to choose to add money to the maintenance and construction of the local trail systems. The running series has a method for doing this on their race registration page and a similar model will be used with other event organizers. If successful in 2013, a similar MOU may be setup between RCR and the City of Steamboat Springs to cover all City owned Backcountry trails.



### Pro forma: Costs

Capital & operational costs are broken down for each project on City land following the project checklist found in the **Appendix**.

Estimated project capital costs were discussed in the Project Capital Costs section above. Assumptions used in the 6 year pro forma for project capital costs include life cycle of constructed asset. For trails, concrete is assumed to have a 20 year life cycle on core trails and sidewalk connections. Since secondary and backcountry trails expect maintenance along the total length of the trail, it is assumed that they do not have ongoing capital expenses in regards to their tread surface. Signs and other trail amenities are assumed to have a ten year life cycle. Any bridges or boardwalks on city owned land are assumed to have a life cycle that meets or exceeds the tread surface of the trail.

Estimated project operational costs are based on a few sources and variables. The Steamboat Springs Area Open Space & Trails Master Plan (2008) referenced the 2008 City budget to obtain a \$147,486 expense to maintain 43 miles of trail. Presently the Parks and Rec Department has indicated that their time spent maintaining the city's increased inventory of trails is approximately broken down to 70% on 6.5 miles of core trail, 15% on 19.7 miles of secondary trails and 15% on 28 miles of backcountry trails. This allows us to estimate the maintenance cost based on each type of City designated trail based on the cited 2008 trails maintenance budget.

Estimated City of Steamboat Springs Trail Maintenance Costs by Type [4]						
	Trail Type	% of City time Maintaining [1]	Cost to Maintain (Dollars) [2]	Length (Miles) [3]	Cost/mile	Cost/foot
	Core Trail	70%	\$ 89,342.48	6.5	\$ 13,745.00	\$ 2.60
	Secondary Trail	15%	\$ 19,144.82	19.7	\$ 971.82	\$ 0.18
	Backcountry Trail	15%	\$ 19,144.82	28	\$ 683.74	\$ 0.13
	<b>System Totals</b>	<b>100%</b>	<b>\$ 127,632.12</b>	<b>54.2</b>	<b>\$ 2,354.84</b>	<b>\$ 0.45</b>
<b>Notes:</b>						
[1]	Estimated percentage of time spent maintaining each type of trail					
[2]	Cost to maintain the City's trail system adjusted to 2012 dollars based on Park & Rec Staff Estimate of 69% reduction in per foot maintenance costs from \$0.65/ft to \$0.45/ft trail system wide.					
	\$ 147,486.00	Based on the Steamboat Springs Area Open Space & Trails Master Plan (2008)				
	69%	2008-2012 improved efficiency in maintenance costs				
	\$ 102,105.69	Est. 2012 Trail Maintenance Cost				
	1.25	Factor based on increased system mileage 2008 to 2012				
	<b>\$ 127,632.12</b>					
[3]	Park & Rec Staff estimate in 2012					
[4]	Maintenance includes: tread surface repair, vegetation removal, trash removal & snow removal on the core trail.					

**Figure 4.**

The cost per foot trail maintenance costs and trail type from **Figure 4.** were used to provide the operational cost in the 6 year pro forma provided for projects that are on City owned land.

Trail amenities such as signs, trash cans and fencing were assumed to require annual maintenance on the basis of 5% of the initial capital cost. Bridge & boardwalk maintenance was assumed to require maintenance on the basis of 1% of the initial capital cost.



Pro formas were not provided for projects on public land managed by other government entities as the managing entity would take on the operational costs of the trail or other asset. The proposals operational cost summary is shown in **Figure 5**.

<b>Steamboat Springs Trails Alliance Proposal</b>	
for the Future Use of the Steamboat Springs' Accommodations Tax	
Proposal Annual Operational Cost Summary	
<b>Buffalo Pass Network</b>	
	<b>Est. Cost [1]</b>
Trails, Pathways and Connections	
Spring Creek Alternate Trail	\$ (715.22)
Network Total	\$ (715.22)
<b>Emerald Mountain Network</b>	
	<b>Est. Cost [1]</b>
Trails, Pathways and Connections	
Wild Rose Trail	\$ (32.51)
Emerald Directional Trail #1	\$ (1,599.69)
Emerald Directional Trail #2	\$ (1,599.69)
Dual Slalom Coarse Trails	\$ (741.79)
Morning Gloria Trail	\$ (3,534.82)
Network Total	\$ (7,508)

**Figure 5.**

<b>Mad Creek Network</b>		<b>Est. Cost [1]</b>
	Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership.	
<b>Rabbit Ears Pass Network</b>		<b>Est. Cost [1]</b>
	Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership.	

Figure 5.





Town Network		Est. Cost [1]
Trails, Pathways and Connections		
	Core Trail S - Legacy Ranch	\$ (47,577.34)
	Core Trail W - Bear River Park	\$ (8,103.16)
	Core Trail N - Strawberry Park	\$ (524.61)
	Core Conn.: 12th St @ Little Toots	\$ (1,651.00)
	Lodging Conn.: Walton Creek	\$ (16,834.00)
	Lodging Conn.: Mtn to Core	\$ (22,462.00)
	Lodging Conn.: Whistler Area to Mtn	\$ (5,658.00)
	Stehley Park Beginner Pumptrack	\$ (2,676.75)
Infrastructure and Amenities		
	Emerald Amenities: Blackmer Dr.	\$ (9,600.00)
Safety		
	Enhanced Crossing: To Spring Creek @ Amethyst Dr.	\$ (3,750.00)
	Enhanced Crossing: To Butcher Knife @ East Maple St.	\$ (3,750.00)
	Enhanced Crossing: Core Trail @ 5th St.	\$ (3,750.00)
	Enhanced Crossing: Lodging Conn. @ Mt. Werner Cir.	\$ (3,750.00)
	Enhanced Crossing: Core Trail @ Mt. Werner Rd.	\$ (3,750.00)
	<b>Network Total</b>	<b>\$ (133,837)</b>
	<b>Proposal Sub-total</b>	<b>\$ (142,061)</b>

Figure 5.

<b>Proposal Management - Contingency</b>		<b>Est. Cost [1]</b>
	Management - Contingency (15%)	\$ (21,309)
	Total	\$ (21,309)
<b>Proposal Total Estimated Costs</b>		<b>\$ (163,370)</b>
<b>Proposal Estimated Matching Funds</b>		<b>Est. Matching (\$) [2]</b>
	Proposal Estimated Matching Funds	\$ -
	Proposal Estimated In-Kind Donations	TBD
	Total	\$ -
<b>Proposal Total Cost After Matching Funds &amp; In-Kind</b>		<b>\$ (163,370)</b>
Notes:		
[1]	Estimated cost is based on the project pro formas with the following assumptions:	
	a. Revenues are not evaluated on a per project basis.	
	b. Capital costs used were adjusted in the pro forma based on assumed life cycle.	
	c. Operational costs used were adjusted in the pro forma based on a percentage of the assent that would need replacing do to unpredictable damage such as vandalism.	
[2]	Estimate matching funds have been identified by Winnie Deliquadre & Routt County Riders, an IMBA Chapter. For many projects it is too soon to estimate the amount of matching funds and In-Kind Donations available to offset annual operational costs.	

Figure 5.



To minimize operational maintenance expenses on backcountry trails, all backcountry trail projects in this proposal will be built following IMBA design guidelines. Based on Routt County Riders, an IMBA Chapter, 2012 trail work days trails designed with sustainability in mind were almost 16 times less cost to maintain than area trails that were not designed to IMBA standards.

### **Support of the Steamboat Springs Trail Alliance proposal will:**

**Promote Tourism:** Over 43.2 million Americans identify themselves as bicyclists, which consists of road/paved cyclists, as well as the approximately 10 million participants in the mountain biking, downhill/freeriding, and BMX biking segments. By way of comparison there are approximately 10.5 million skiers and snowboarders in the United States today. Therefore the total cycling market is estimated to be four to five times the total skiing and snowboarding market in size. This is the opportunity that exists for our community to leverage existing assets.

Whistler, British Columbia, is a community that is comparable in size, diverse recreational amenities and tourism infrastructure to Steamboat Springs. Over the past ten years, Whistler has proactively developed not only its mountain biking and lift served freeriding attractions, but also its supporting community bicycle amenities and bicycle infrastructure. In 2009, Whistler experienced approximately two million visitor days – 815,000 visitor days in the winter and 1.3 million in the summer.<sup>ii</sup> The average number of visitors in the resort per day in winter ranged from 5,507 to 15,981 while the average number of visitors in summer ranged from 7,413 to 20,652. The 2006 Sea to Sky Mountain Biking Economic Impact Study found that mountain biking visitors at the Whistler Bike Park stayed an average of 5 nights, spent an average of \$133.13 per day<sup>iii</sup> and had an economic impact of nearly \$16.5 million in summer 2006. Between 62% (Whistler Valley) and 73% (Whistler Bike Park) of these visitors were from out of state<sup>iv</sup>.

Steamboat Springs is well positioned to quickly grow the destination mountain biking tourist market and we anticipate that in demonstrating significant economic success, other ski resorts would follow in our footsteps and also develop the bicycling

attractions, infrastructure and amenities needed to target this market. We believe that increased mountain biking opportunities in each of the ski resorts across Colorado will help build the brand for Colorado as the place to mountain bike and freeride in the US and will “grow the pie” to the benefit of the State and all of the resort communities. Steamboat’s winter tourism includes 55% repeat visitors and the remaining first time visitors include a significant number of tourists who take an annual winter trip to Colorado and ski in a different resort each time. As data from both Steamboat Springs and Whistler intercept surveys show that repeat visitors make up only approximately 55% of total summer visitation, we assume that building Colorado’s brand for mountain biking and freeriding will not only increase the State’s total visitation, but our community’s as well.

Given the strong parallels between skiing and mountain biking, we anticipate that the Steamboat Springs and Colorado, destination mountain biking market would, at maturity, resemble the current destination ski market. The economic benefit of this occurring would be a summer season that resembles the winter season in each of Colorado’s ski resorts.

For Steamboat Springs, a mature summer biking market would involve 180,000 bicyclists visiting Steamboat each year. Assuming an average stay of 4 days and an average spending of \$113 per day, total spending in the local economy would equal more than \$81 million, creating 744 jobs and generating \$3,266,702 for the City of Steamboat Springs in sales tax revenues.

Project partners have developed three scenarios regarding the amount of time it would take to reach 180,000 new visitors. Given that Whistler, B.C. achieved its success with mountain biking driven tourism in a ten year period, the aggressive scenario shown below utilizes a similar timeframe. The moderate and conservative growth scenarios follow a slightly longer trajectory to reach the mature market level of 180,000 new visitors.



Forecasting Models						
Year	Conserative	# Visitors	Moderate	# Visitors	Aggressive	# Visitors
2012	2%	3,600	2%	3,600	2%	3,600
2013	4%	7,200	7%	12,600	11%	19,800
2014	6%	10,800	15%	27,000	20%	36,000
2015	10%	18,000	20%	36,000	23%	41,400
2016	13%	23,400	24%	43,000	29%	52,200
2017	15%	27,000	29%	52,000	37%	66,600
2018	23%	41,400	35%	63,000	43%	77,400
2019	33%	59,400	45%	81,000	50%	90,000
2020	40%	72,000	50%	90,000	60%	108,000
2021	47%	84,600	65%	117,000	80%	144,000
2022	60%	108,000	78%	140,000	100%	180,000
2023	70%	126,000	82%	147,000	100%	180,000
2024	75%	135,000	90%	162,000	100%	180,000
2025	85%	153,000	100%	180,000	100%	180,000
2026	95%	171,000	100%	180,000	100%	180,000
2027	100%	180,000	100%	180,000	100%	180,000

Figure 6.

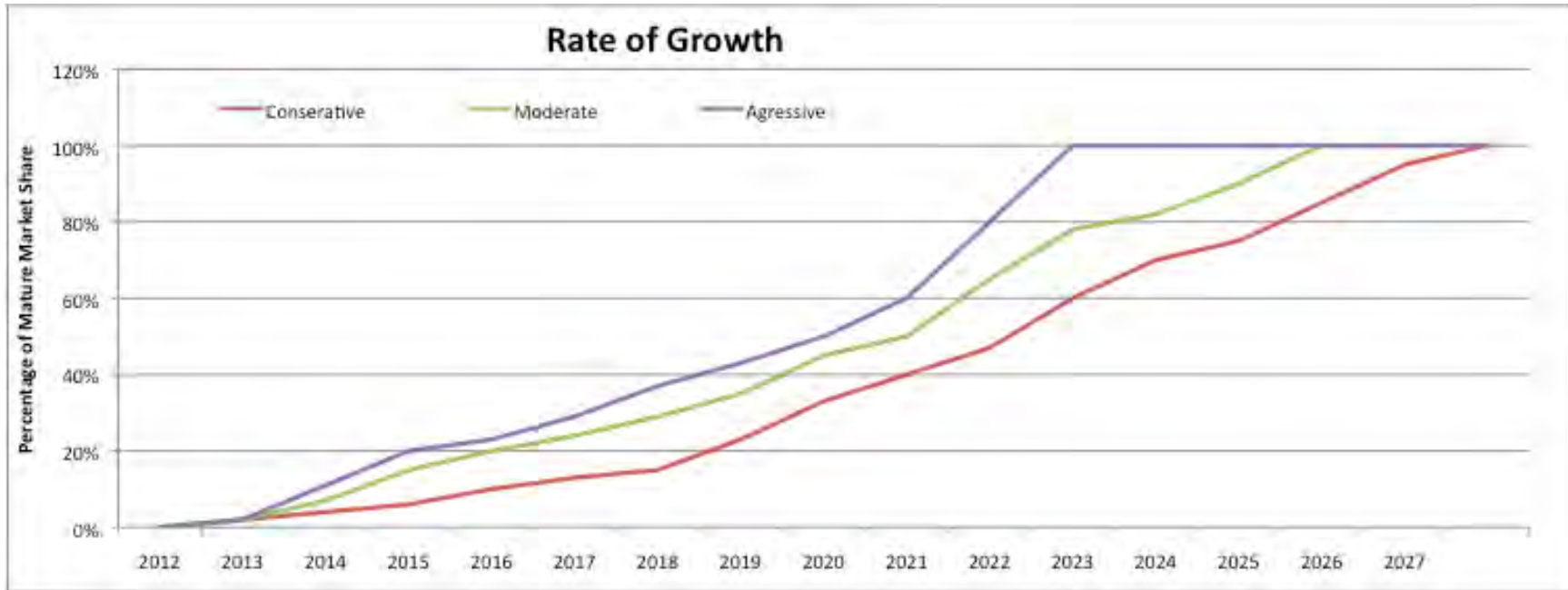


Figure 7.



**Enhance the vitality of Steamboat Springs as a destination resort:** Steamboat Springs has the opportunity to become known as a year-round destination resort, in addition to what it is known as today, which is primarily a winter skiing and snowboarding destination. Today, Steamboat finds itself in a very competitive marketplace for these tourist dollars. We need to expand our non-ski season offering to remain competitive with other destination resorts around the United States.

Trail networks are significant drivers when visitors plan overnight leisure trips. In Colorado, mountain biking and hiking combined account for the greatest number of overnight pleasure trips<sup>1</sup>. Improvements in the City trail network allow visitors to navigate the already diverse offerings of Steamboat Springs.

New connections to the Core Trail from lodging properties enhance the visitor experience by showcasing existing amenities. For example, connections to the Core Trail take visitors past historic and recreation sites, including ski jumping, rodeo, and hot springs spas. The Trail links local cultural and recreational amenities including the Steamboat Springs Art Depot/Visual Arts Center, the Werner Memorial Library, the Community Center, Howelsen Hill Park, Steamboat Springs Health and Recreation Association Swimming Pools, Emerald Youth Park, Weiss Park, Snake Island, and other valuable open space areas along the river corridor, including Legacy project open space lands. With these proposed projects lodging properties along US 40, at the mountain and downtown will have improved connections making traveling to these attractions easy and fun.

Proposed projects in the Rabbit Ears Pass Zone will create a gravity riding center similar, but more extensive and complete, than top gravity centers like Whistler or Jackson Hole.

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<sup>1</sup> SCORP (<http://www.parks.state.co.us/TRAILS/LWCF/SCORPplan/SCORPplan.aspx>)

**Enhance the community identity of Steamboat Springs:** The 2008 Steamboat Springs Economic Plan and the Communitywide Household Survey show that community members are most concerned with maintaining a high quality of life when compared with a variety of other economic development strategies. In fact, community investment related to pedestrian improvements, parks, trails, and open space received the highest support, while investments in facilities such as a recreation centers, or events like the Triple Crown Sports Tournament received the lowest levels of support. Additional plans, including the existing City of Steamboat Springs' Master Plan, Sidewalk and Open Space Plan, Parks and Recreation Management Plan as well as the Mountain Town Sub Area Plan echo these findings, and all identify a desire and need for additional trails and connections. This proposal accelerates the implementation of already publicly supported improvements and reflects the values of Steamboat residents by staying true to our community identity.

While tourism will continue to be a major economic driver, another significant sector of growth can be contributed to Steamboat's burgeoning location neutral workforce. A 2011 Yampa Valley Data Partners economic forecast estimated that the location-neutral sector generates more than \$52 million in personal income, which is equivalent to the personal income generated by the county's hospitality and food services sectors. And why is this growing segment choosing Steamboat? Surveys of location neutral employees and location neutral business conducted through the 2008 Steamboat Springs Economic Plan state, "The primary benefits, mentioned by nearly everyone were life-style related." This includes "the ability to live and work in the mountains, the ability to live and raise a family in a small town environment, and flexibility to manage work and leisure time." In addition to the outside influx of revenue location neutral workers bring to Steamboat, they are also critical to the community's small town character. Location neutral employees become invested in the community with home ownership, membership in associations and community groups, and enroll their children in local schools. Safe, connected trail networks are assets that help Steamboat Springs compete as a top destination for location neutral workers

The proposed projects within this RFP will contribute to real and marketable "lifestyle amenities." When completed, the proposed trail network will contend for the highest accolades given to by cycling leaders, The International Mountain Bike Association (IMBA) and the League of American Bicyclists.

With this proposal, Steamboat Springs can become an IMBA Ride Center. An IMBA Ride Center designation denotes top international mountain biking destinations, which would enhance current efforts to increase summer and shoulder season visits by providing trails for the whole family.





The Steamboat Springs Trails Alliance proposal is uniquely positioned to reflect the values of long-time Steamboat residents, visiting guests, and a mobile workforce searching for a community with top-notch lifestyle amenities.

**Enhance the environmental desirability of Steamboat Springs:** Beyond the obvious economic benefits our mission is also focused on community enhancement and safety. For example, better trailhead amenities promote good stewardship of fragile and important public lands. Once these amenities are in place, we have the benefit of them now being available for our full-time residents. New connections via paved trails and enhanced trail networks throughout town will provide better access for guests and locals to take advantage of the Yampa River, Howelsen Hill/Emerald Mountain and increase the already high level of environmental desirability in Steamboat.

In addition to providing for a recreational experience in a scenic working landscape, the Core Trail extension will increase bird and wildlife watching viewing opportunities and create better access to many well-known and loved tourist attractions including the Yampa River both at the Chuck Lewis State Wildlife Area and beyond, providing additional opportunities for wildlife watching and fishing. It will link bicyclists more safely to River Road, a popular route for road bikers. It will provide safe access to the Haymaker Golf Course and Yampatika's Environmental Learning Center at Legacy Ranch, two popular City-owned assets.

**Enhance the economic health of Steamboat Springs:** Biking can do for Steamboat Springs what skiing has done for many years. Project partners estimate that this project will result, at maturity, in an additional 180,000 visitors to Steamboat Springs in the summer and shoulder seasons each year. With an average stay of 4.3 days and an average spending of \$113 per day, this equates to 774,000 visitor days and total spending in the local economy of over \$87 million, creating 800 jobs and generating over \$2.9 million dollars for the City of Steamboat Springs in new sales tax collections. In addition, this will result in \$370,000 of new revenues for the Steamboat Springs School Fund Board, \$602,000 of new revenues for the local marketing district, and \$300,000 of new revenue for lodging tax for above ground amenities each year.

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<sup>i</sup> Western Canaca Mountain Bike Tourism Association, Sea To Sky Mountain Biking Economic Impact Study – Overall Results, 2006.

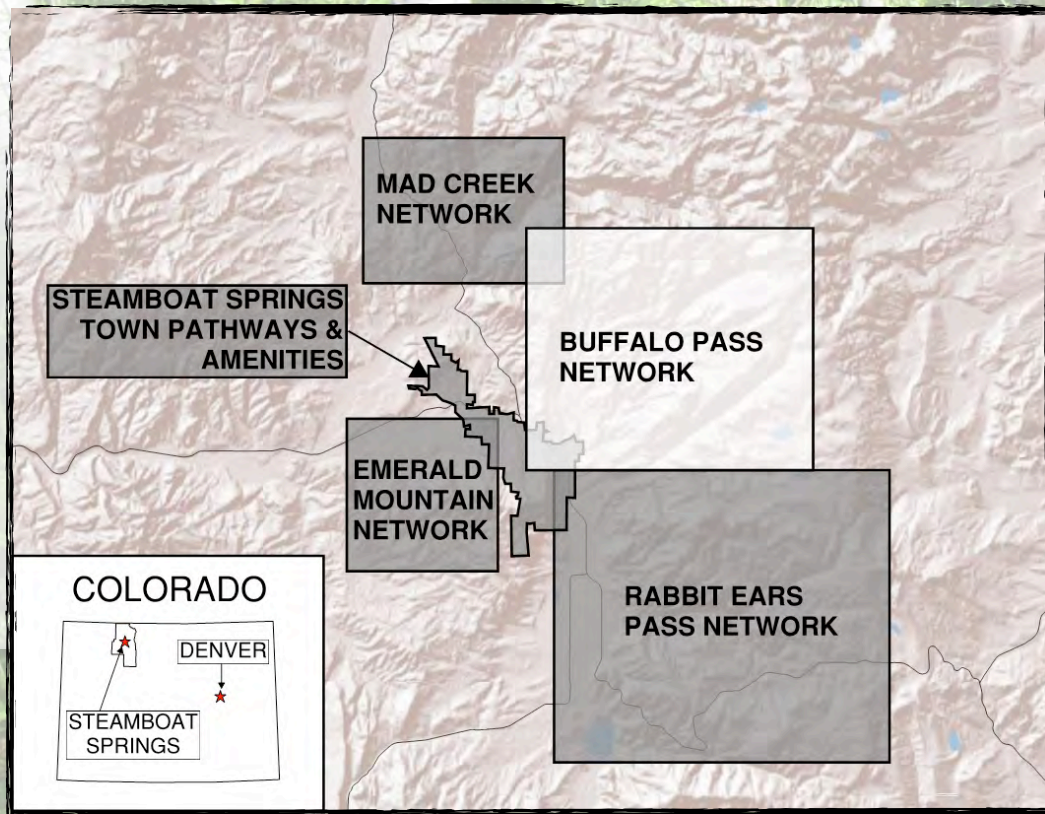
<sup>ii</sup> Whistler Statistics and Research, Key Highlights, p. 1, <http://events.whistler.com/about-whistler/statistics-and-research/>

<sup>iii</sup> Western Canaca Mountain Bike Tourism Association, Sea To Sky Mountain Biking Economic Impact Study – Overall Results, 2006, p. 11.

<sup>iv</sup> Western Canaca Mountain Bike Tourism Association, Sea To Sky Mountain Biking Economic Impact Study – Overall Results, 2006, p. 10.

PROJECT ZONE

# BUFFALO PASS

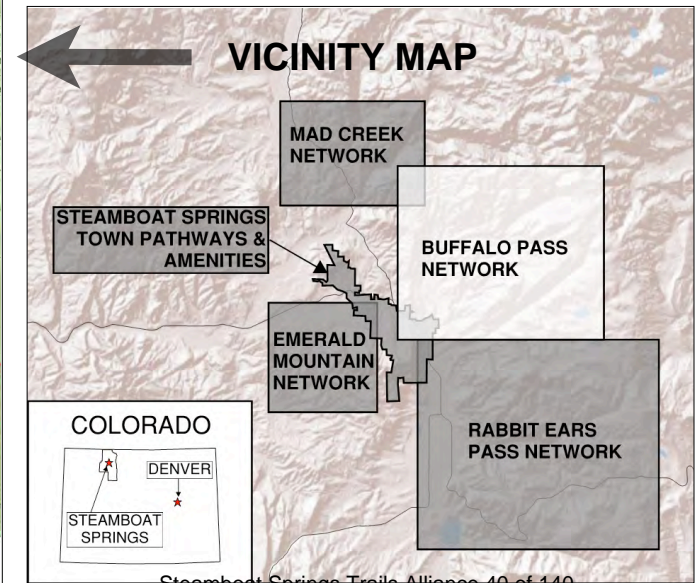
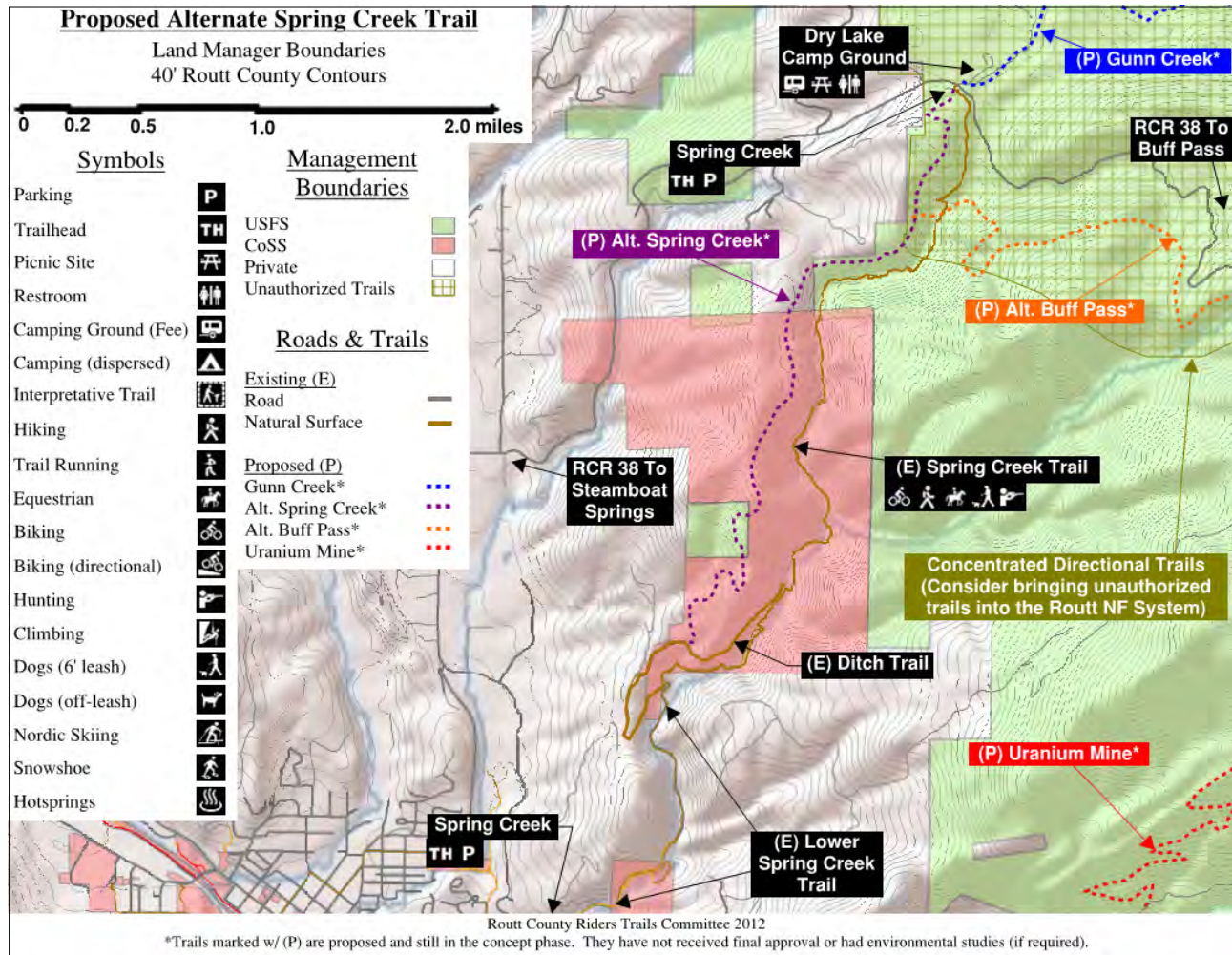


More remote and secluded than other areas/zones of this proposal, Buffalo Pass offers a true backcountry experience. With unauthorized gravity trails of advanced to expert level already in place, the area is heavily used by locals as the shuttleable freeride zone. Working with land managers we will expand this zone and offer more sustainable gravity riding options as well as cross country connections to the Mad Creek and Lower Bear trails. Improvements and reroutes to existing unauthorized trails will prevent resource damage. The Spring Creek alternate will reduce conflict on the existing trail, benefiting all types of trail users.

**BUFFALO PASS PROJECTS:  
SPRING CREEK ALTERNATE TRAIL, BUFFALO PASS ALTERNATE TRAIL (BUFFALO BILLY'S), GUNN CREEK TRAIL, BUFFALO PASS UNAUTHORIZED TRAILS, URANIUM MINE EXTENSION**

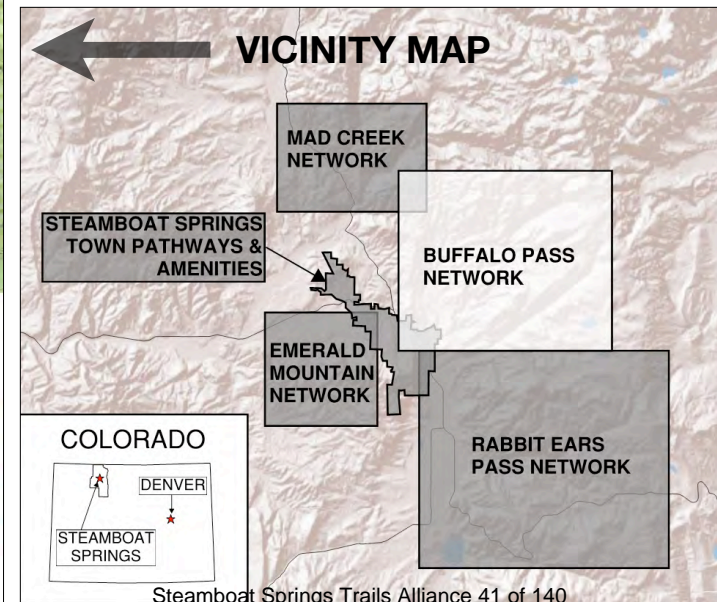
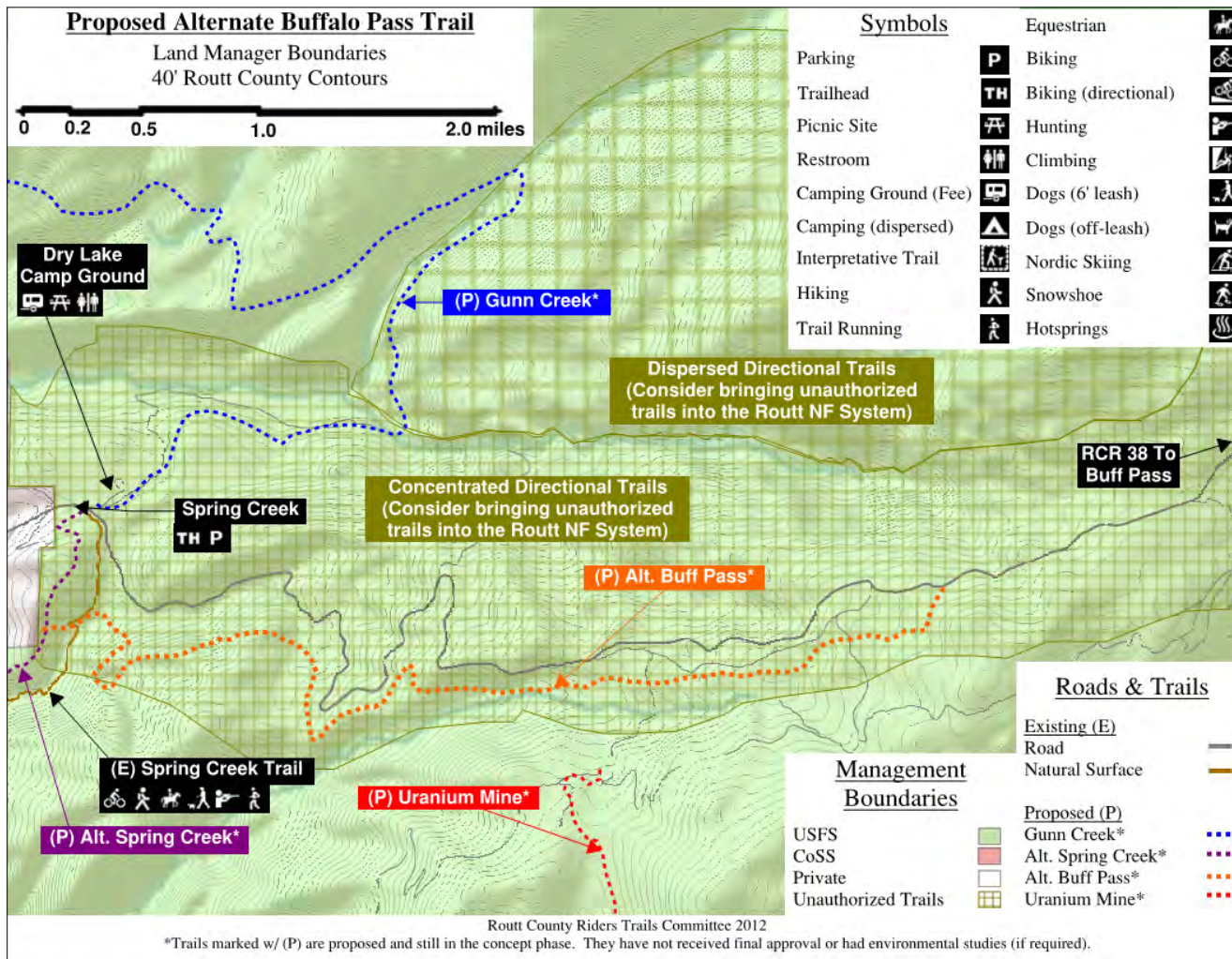
# BUFFALO PASS: SPRING CREEK ALTERNATE TRAIL

**Project Description:** Mountain bike traffic has increased on Buffalo Pass over the past few years, as has traffic on the multi-use Spring Creek Trail. In order to reduce user conflict and increase safety on the heavily used Spring Creek Trail, an alternate downhill route for bikers is essential.



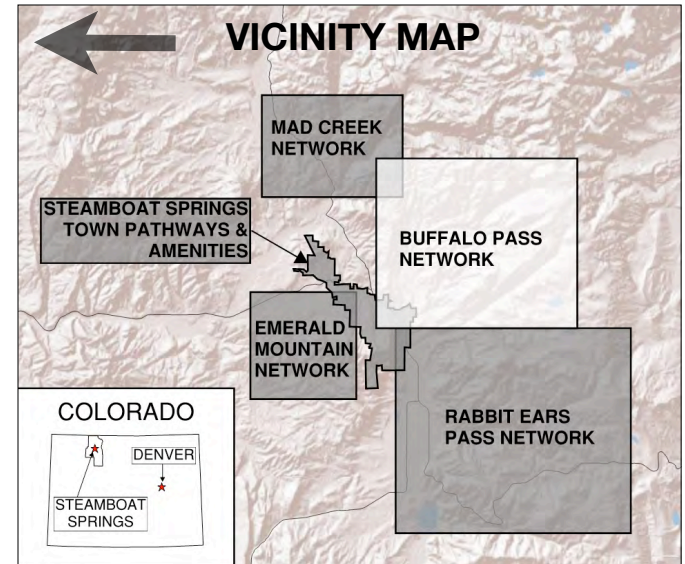
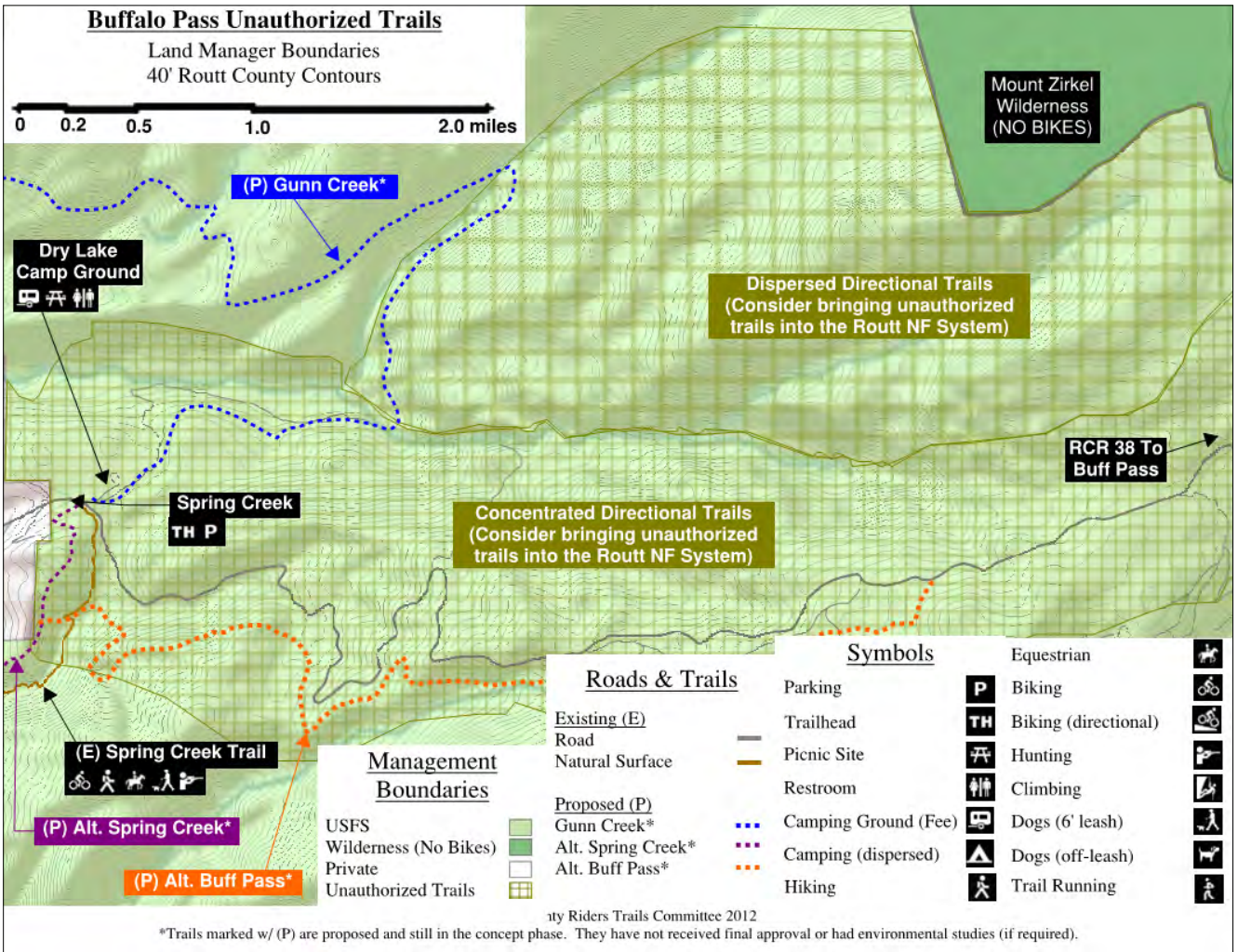
# BUFFALO PASS: BUFFALO PASS ALTERNATE TRAIL (BUFFALO BILLY'S)

**Project Description:** This 5 mile user-specific directional trail is purpose built for gravity mountain biking and offers a fun and sustainable alternative to the unauthorized trails that currently exist on Buffalo Pass. With good cell coverage and easy access to Buffalo Pass Road this trail provides a superior alternate to the existing unauthorized trail. Furthermore, this trail will reduce traffic and resource damage associated with the unsustainable trails in the area.



# BUFFALO PASS: BUFFALO PASS UNAUTHORIZED TRAILS

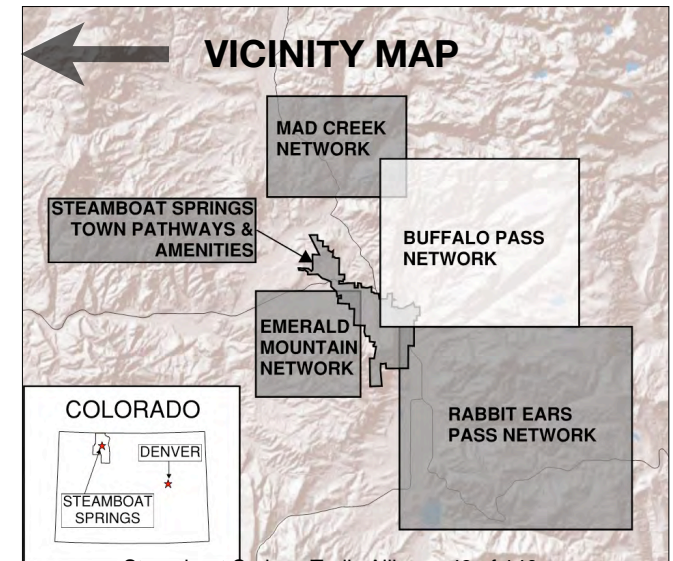
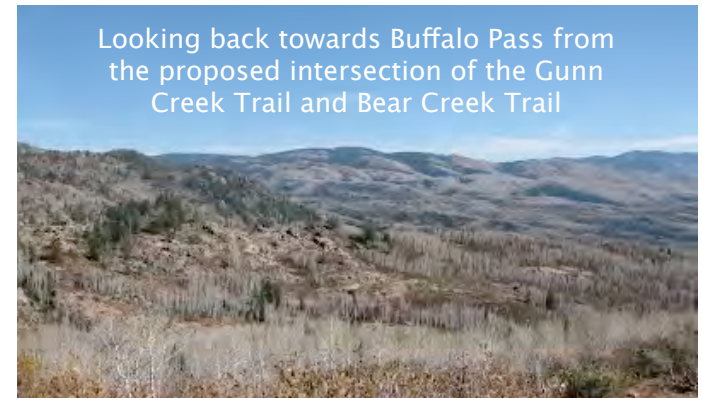
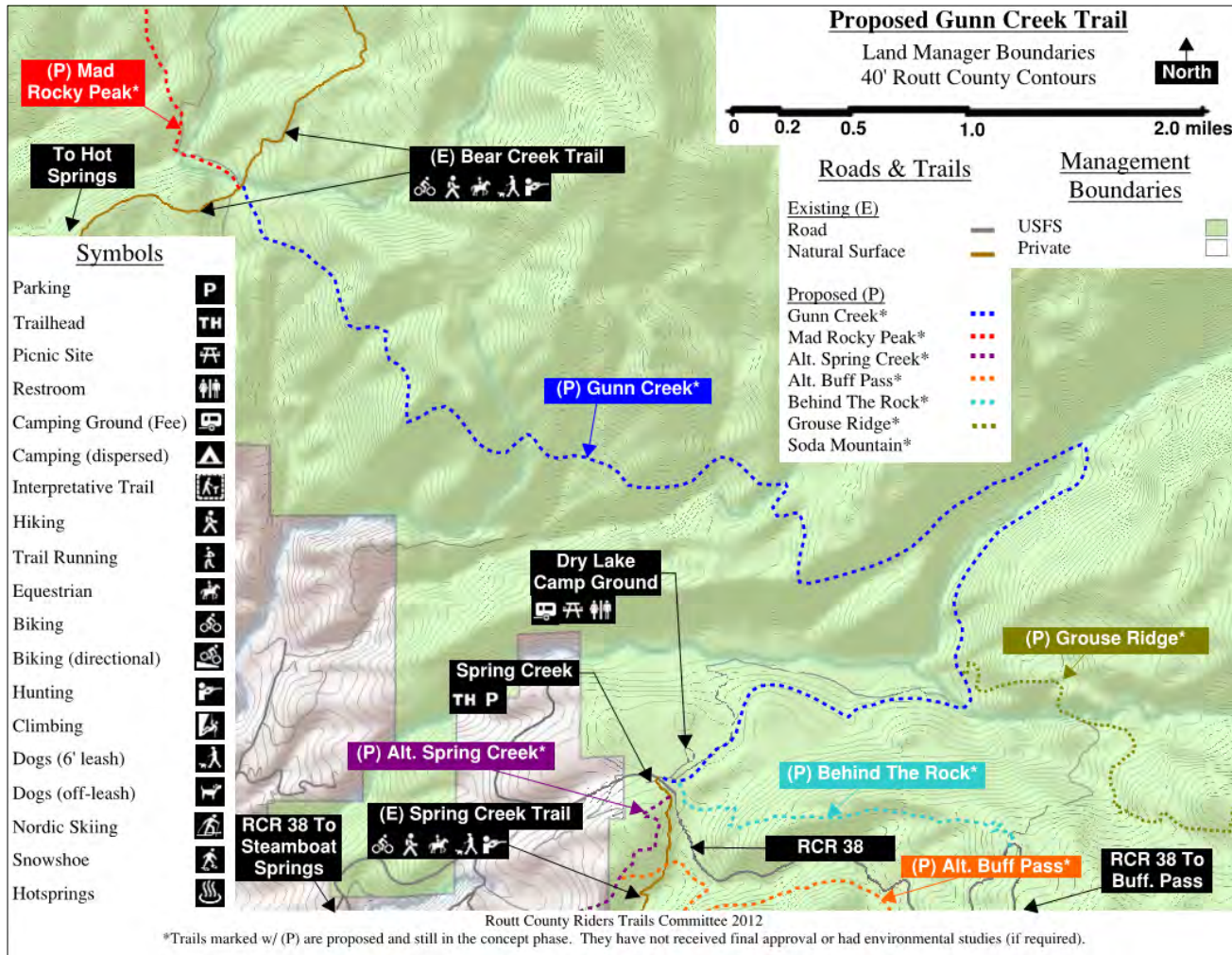
**Project Description:** These unauthorized trails are not part of the Forest Service's System of Trails. Trail work and possible re-routes are needed to make this network sustainable and worthy of inclusion into a sanctioned trail system. The Forest Service has requested assistance in this regard and has ultimate authority in determining if, or when these trails will be included in the system. As trail stewards we do not condone the construction of these unauthorized trails, but rather wish to work with our land managers to alleviate resource damage on our public lands. A proposed "Buffalo Pass Alternate Trail" will help reduce pressure on existing unauthorized trails and in turn help reduce resource damage.



PROPOSED PROJECT

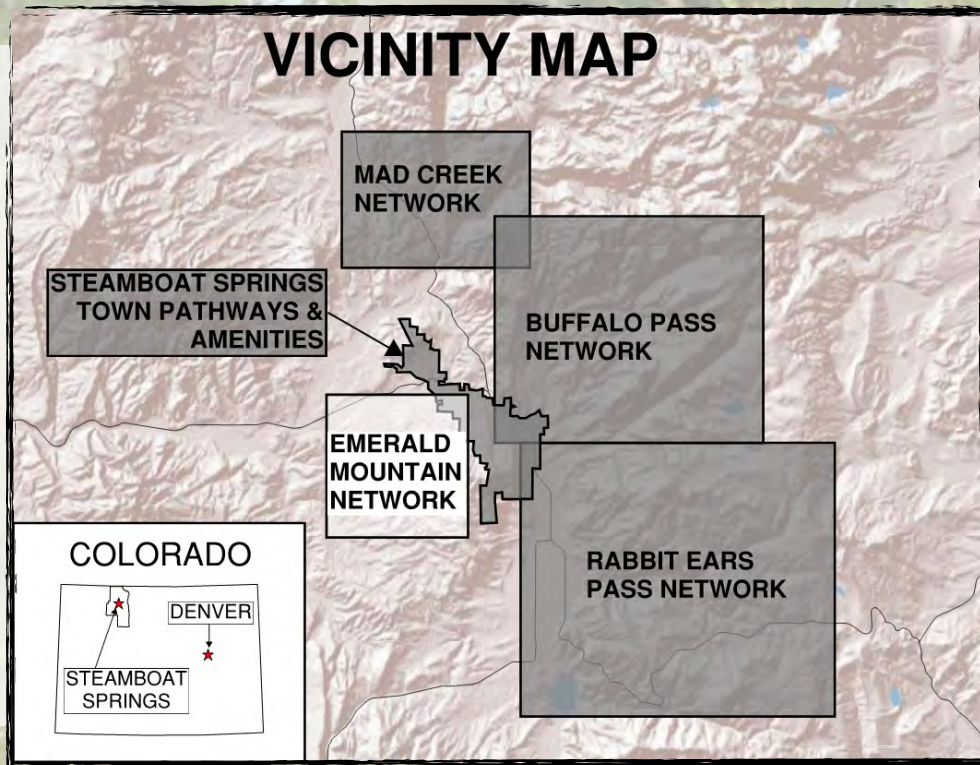
# BUFFALO PASS: GUNN CREEK TRAIL

**Project Description:** This 8 mile multi-use trail provides a critical link allowing trail users to ride from town all the way to the Mad Creek Trail System without using any roads. This connection from town reduces vehicle traffic and bike traffic on Elk River Road.



PROJECT ZONE

# EMERALD MOUNTAIN



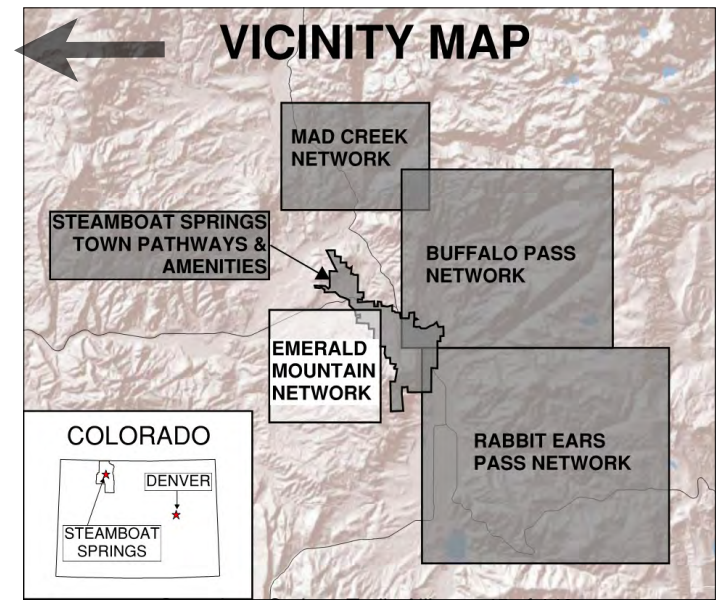
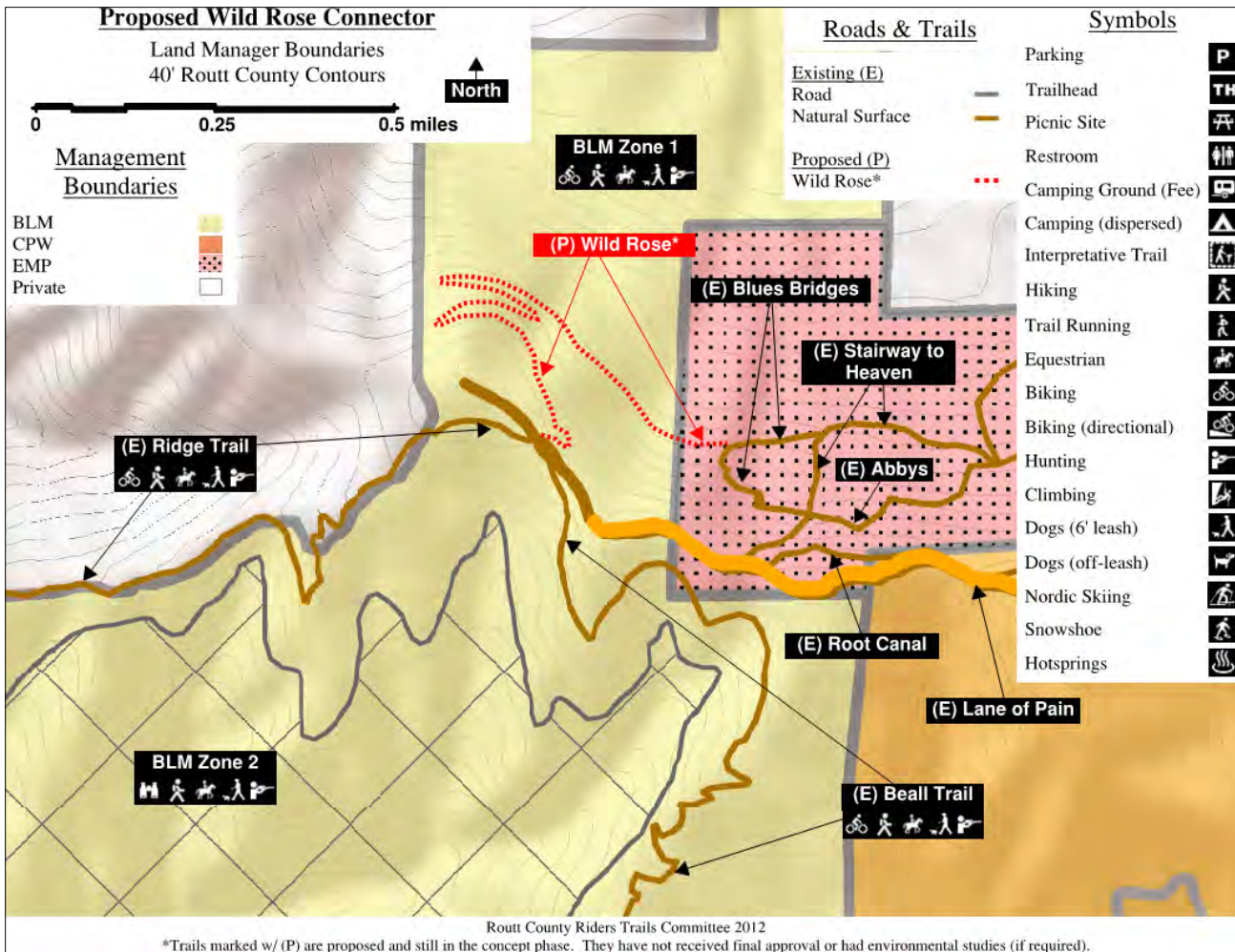
Steamboat's Mountain Gem, Emerald is the go-to place for both locals and visitors to ride, hike, bike, run and walk their dog right from the heart of downtown. However, the area currently lacks trail variety and sees heavy use. With the addition of these trails and amenities Emerald will be a complete trail network with something to offer all trail users. The addition of 2 directional, user-specific trails will greatly reduce the down hill bike traffic on all other Emerald trails and therefore offer a better trail experience for all. New parking and restroom facilities at the Blackmer trailhead will enhance visitor experience while reducing resource damage.

**EMERALD MOUNTAIN PROJECTS: WILD ROSE TRAIL, UPPER ROTARY TRAIL, RIDGE TRAILHEAD IMPROVEMENTS, EMERALD MT. DIRECTIONAL TRAIL #1, EMERALD MT. DIRECTIONAL TRAIL #2, EMERALD MT. DUAL SLALOM COURSE, MORNING GLORIA TRAIL**



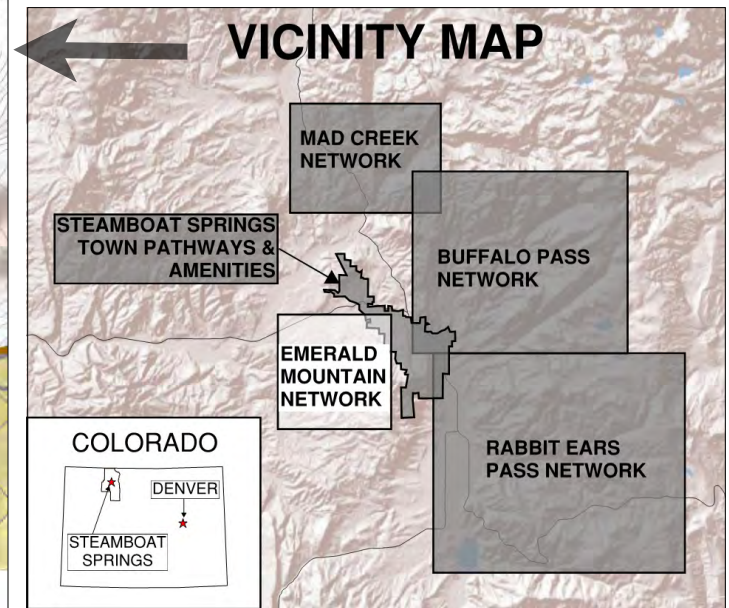
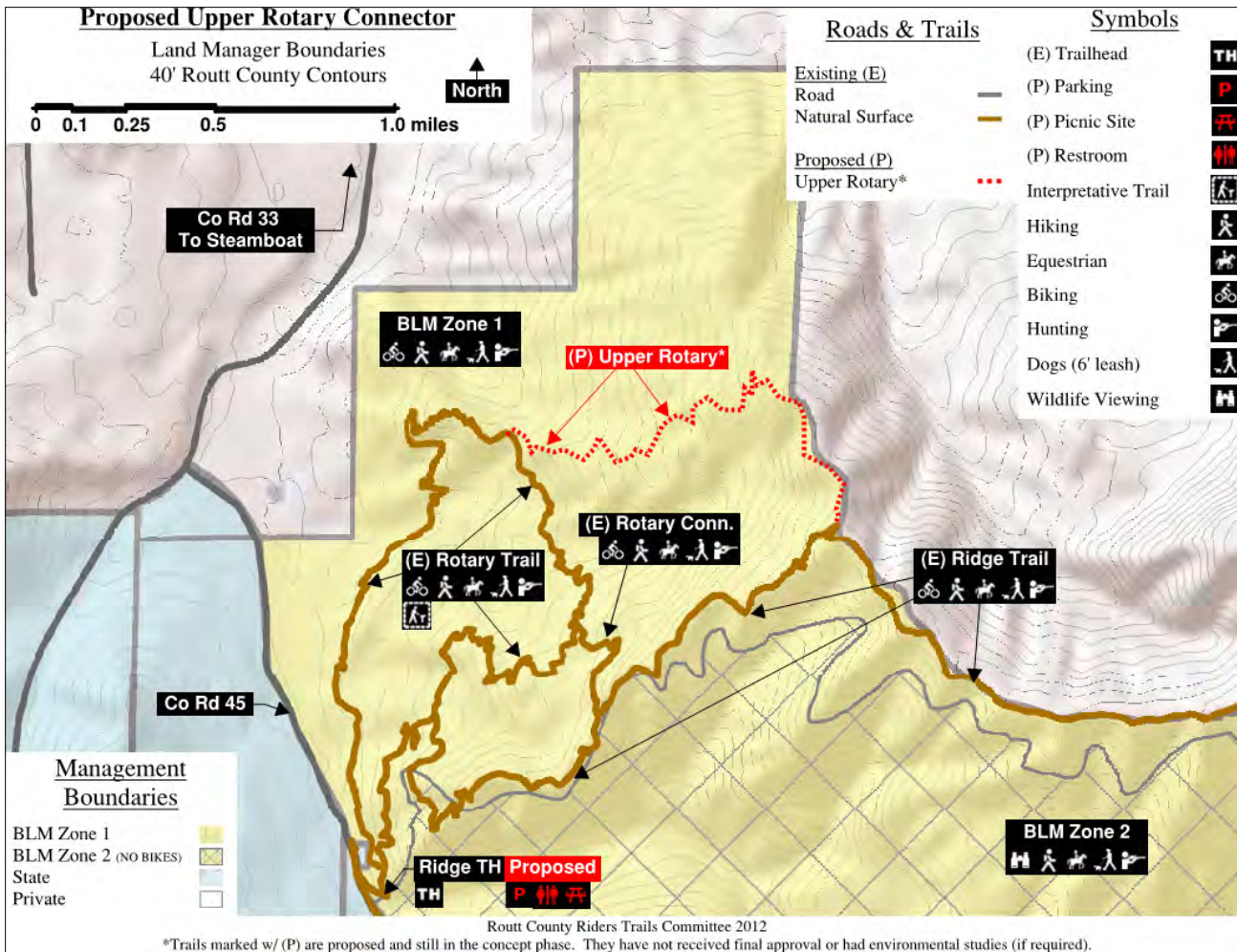
# EMERALD MOUNTAIN: WILD ROSE TRAIL

**Project Description:** This project provides an alternate route to the Beall & Ridge trails (avoiding the upper sections of Stairway to Heaven) with more sustainable and beginner friendly design and construction. This trail reduces the increased traffic that the upper section of Stairway to Heaven has seen in recent years from events and recreational riders accessing the Beall & Ridge trails. At approximately 1.5 miles in length and an average grade of approximately 3%, this trail makes it possible to access the trails on the backside of Emerald Mountain entirely on single track.



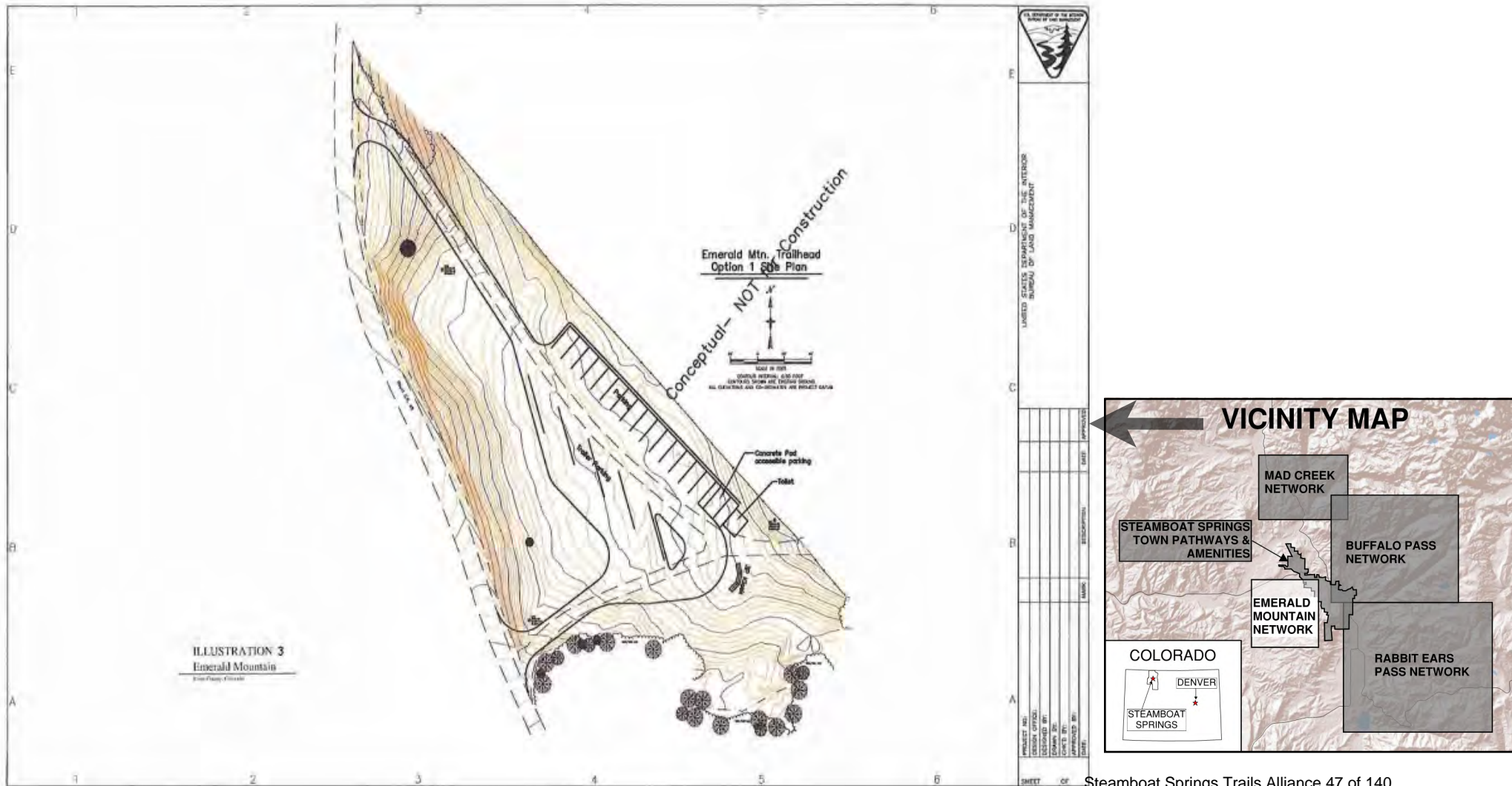
# EMERALD MOUNTAIN: UPPER ROTARY TRAIL

**Project Description:** The primary purpose of this project is to provide a more advanced and purpose-built upper trail loop on the backside of Emerald Mountain. The trail will feature berms, grade dips, and optional features similar to existing Rotary Trail features. The upper loop will differ from the Rotary Trail, as the features will be built with more frequency and at a larger scale to engage the most advanced trail user.



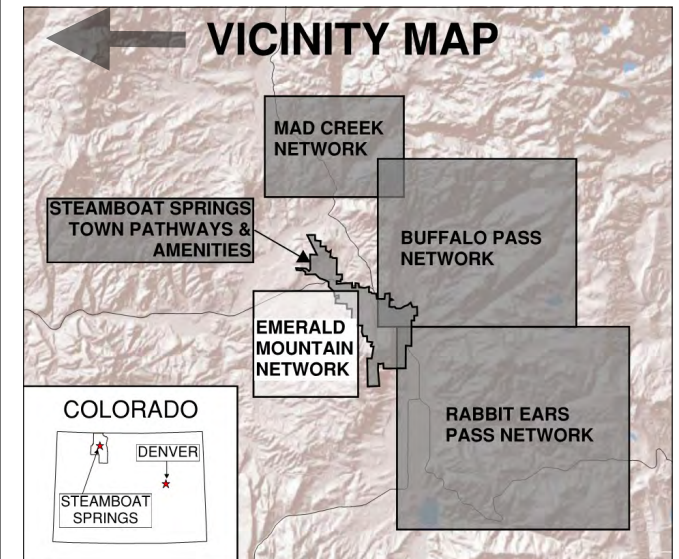
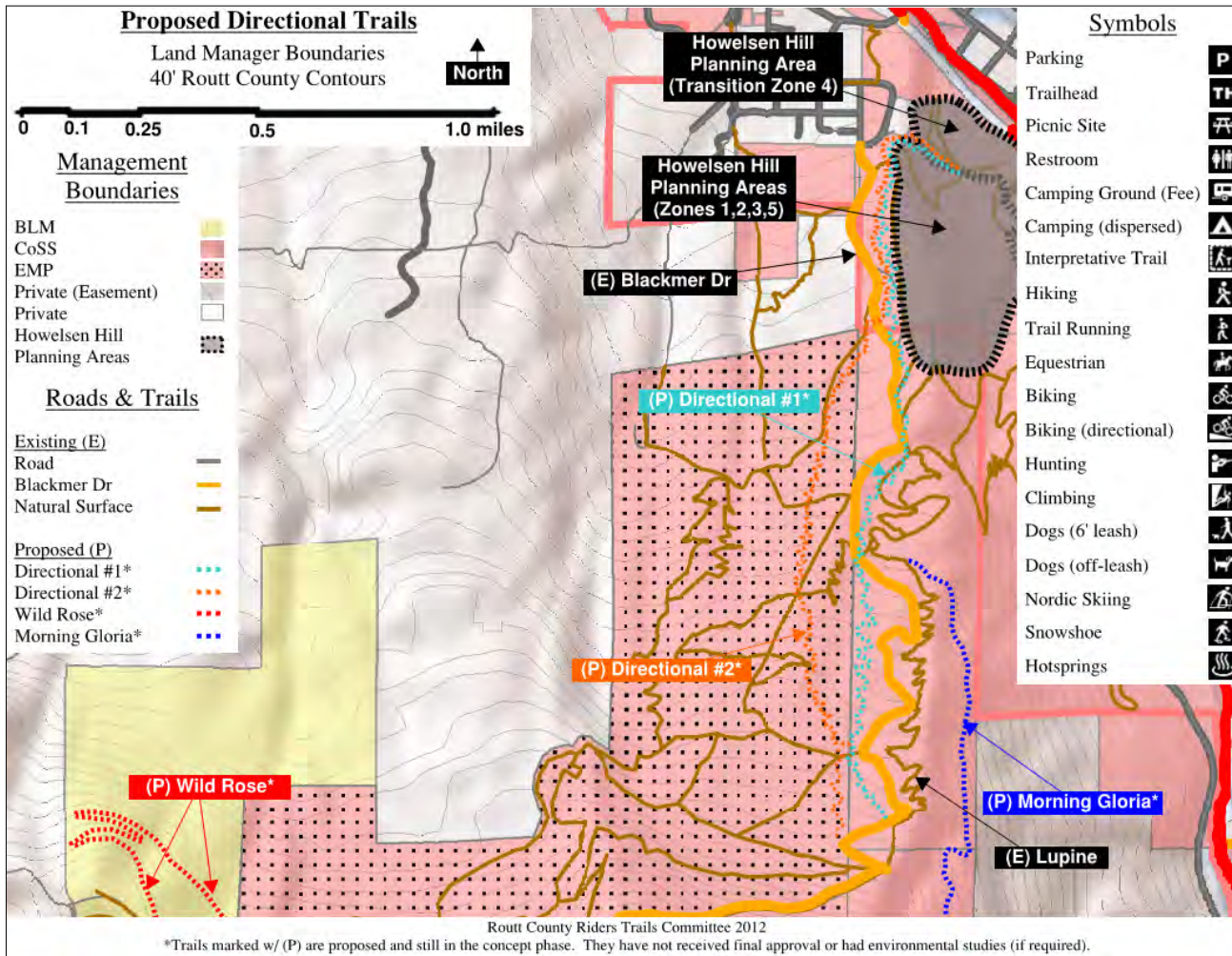
# EMERALD MOUNTAIN: RIDGE TRAILHEAD IMPROVEMENTS

**Project Description:** The primary purpose of this project is to improve user experience. Improvements include a restroom and enhanced parking options. The project will improve sanitation and provide greater accessibility for trail users without four wheel drive and or high clearance vehicles, which are currently needed to access the trailhead.



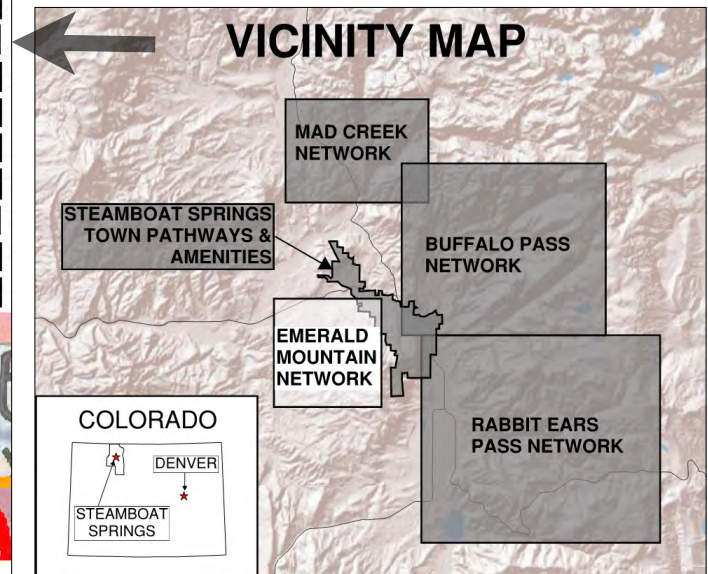
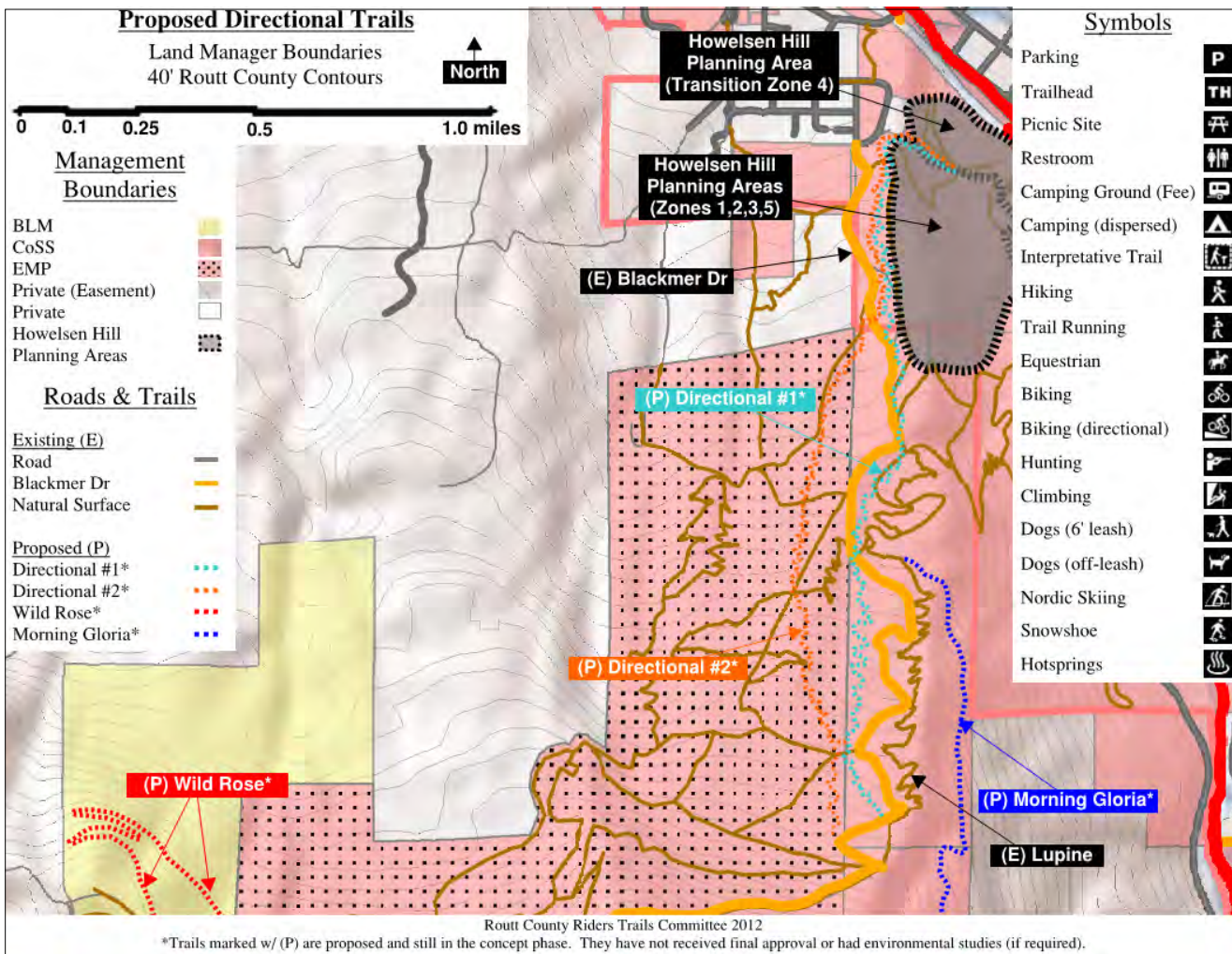
# EMERALD MOUNTAIN: EMERALD MT DIRECTIONAL TRAIL #1

**Project Description:** The primary purpose of this project is to provide a directional trail option on Emerald Mountain. Directional trails reduce user conflict and promote safety by providing alternate uphill or downhill only access for trail users.



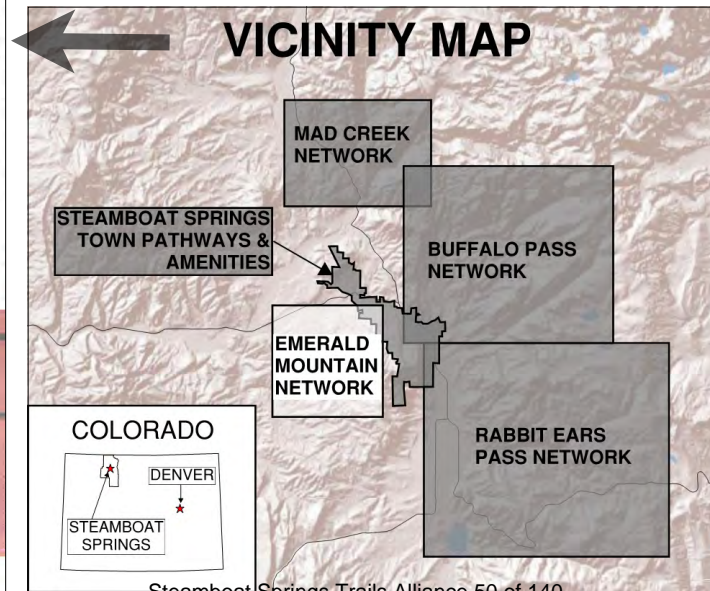
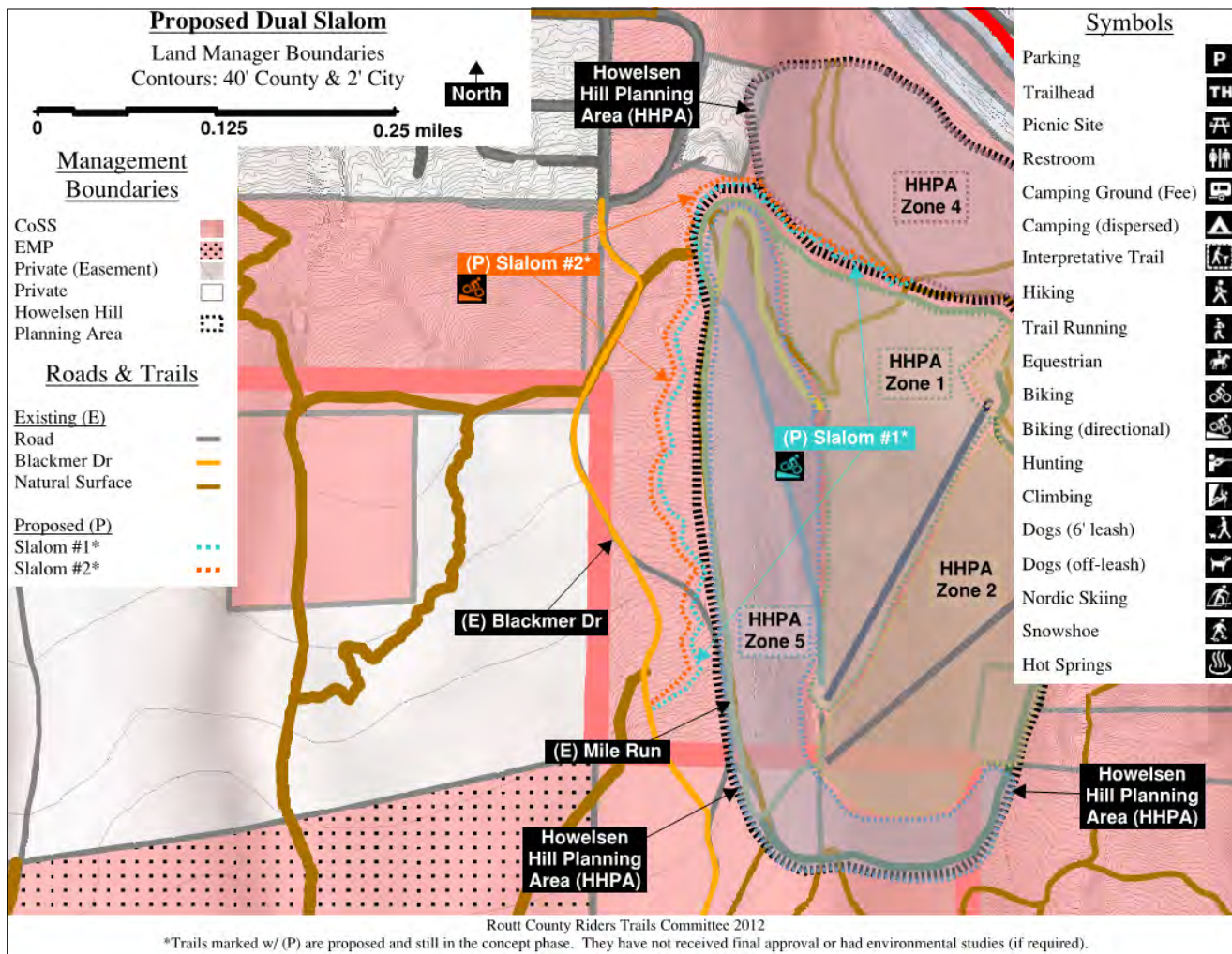
# EMERALD MOUNTAIN: EMERALD MT DIRECTIONAL TRAIL #2

**Project Description:** The primary purpose of this project is to provide a directional trail option on Emerald Mountain. Directional trails reduce user conflict and promote safety by providing alternate uphill or downhill only access for trail users.



# EMERALD MOUNTAIN: EMERALD MT DUAL SLALOM COURSE

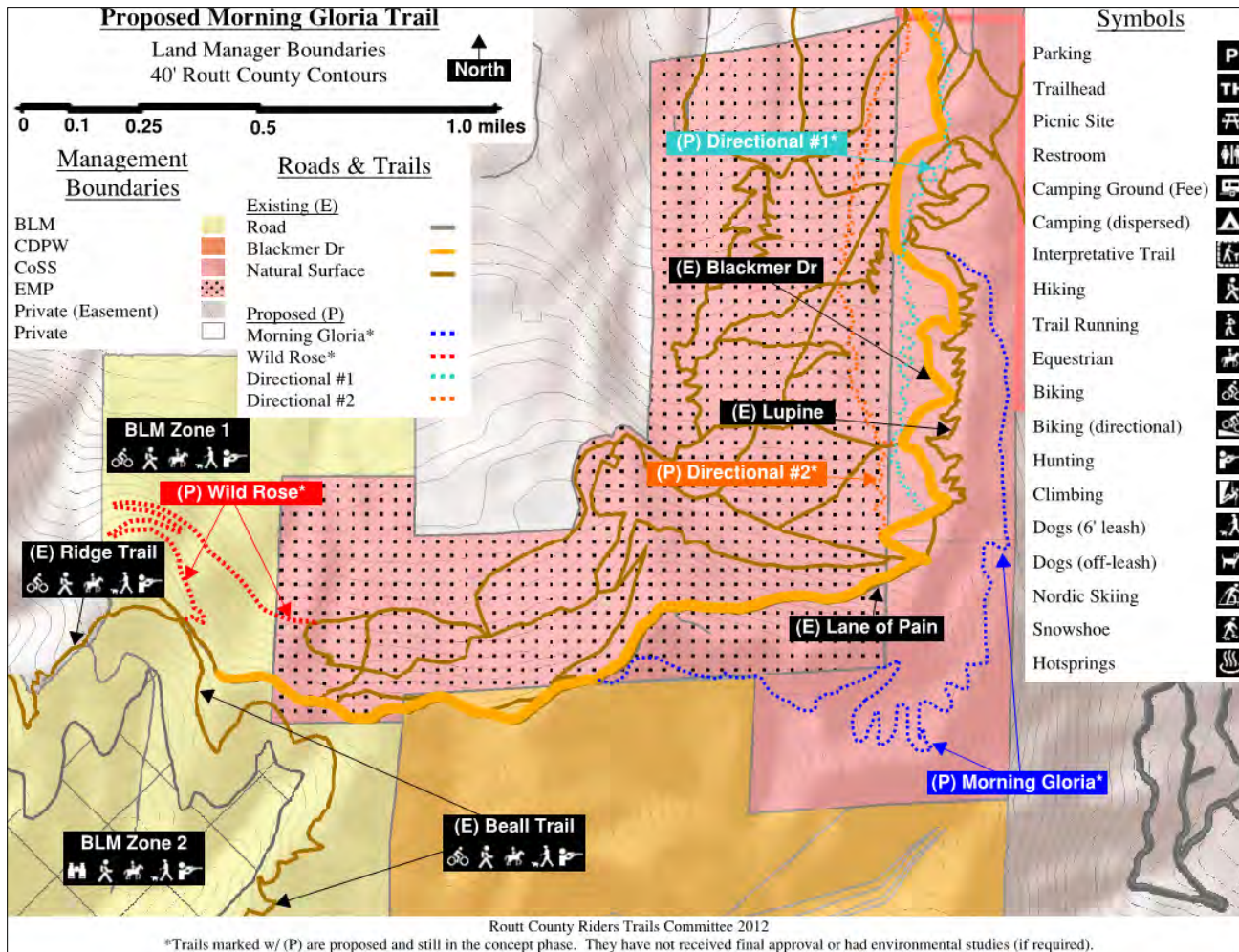
**Project Description:** The primary purpose of this project is to provide a purpose built course for slalom-style mountain bike riding.



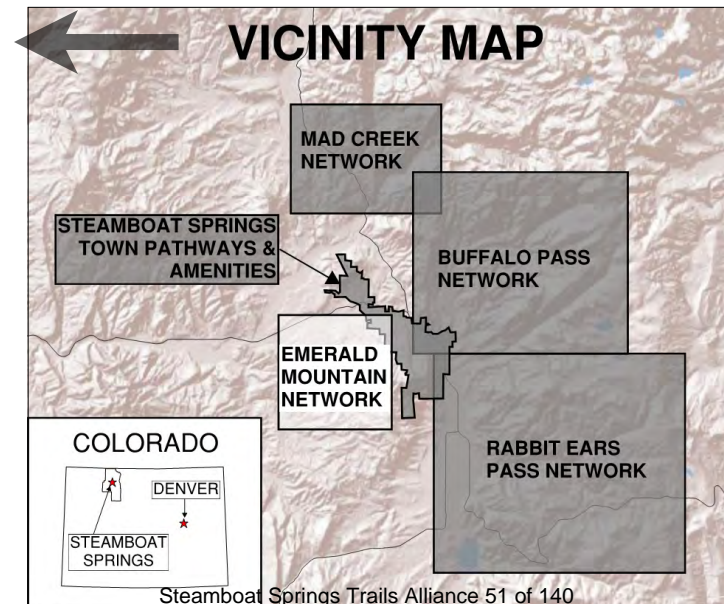
PROPOSED PROJECT

# EMERALD MOUNTAIN: MORNING GLORIA TRAIL

**Project Description:** The primary purpose of this trail is to provide a more accessible route and easier grade to the top of Emerald Mountain. Morning Gloria's 5 miles of multi-use trail will help disperse the growing number of users on Emerald Mountain, reducing both resource damage and user conflict.

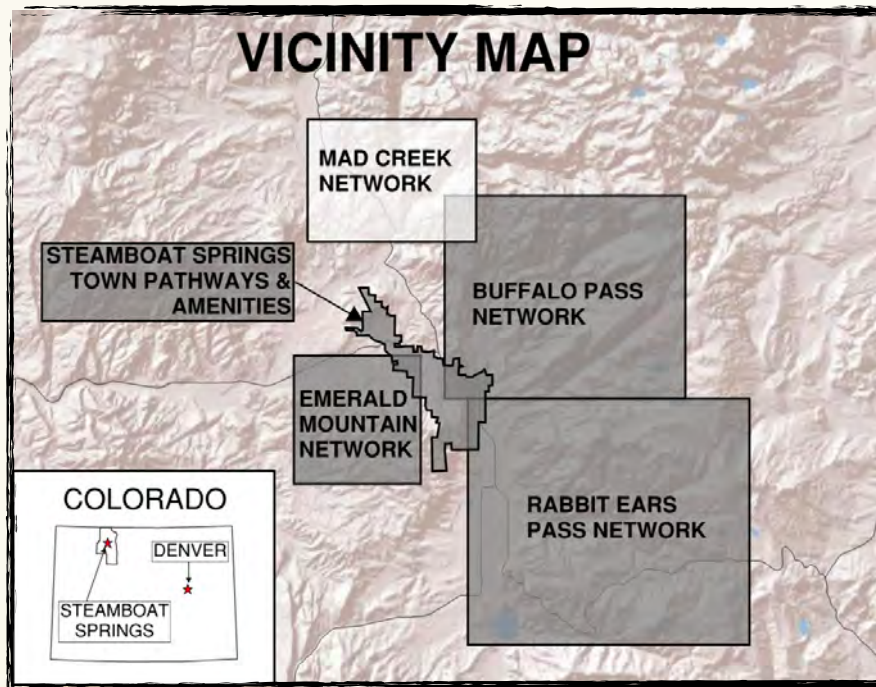


The Morning Gloria Trail is named in honor of the late Gloria Gossard, a longtime Steamboat resident and philanthropist who gifted 120 acres to protect Emerald Mountain.



PROJECT ZONE

# MAD CREEK



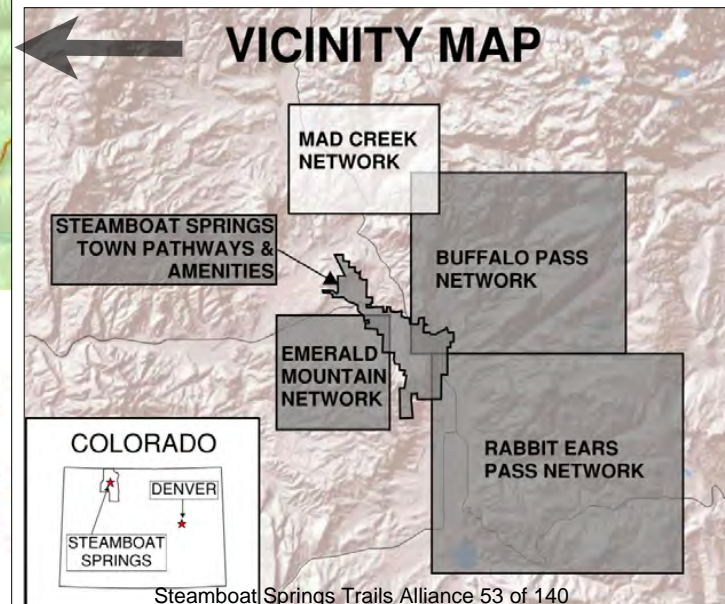
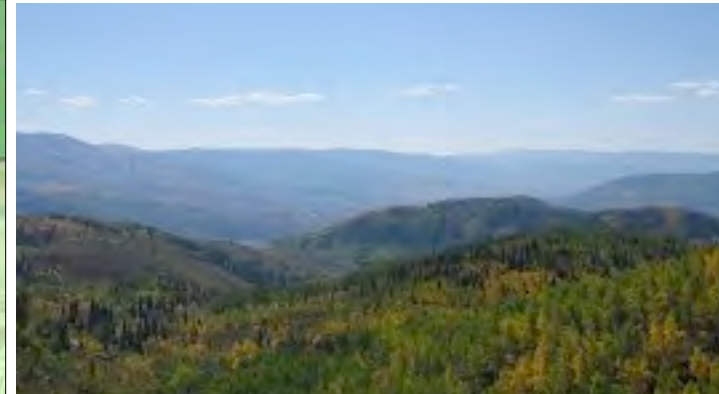
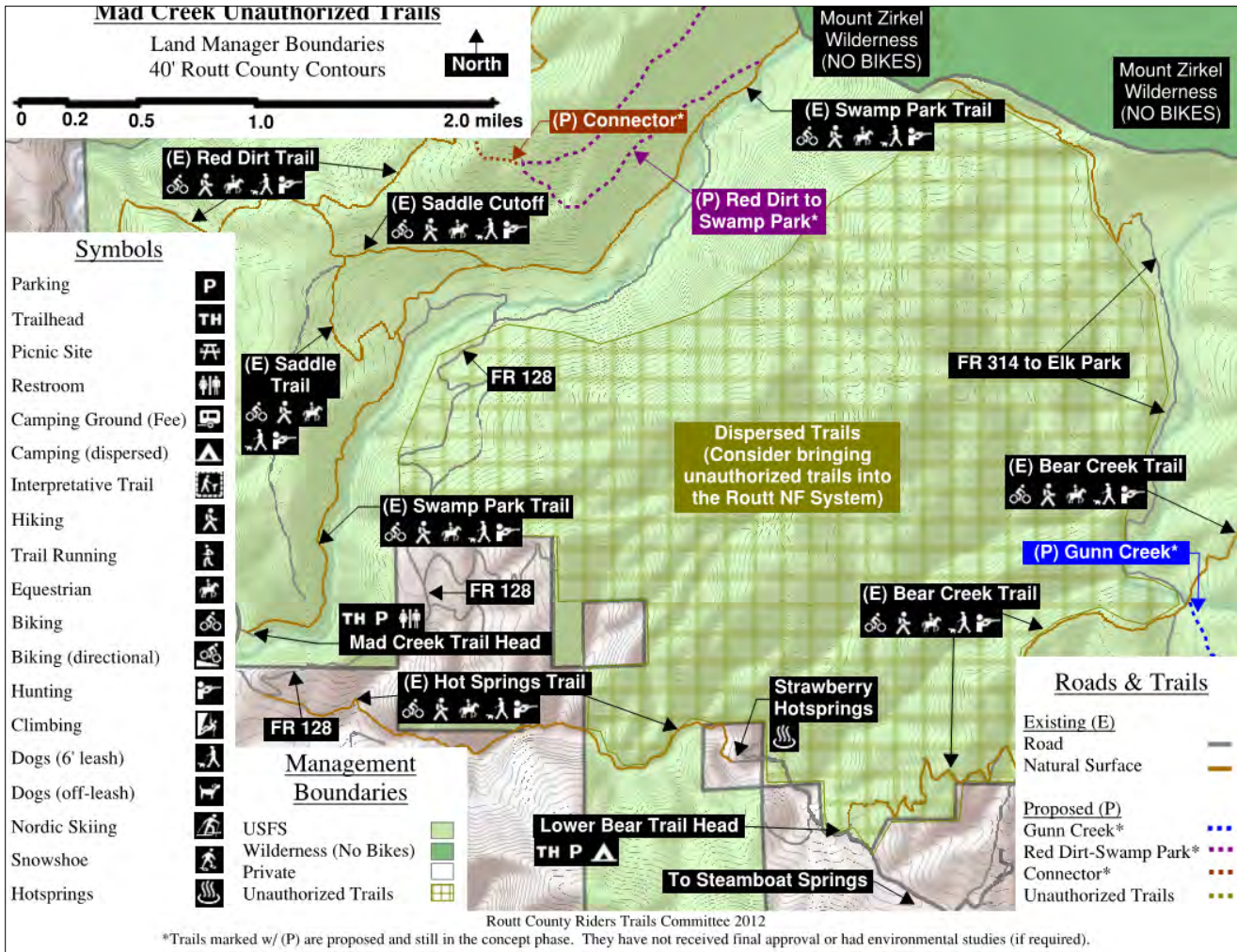
Projects in the Mad Creek zone will help prevent resource damage, by working with land managers to address improvements and reroutes to current unauthorized trails. Additional trail connections and loops will increase the options for recreational activities.

## **MAD CREEK PROJECTS: MAD CREEK UNAUTHORIZED TRAILS, RED DIRT TO SWAMP PARK TRAIL**



# MAD CREEK: MAD CREEK UNAUTHORIZED TRAILS

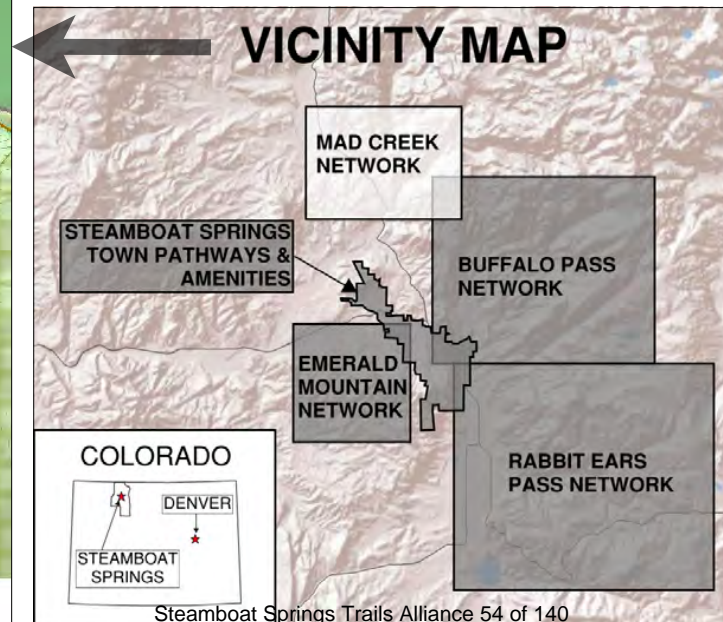
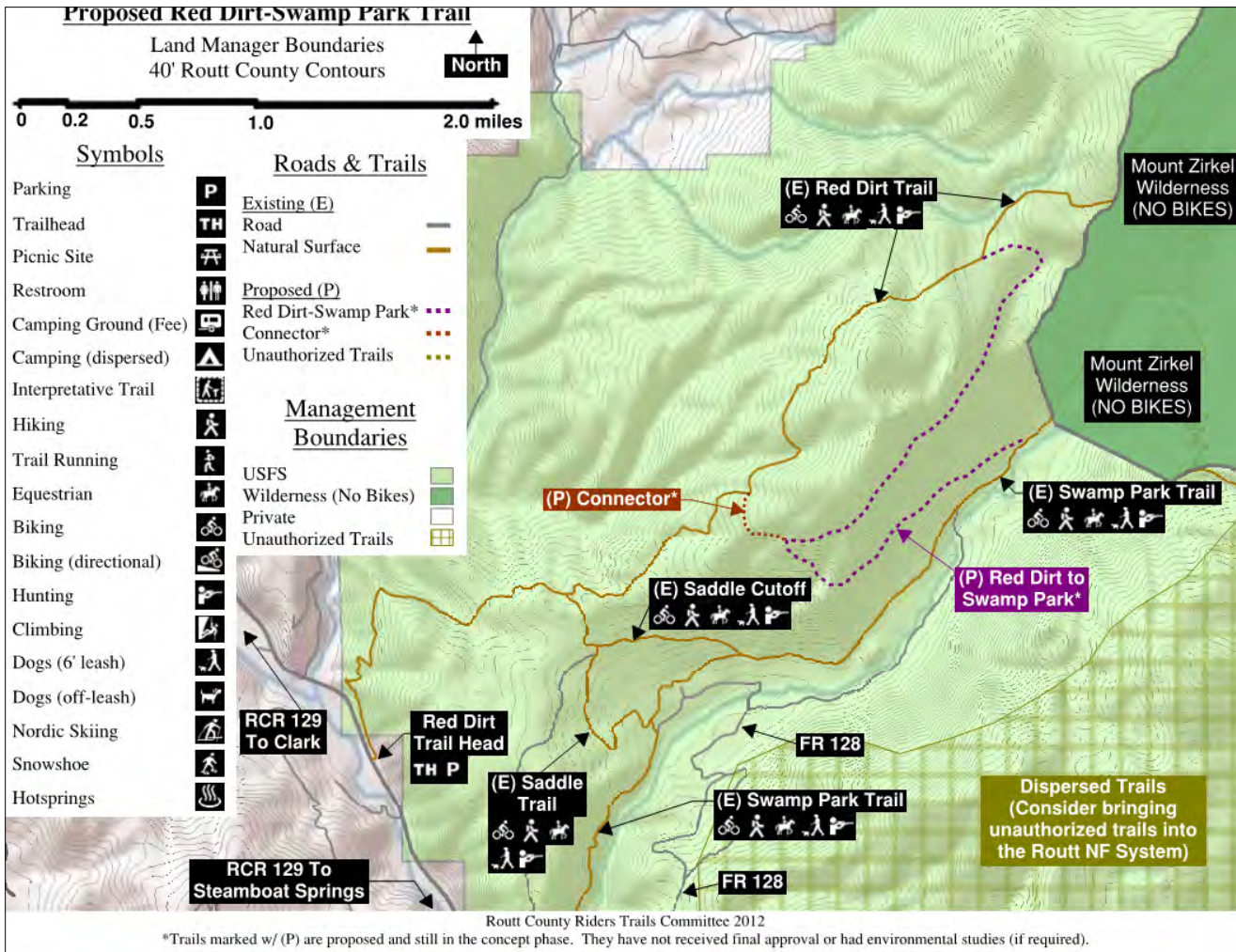
**Project Description:** These unauthorized trails are not part of the Forest Service's System of Trails. Trail work and possible re-routes are needed to make this network sustainable and worthy of inclusion into a sanctioned trail system. The Forest Service has requested assistance in this regard and has ultimate authority in determining if, or when these trails will be included in the system. As trail stewards we do not condone the construction of these unauthorized trails, but rather wish to work with our land managers to alleviate resource damage on our public lands.



\*Trails marked w/ (P) are proposed and still in the concept phase. They have not received final approval or had environmental studies (if required).

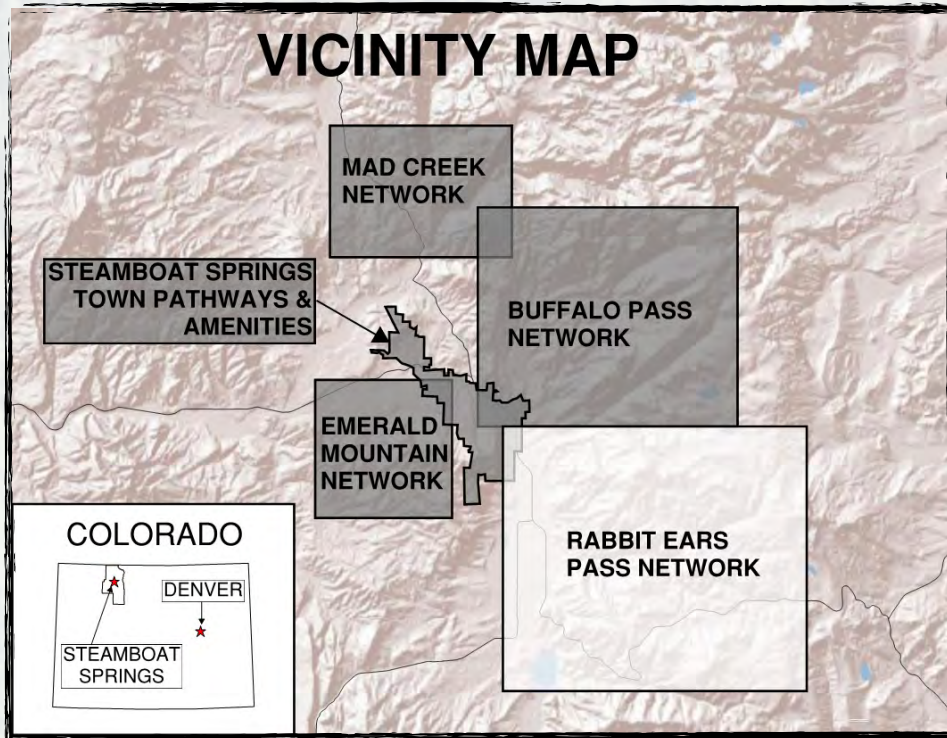
# MAD CREEK: RED DIRT TO SWAMP PARK TRAIL

**Project Description:** The primary purpose of this project is to provide a connection between existing Swamp Park Trail (near where it enters the Mount Zirkel Wilderness) to the Red Dirt Trail (near where it enters Mount Zirkel Wilderness).



PROJECT ZONE

# RABBIT EARS PASS



This vast trail network on Rabbit Ears Pass consists of stacked looped, multi-use trails as well as user specific trails, and the 20-mile Walton Rim Trail which connects to the Steamboat Ski Area.

Equestrians, hikers, bikers, bird watchers, and hunters will all enjoy this multi-use trail system. With individual multi-use loops of five, seven and eleven miles, users can create the trail experience of their desired length and difficulty.

Downhill and gravity riders will marvel at the user specific trails that connect the West Summit of Rabbit Ears Pass with the Ferndale picnic area. At approximately 1.5 miles long and 1,200 vertical feet these trails offer gravity riders a place to safely ride fast without worry of up-hill traffic or user conflicts.

These user specific trails (directional/bikes only) serve all trail users by reducing pressure on other multi use trails. Concentrating high speed aggressive mountain biking in one small area greatly improves the user experience for all other trail users. As these trails are designed and built for biking only, they will attract many cyclists and leave multi use trails for others.

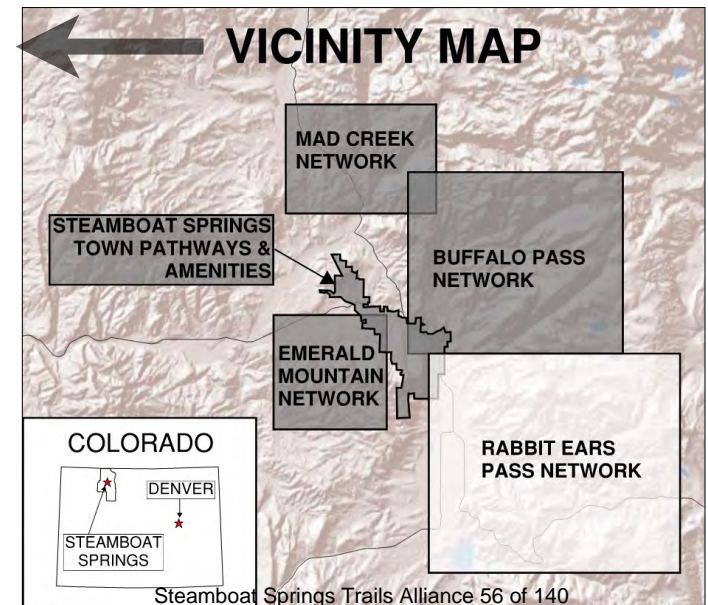
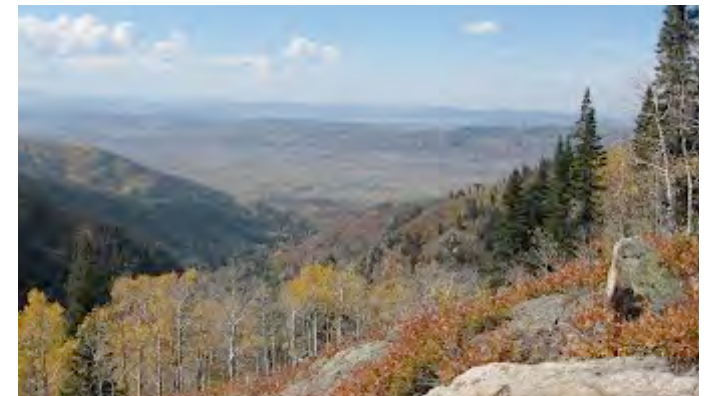
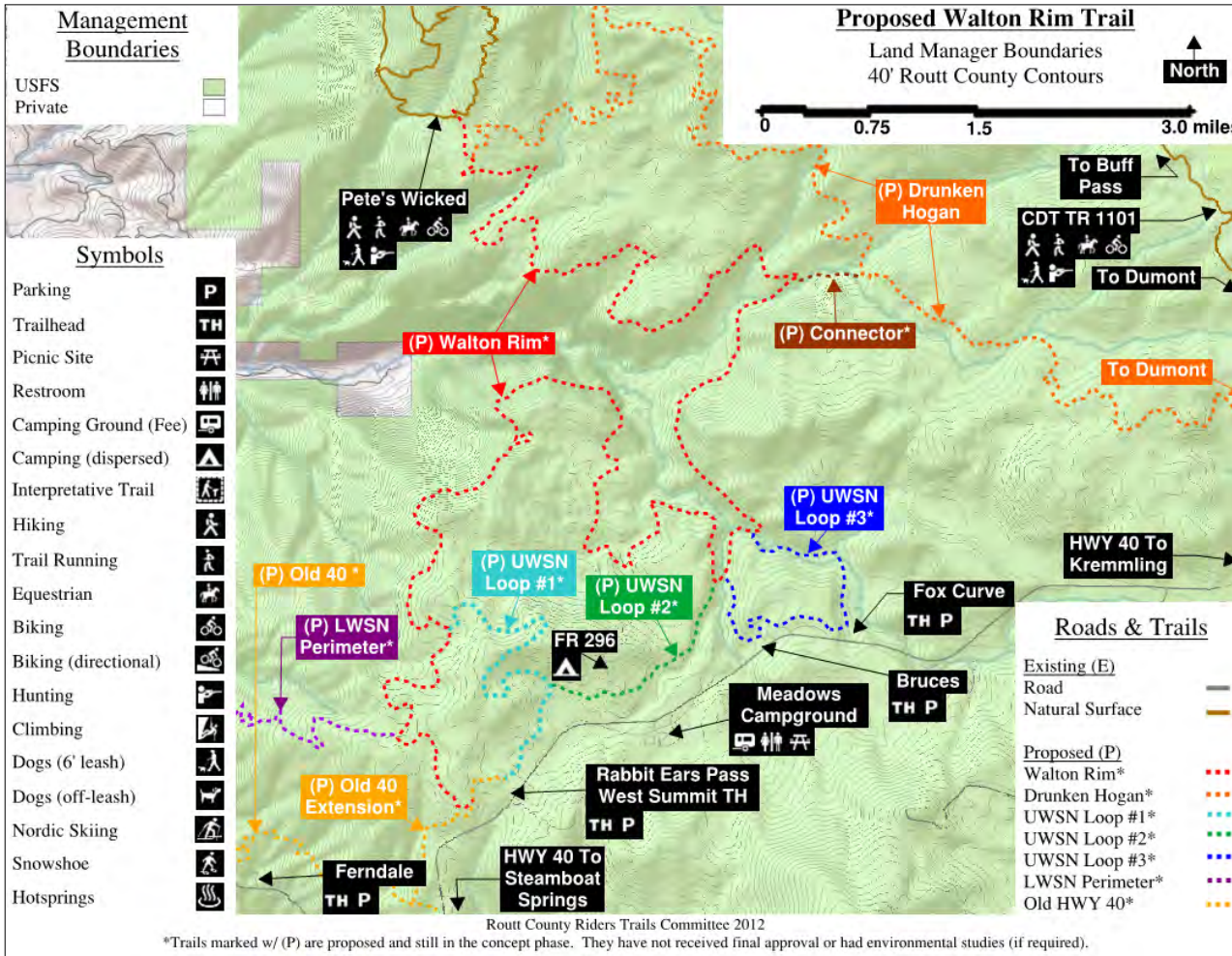
The West Summit parking area could become the new central hub for mountain biking in the Yampa Valley.

Consisting of 15 to 20 miles of purpose built trails, the Old Highway 40 system will be ever-evolving with technology and cycling trends.

**RABBIT EARS PASS PROJECTS:** WALTON RIM TRAIL, UPPER WEST SUMMIT LOOP #1, UPPER WEST SUMMIT LOOP #2, UPPER WEST SUMMIT LOOP #3, UPPER WEST SUMMIT AMENITIES, OLD HWY 40 TRAIL, OLD 40 HWY EXTENSION, OLD HWY 40 PERIMETER TRAIL, LOWER WEST SUMMIT DIRECTIONAL TRAIL #1, LOWER WEST SUMMIT DIRECTIONAL TRAIL #2, LOWER WEST SUMMIT DIRECTIONAL TRAIL #3, LOWER WEST SUMMIT DIRECTIONAL TRAIL #4, LOWER WEST SUMMIT SKILLS AREA, LOWER WEST SUMMIT EXPANSION ZONE, LOWER WEST SUMMIT HIKING ONLY TRAIL, LOWER WEST SUMMIT FERNDALE AMENITIES, LOWER WEST SUMMIT FOREST ENTRY AMENITIES, DRUNKEN HOGAN TRAIL

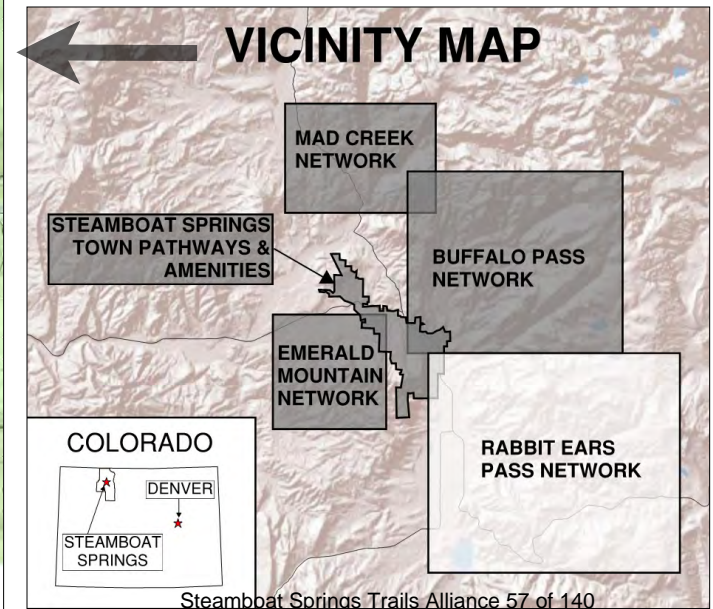
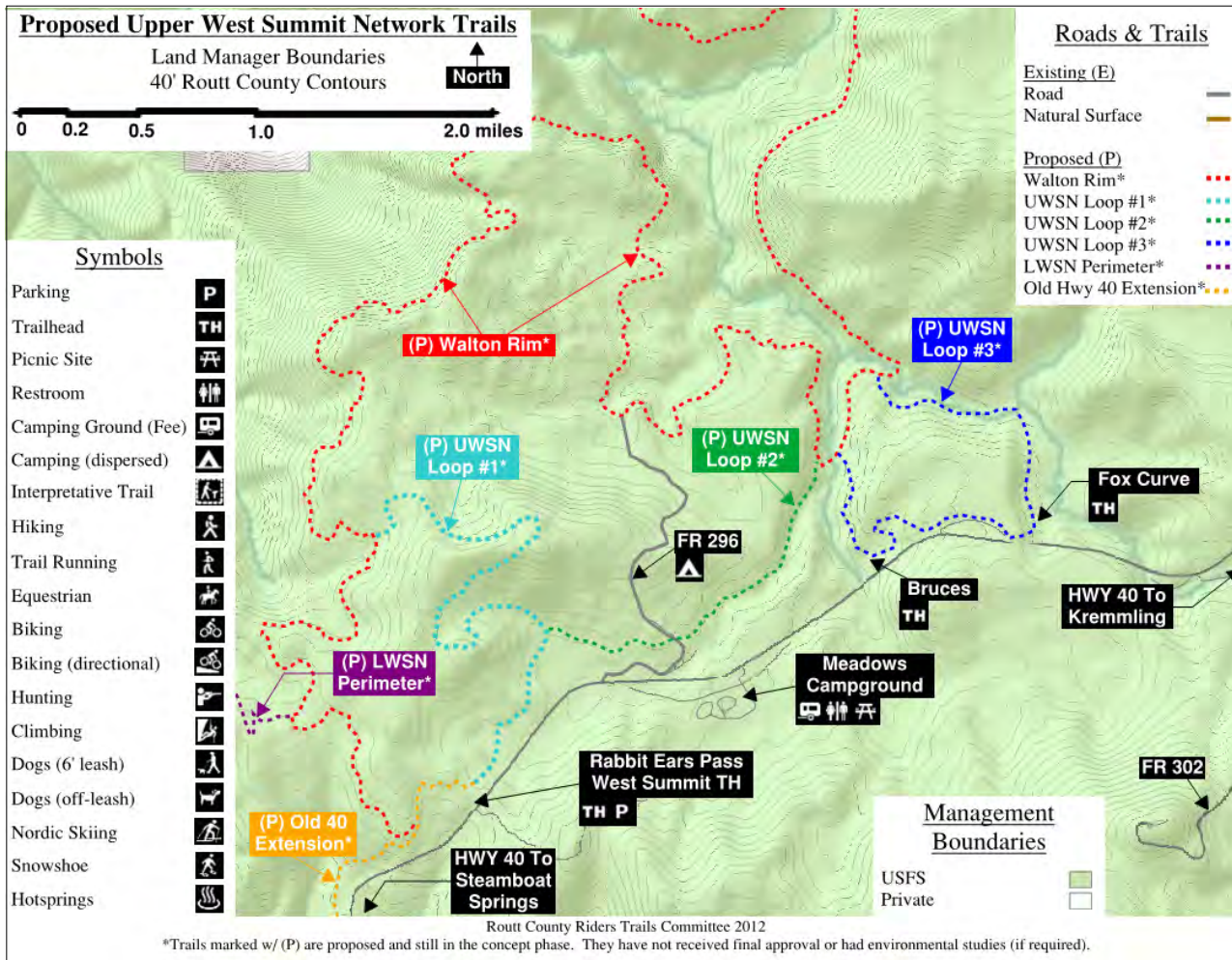
# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: WALTON RIM TRAIL

**Project Description:** This 20 mile, multi-use trail connects the West Summit of Rabbit Ears Pass to Pete's Wicked Trail on the Steamboat Ski Area. At roughly 9,200 feet, the trail has very little elevation gain, or loss, making it very beginner friendly from both directions, or as an out and back. Its name comes from Walton Creek Canyon, which the trail circumnavigates as it cruises along the canyon's north and south rim. The Walton Rim Trail also offers grand vistas of the canyon and Yampa Valley below.



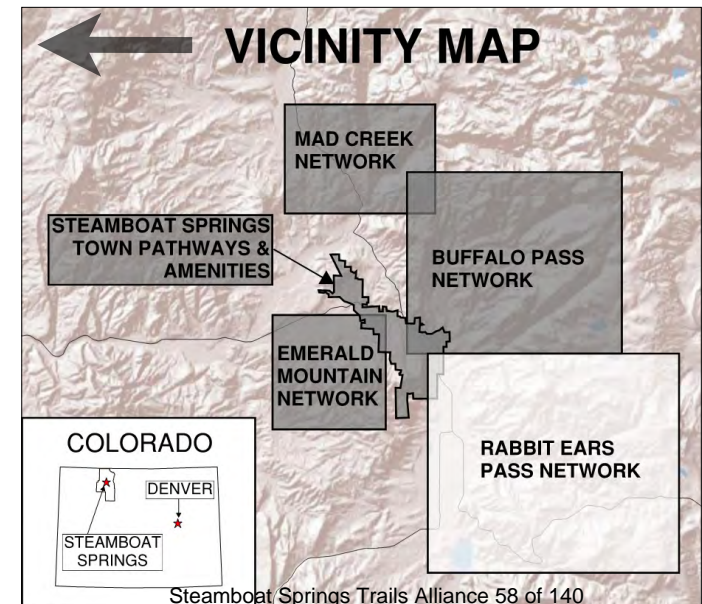
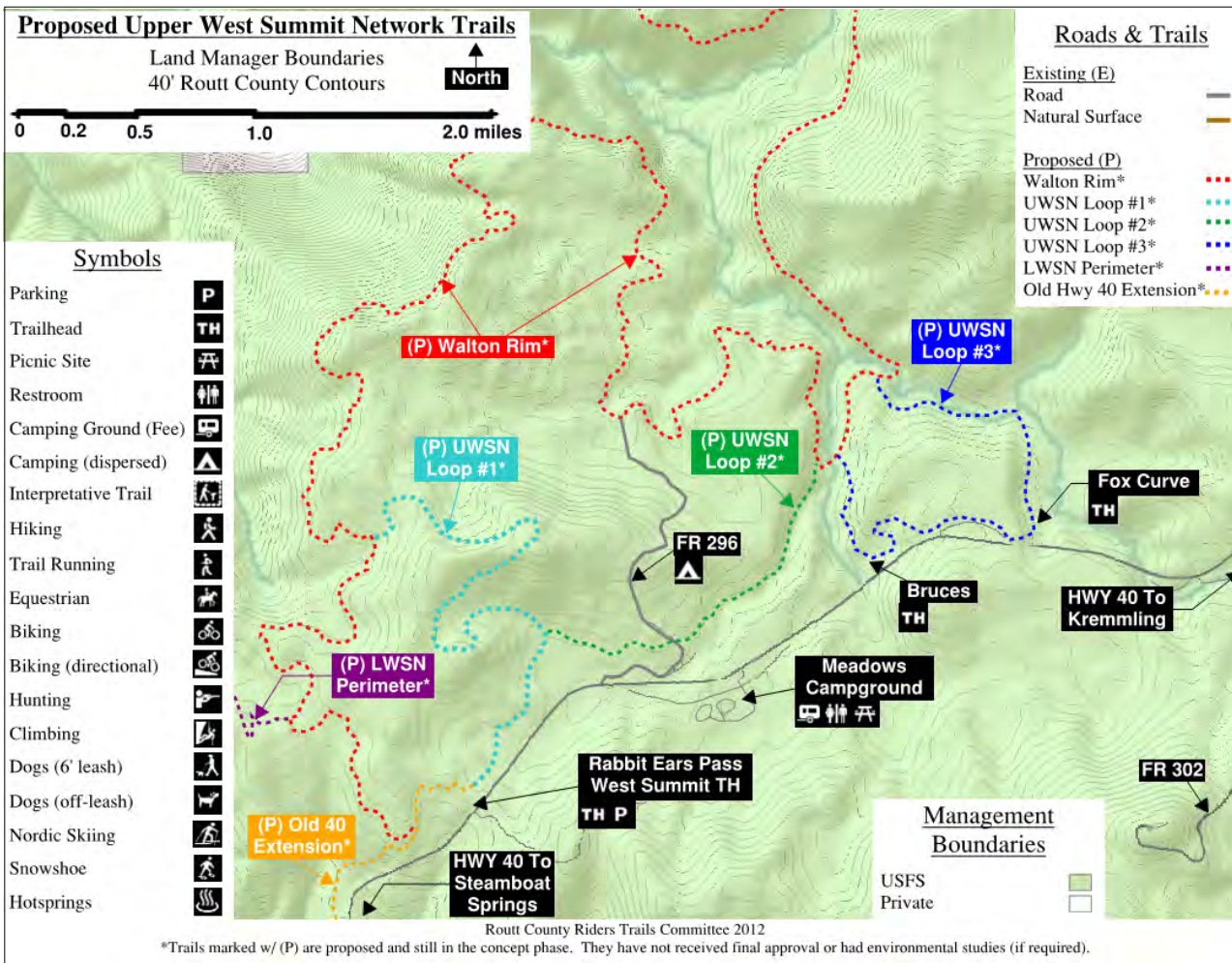
# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: LOOP #1

**Project Description:** This 6 mile loop begins and ends at the West Summit of Rabbit Ears Pass. The loop utilizes the first 3 miles of the beginner-friendly Walton Rim Trail before turning and climbing 500 vertical feet to a small peak with commanding views. The loop then gradually descends from its apex at nearly 10,000 feet to the parking lot on flowing intermediate singletrack.



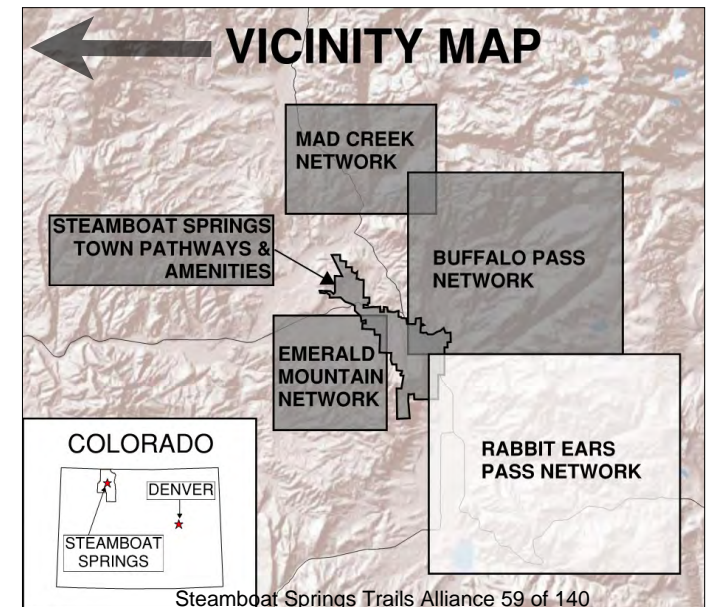
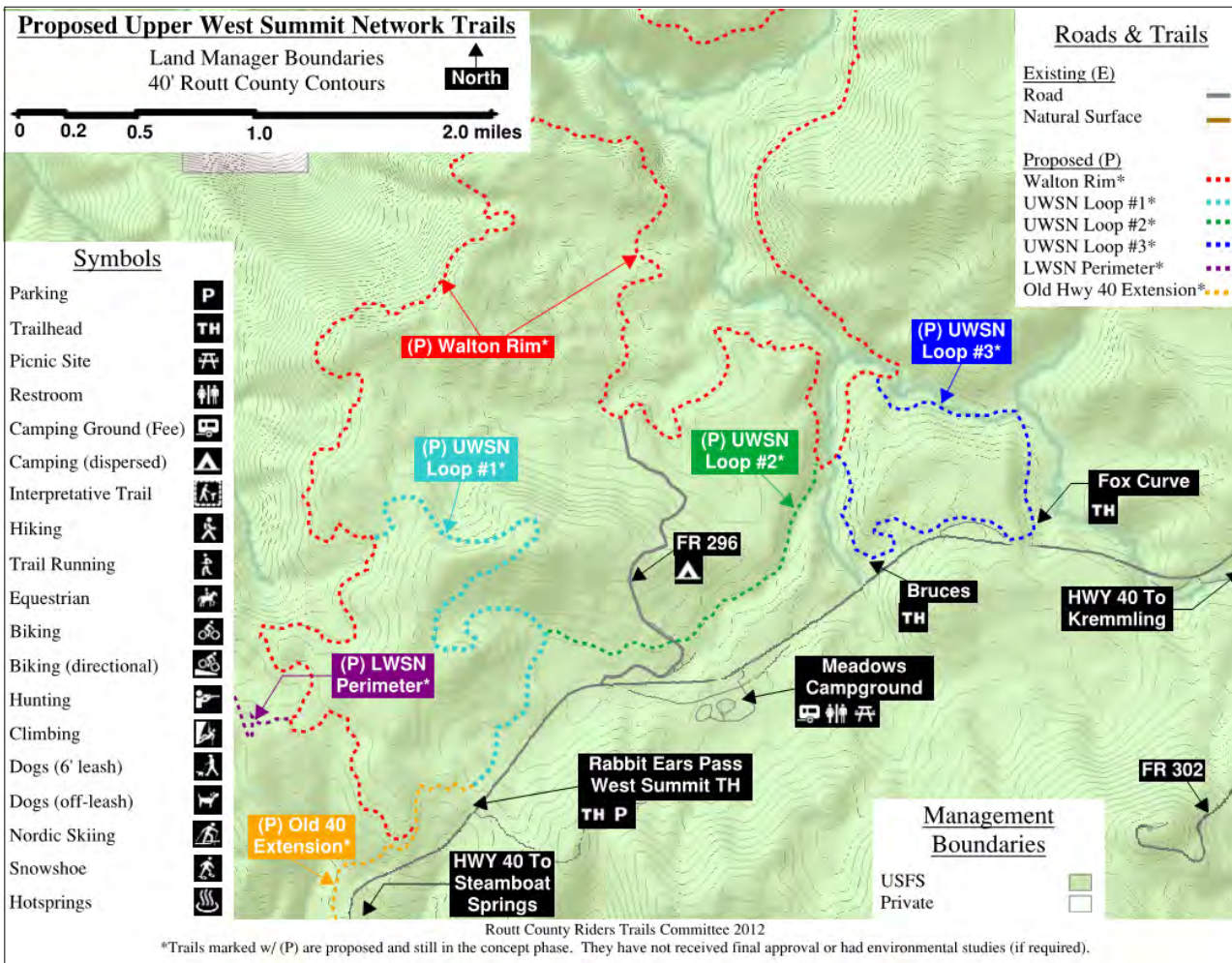
# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: LOOP #2

**Project Description:** This 11 mile loop uses the first 7 miles of the beginner friendly Walton Rim Trail before returning to the West Summit parking lot via a 4 mile connecting trail with minimal elevation change. Smooth and wide, this beginner friendly loop is appropriate for all users and provides scenic high alpine vistas.



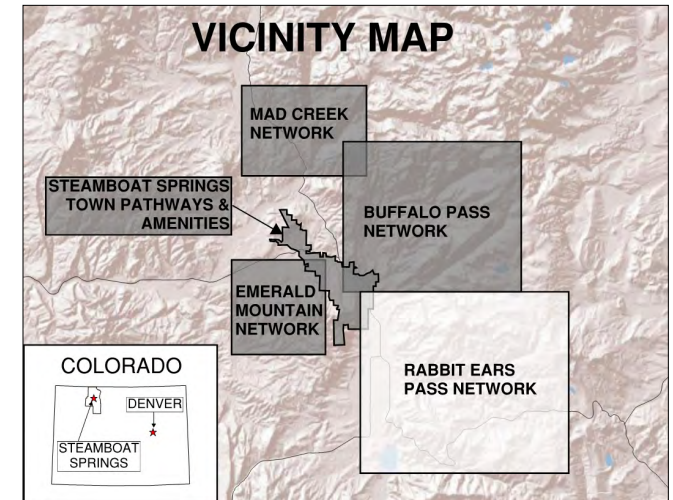
# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: LOOP #3

**Project Description:** This short, 2.5 mile loop provides access to the Walton Rim Trail via two existing parking areas. Additionally, the trail expands the stacked loop options giving users more choice over route length and difficulty.



# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: AMENITIES

**Project Description:** This project includes construction of restroom facilities for improved sanitation and informational kiosks to enhance user experience.

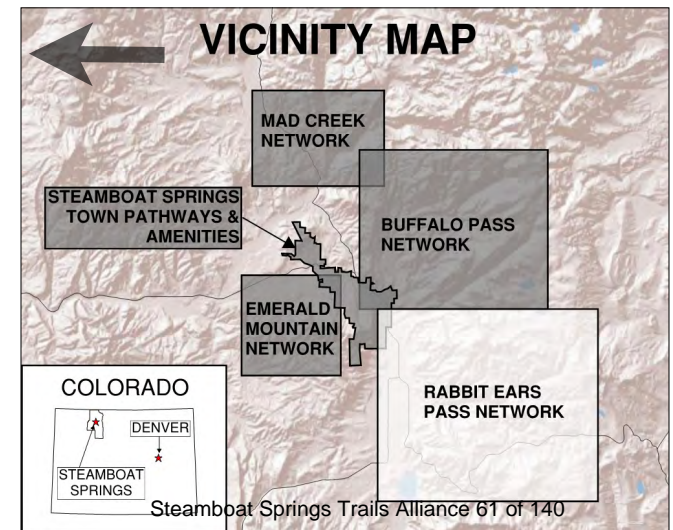
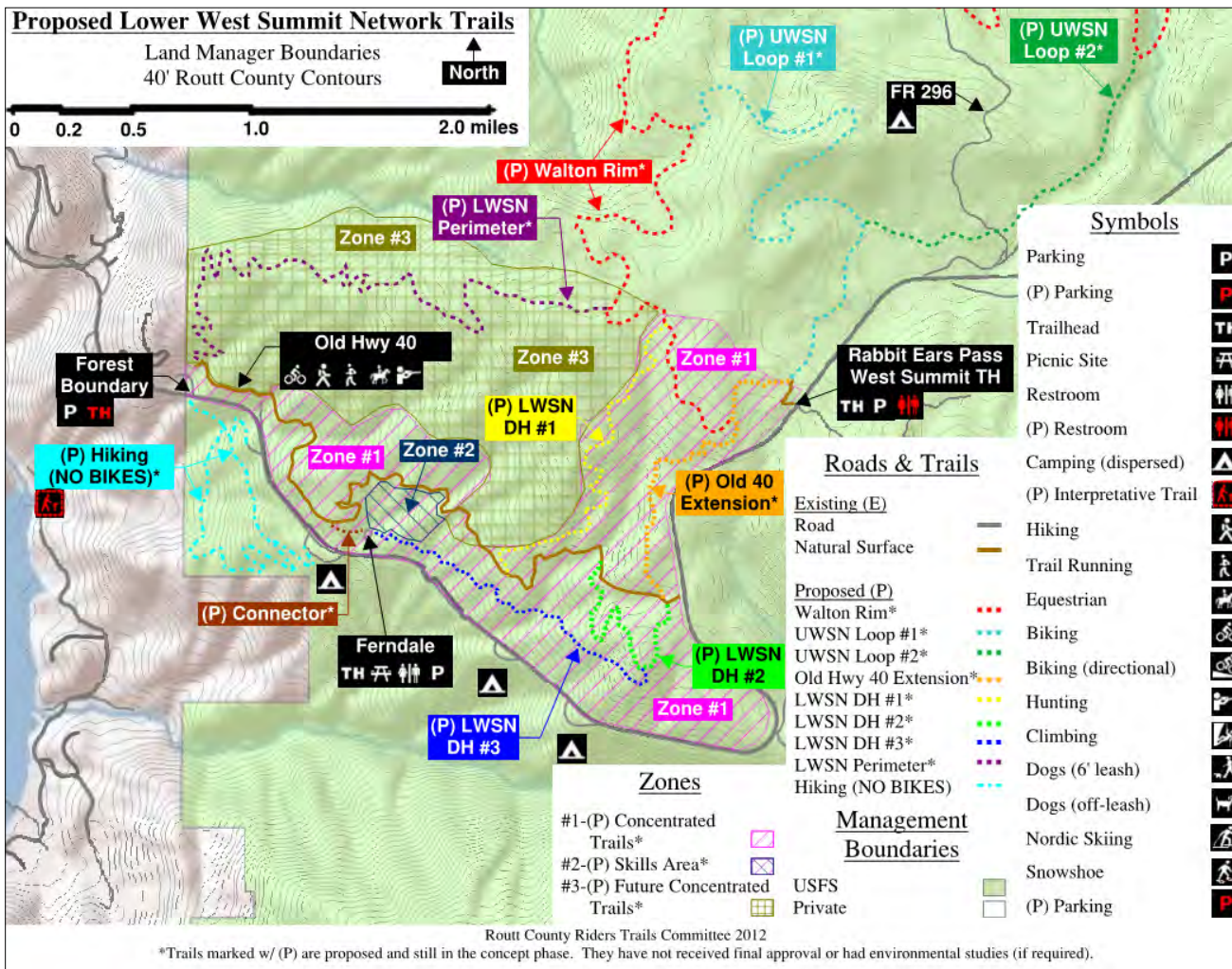


(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



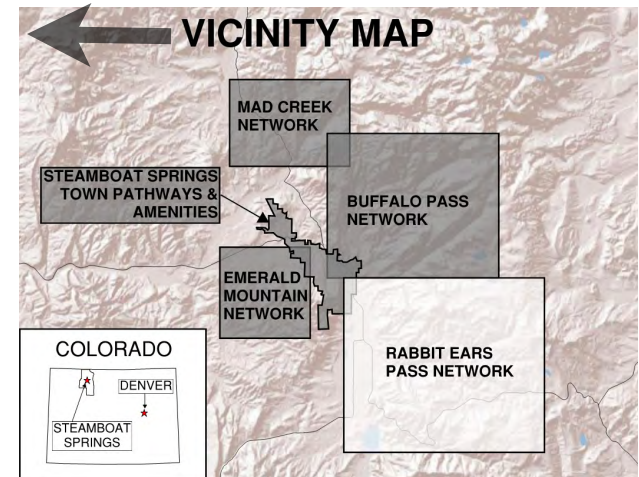
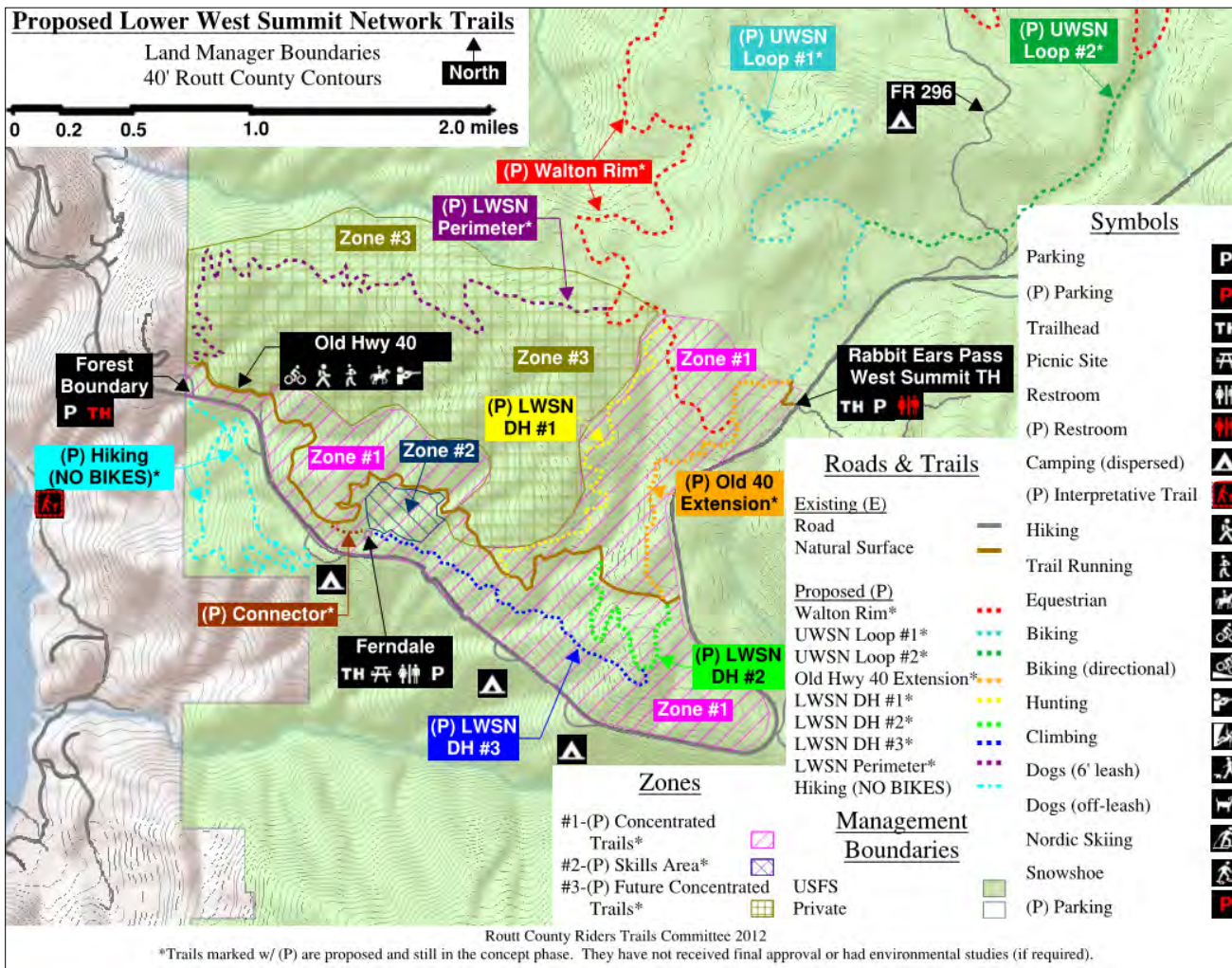
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: OLD HWY 40 TRAIL

**Project Description:** At 3.5 miles, Trail 299 is the old Highway 40 tread. Between 15 and 20 feet wide and never exceeding a 7% grade, this old road surface provides the ultimate beginner mountain bike trail as well as access for emergency/construction vehicles. The trail's wide nature easily allows for two way bicycle traffic and even leaves room for small, beginner features on the trail's edge. The whole family can enjoy this trail as grandma rides next to her grand kids who play on features and jumps while she enjoys a smooth, wide and easy ride.



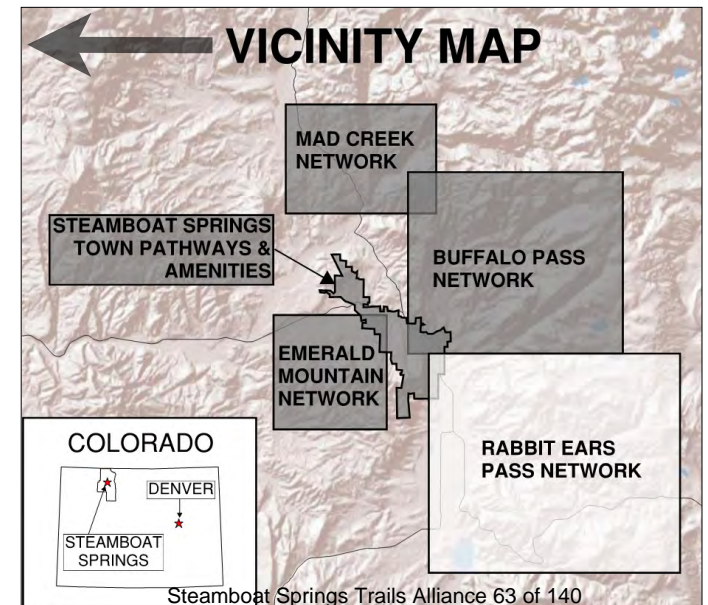
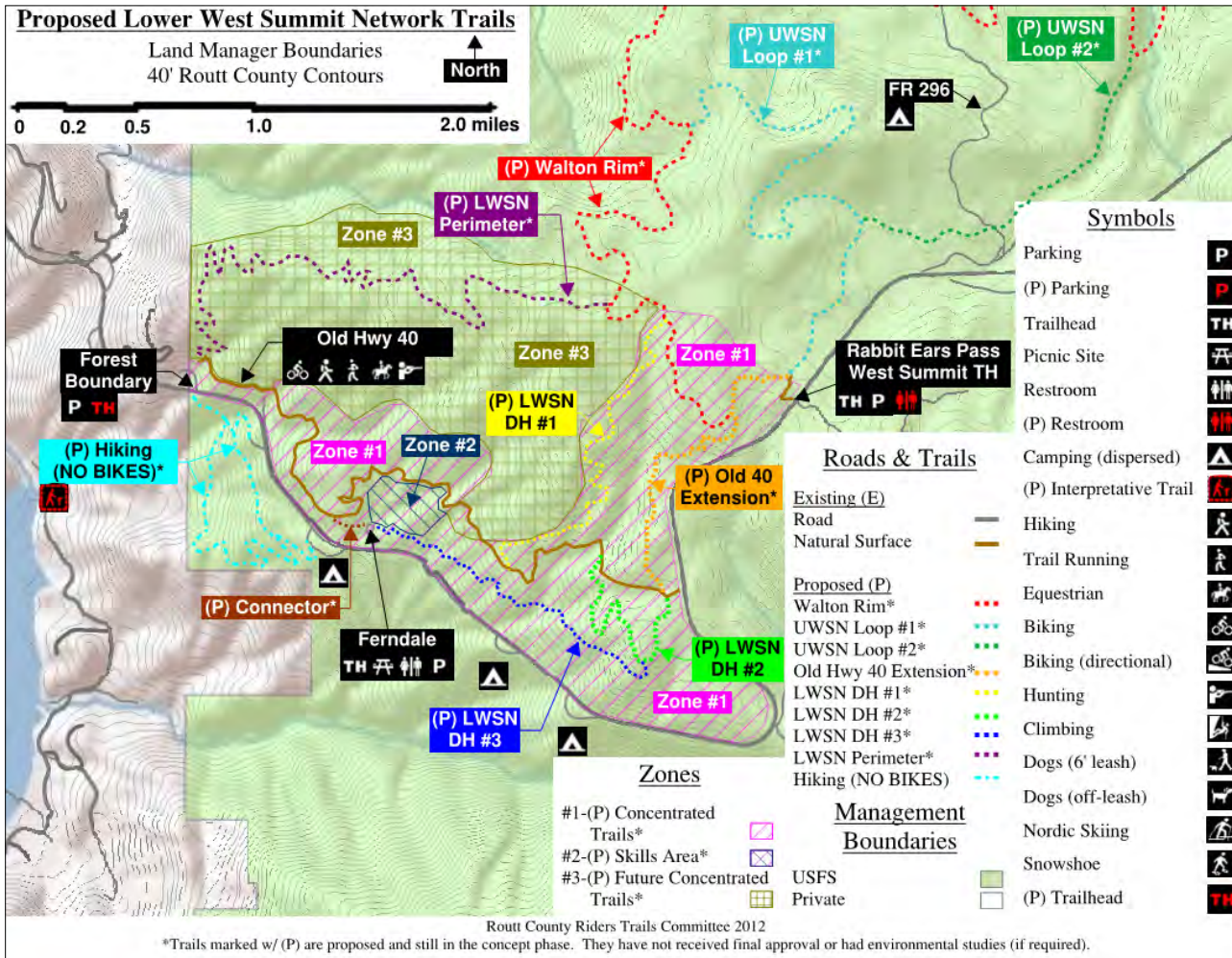
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: OLD HWY 40 EXTENSION

**Project Description:** This 1.5 mile extension to the Old Highway Trail creates a connection to the West Summit parking area and extends the ultimate beginner mountain bike trail to 5 miles.



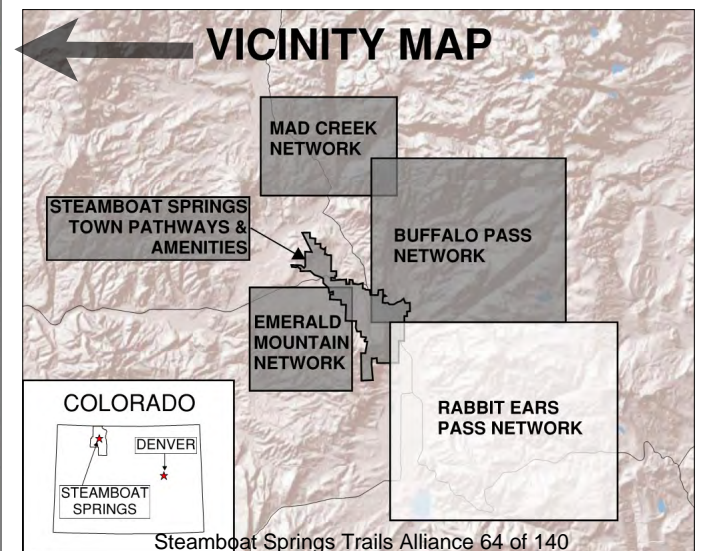
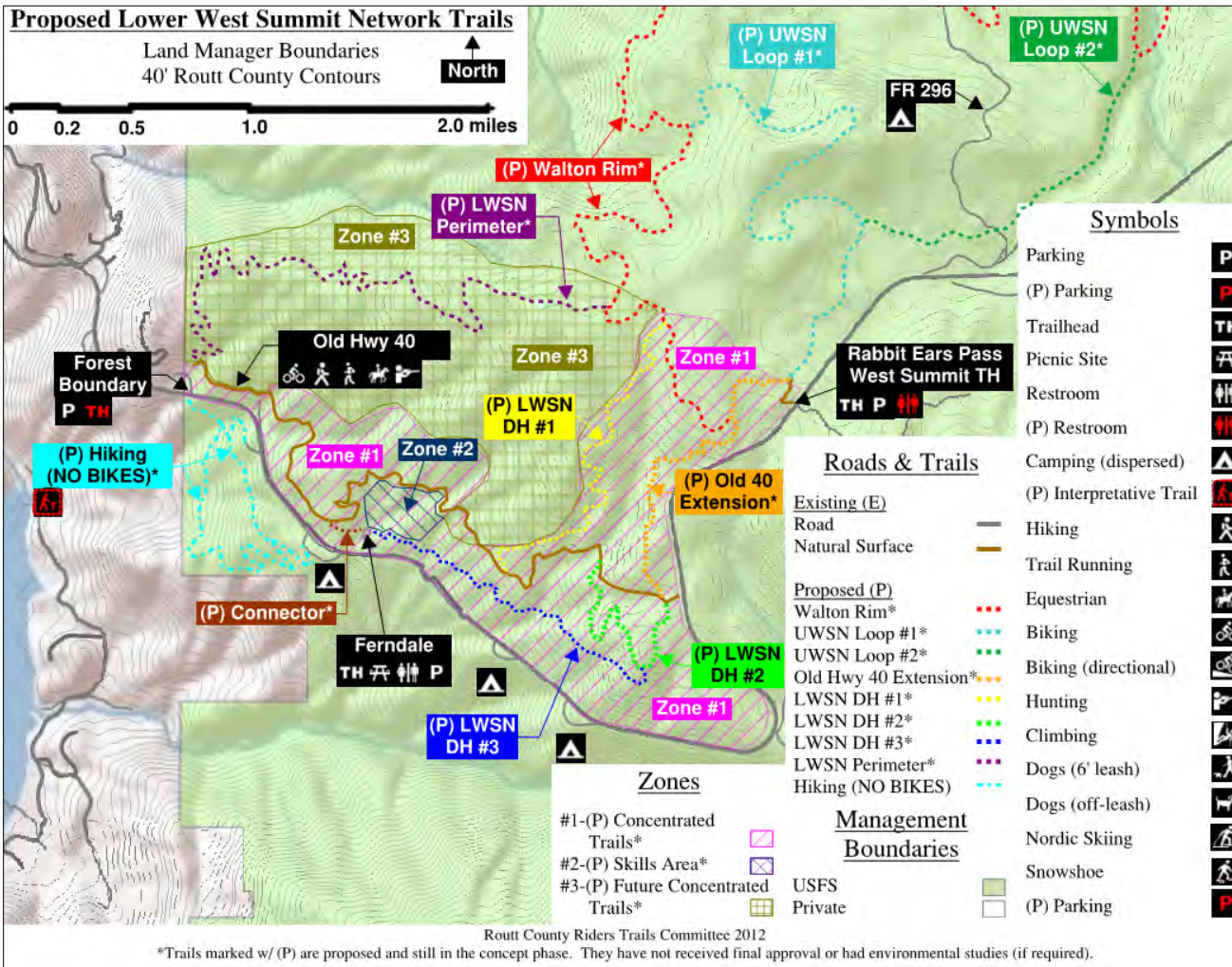
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: OLD HWY 40 PERIMETER TRAIL

**Project Description:** This 4 mile, intermediate trail connects the West Summit parking area to the bottom of Old Highway 40 Trail, providing a 9 mile loop option with access to the directional, user specific bike trails. This multi-directional bike trail has a 1,500 vertical elevation gain, providing a more strenuous cycling experience that adds to the stacked loop system of the Upper West Summit Network.



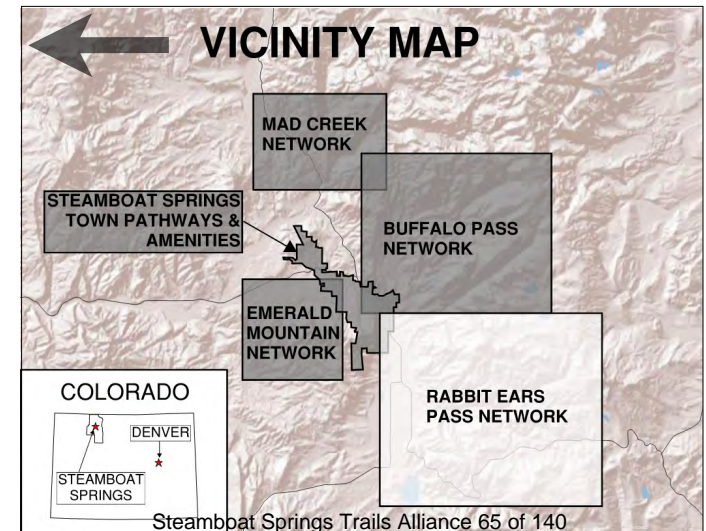
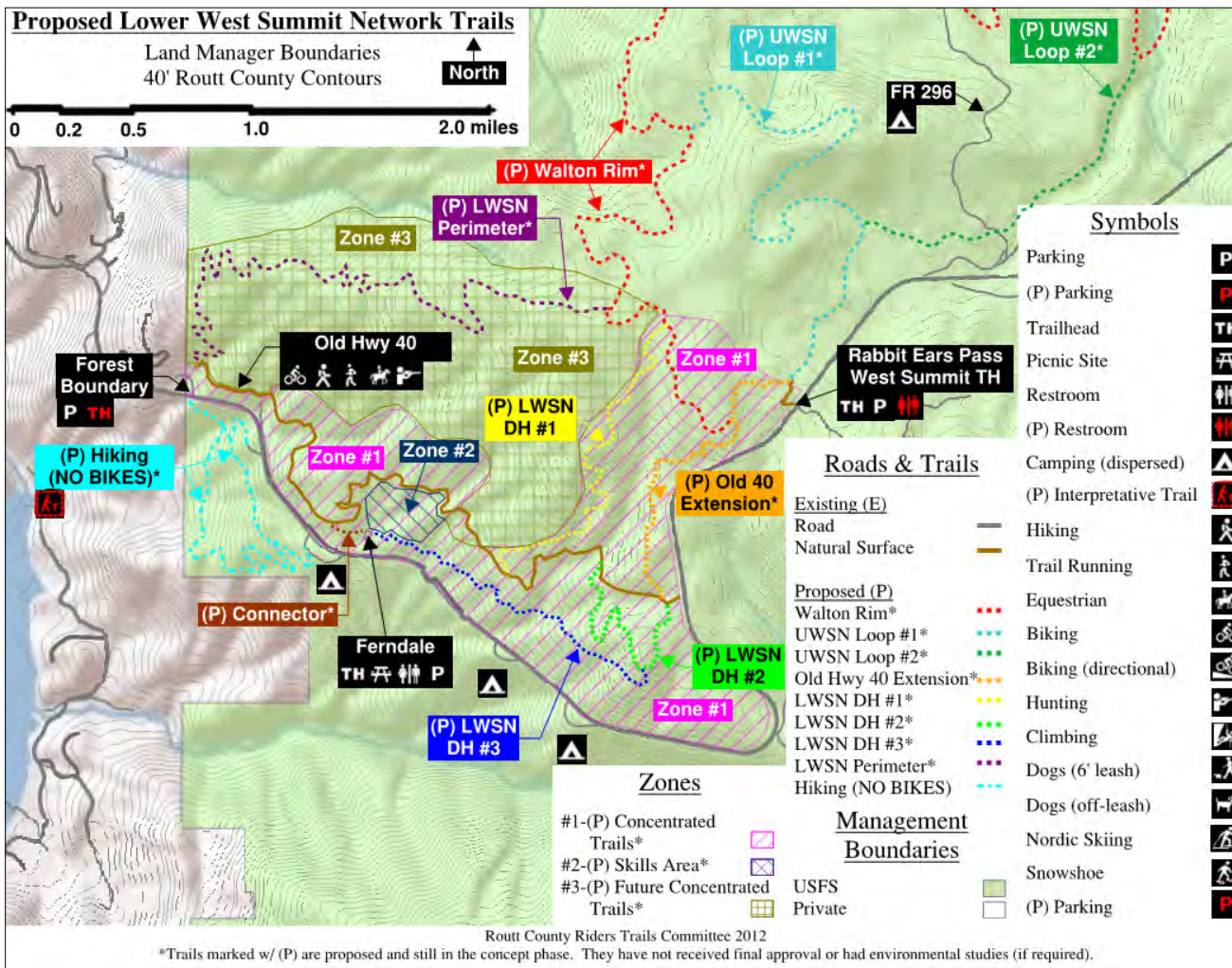
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: DIRECTIONAL TRAIL #3

**Project Description:** This 1.5 mile intermediate trail is a progressive flow trail. With dirt rollers, rhythm sections, jumps and berms from top to bottom, this trail is like riding a roller coaster on a bike. Wide and smooth, this trail can be ridden on almost any bike.



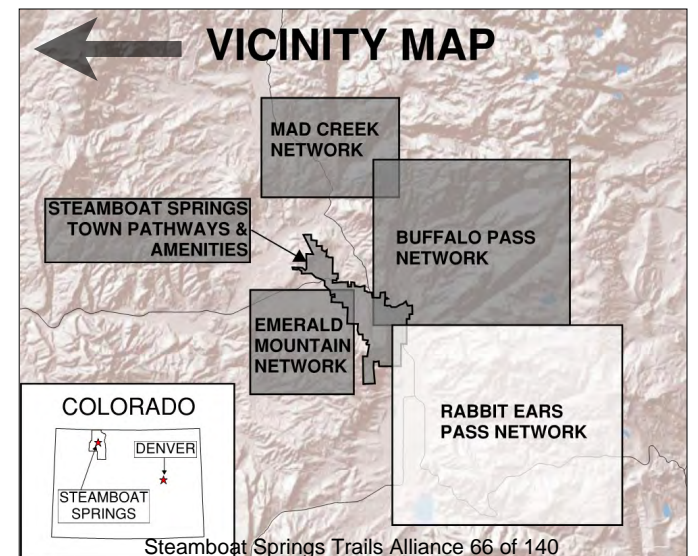
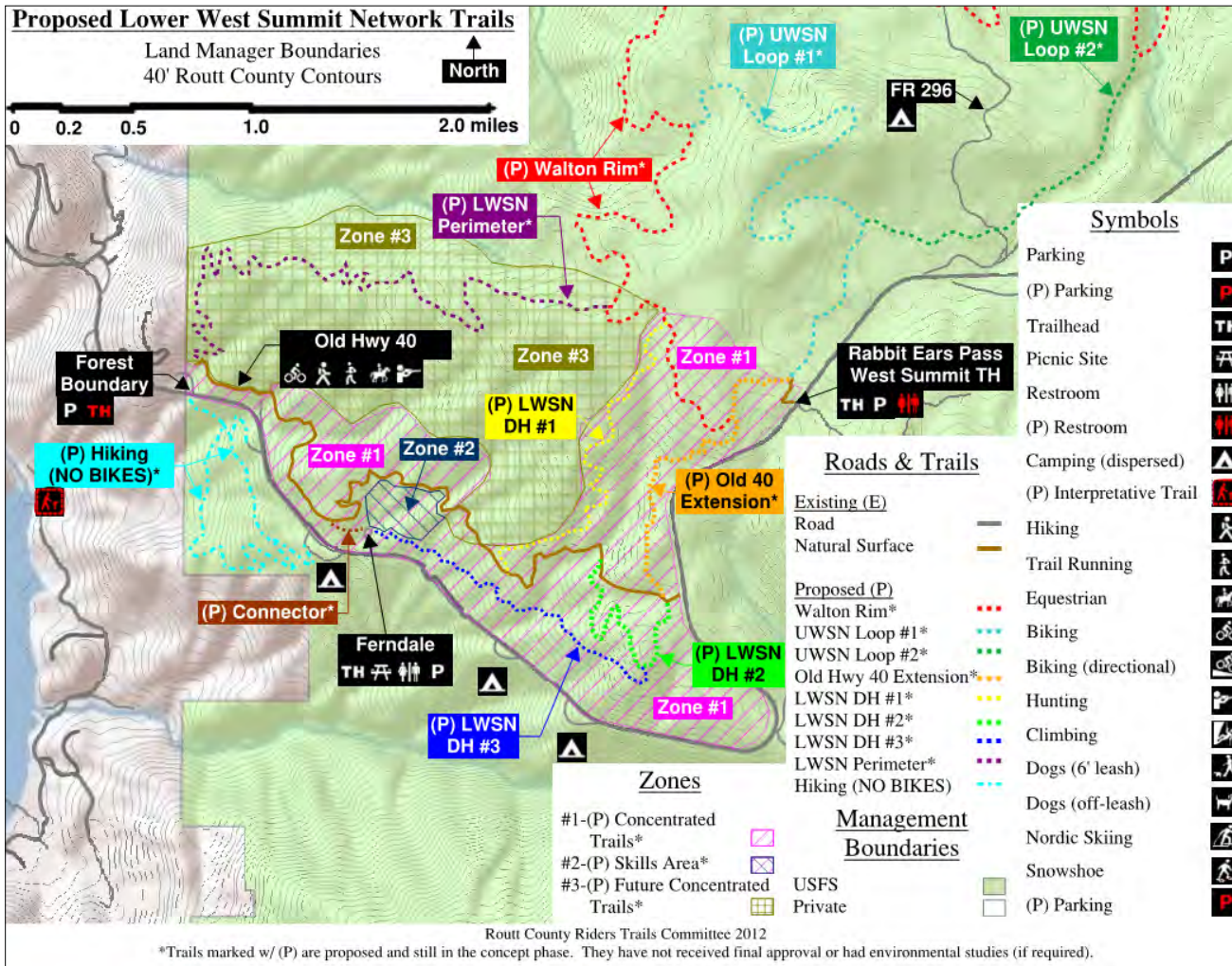
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: DIRECTIONAL TRAIL #4

**Project Description:** This is the pro line, the trail that experts can push themselves on, and the trail where down-hillers can use their travel. The trail would be designed by walking through the woods to find and connect every rock feature and natural drop. Then technical trail features of wood and rock would be built in between the natural features for an adrenaline pumped ride from top to bottom.



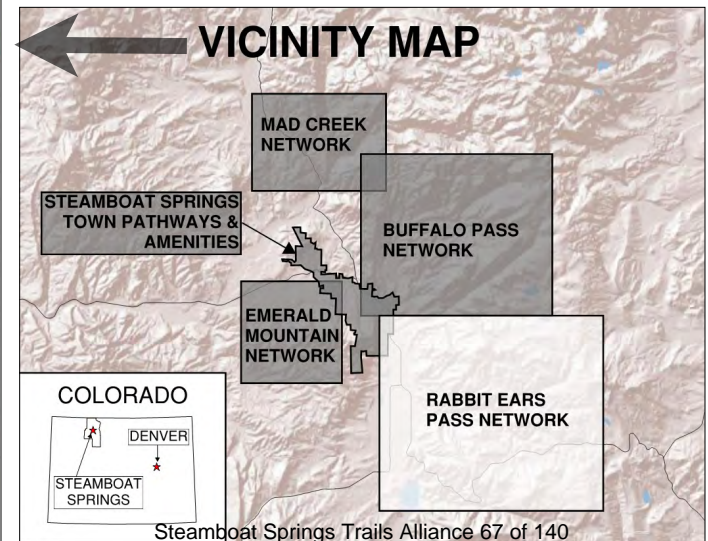
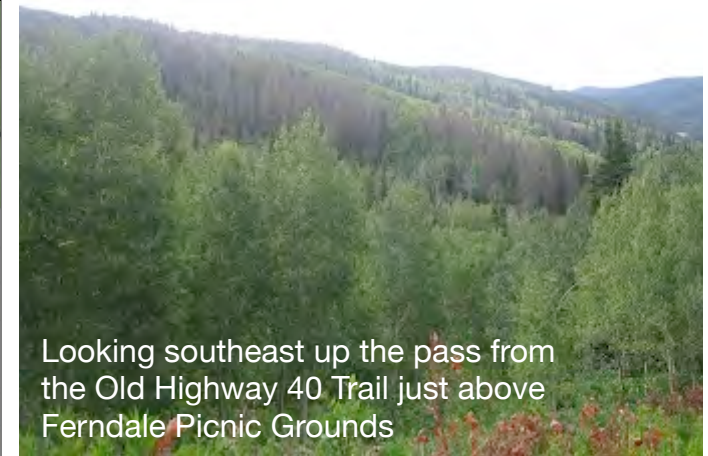
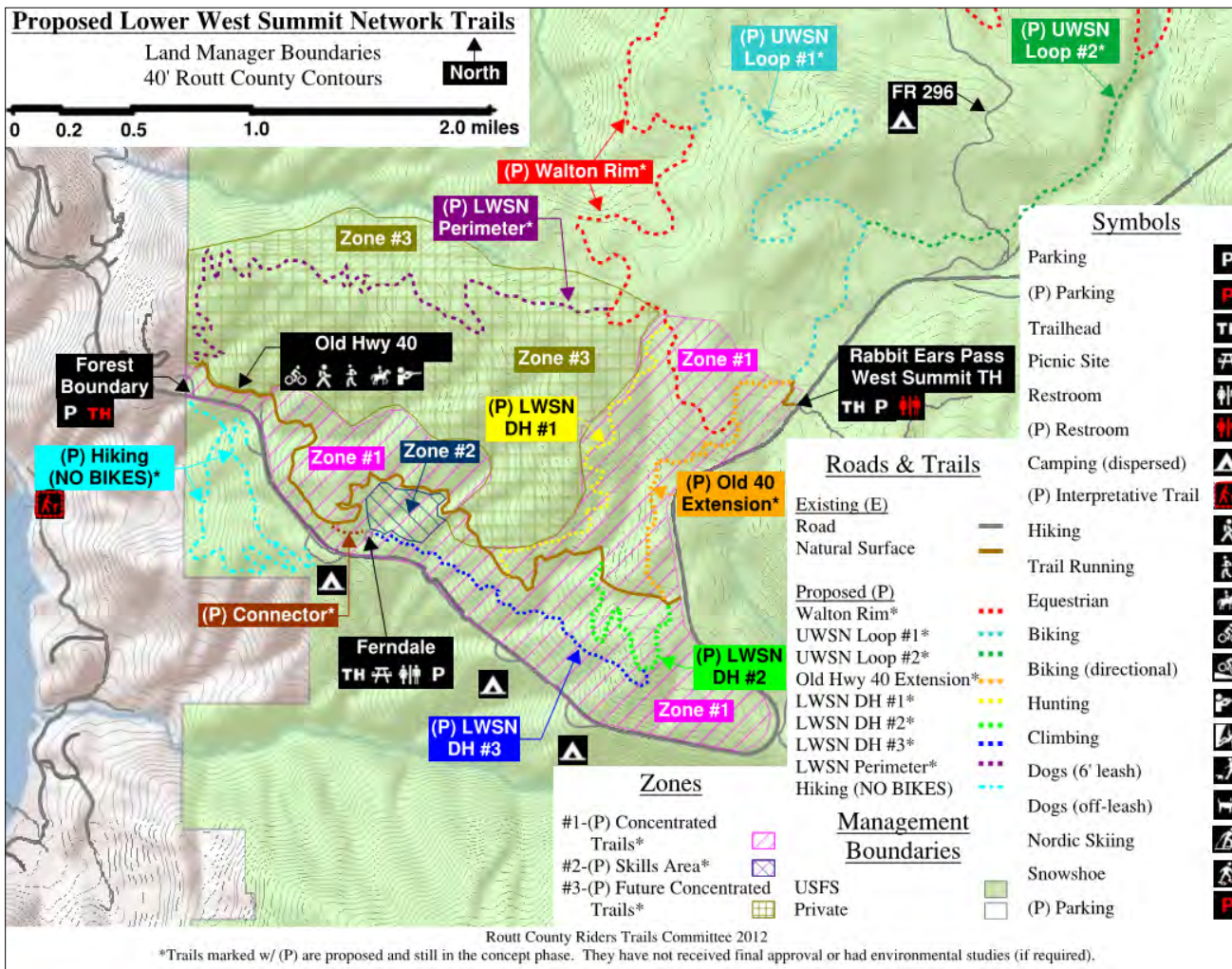
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: DIRECTIONAL TRAIL #1

**Project Description:** This is a purpose-built, directional, expert, mountain bike trail. Littered with jumps, berms, rollers, drops and wood features, this trail is 1.5 miles of adrenalin filled fun. This expert trail greatly reduces traffic on beginner and multi-use trails and therefore serves all trail users and improves everyone's trail experience.



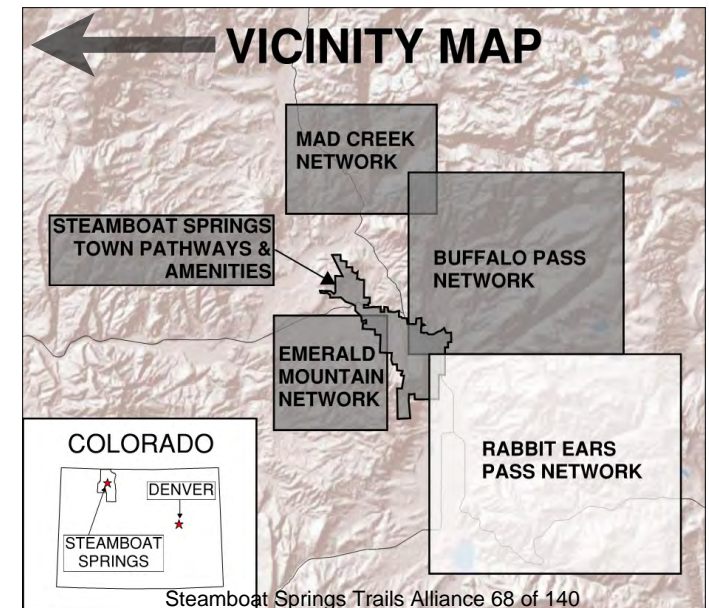
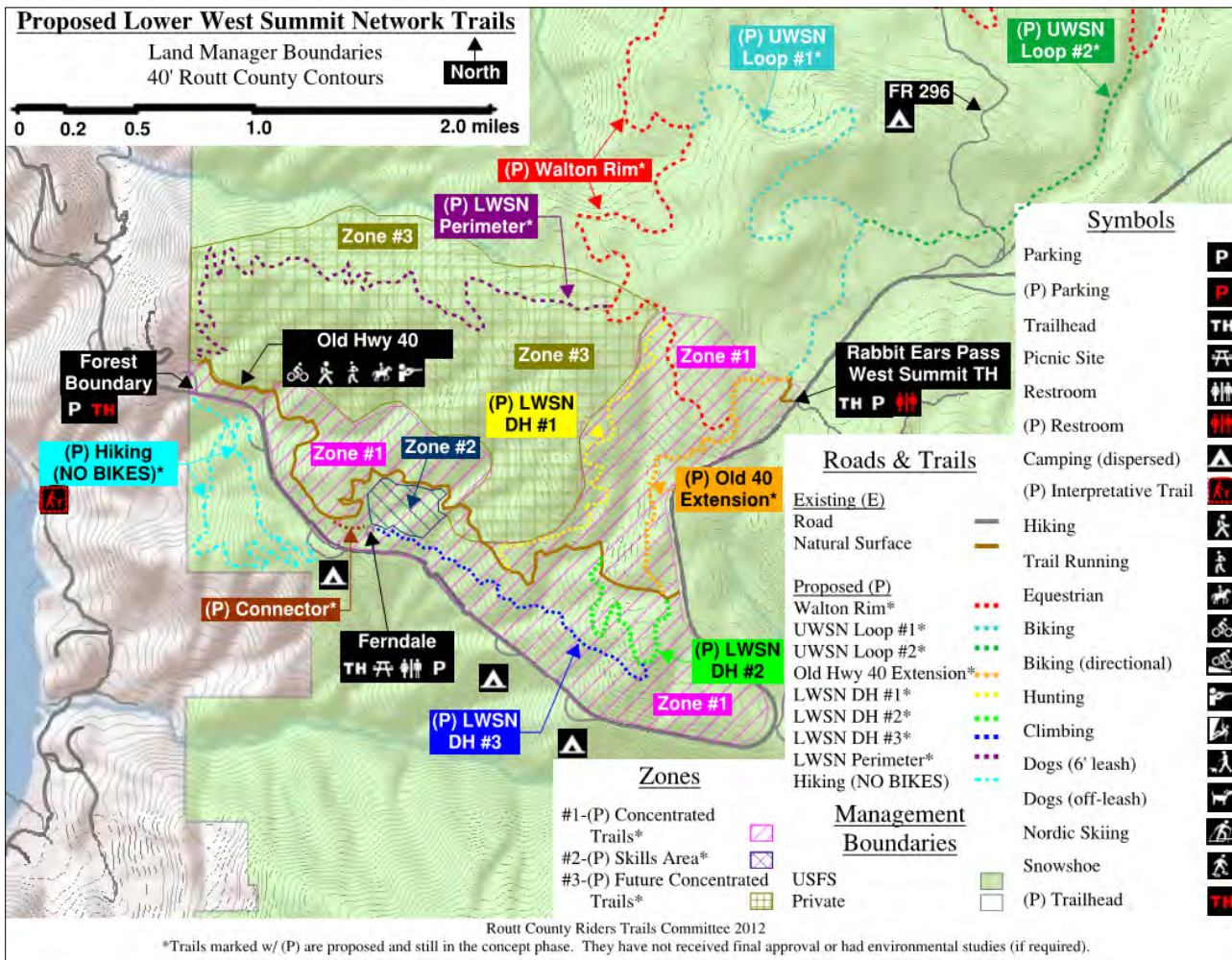
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: DIRECTIONAL TRAIL #2

**Project Description:** This short beginner trail turns off Old Highway 40 Trail and meanders through pines and aspens on a slight downhill slope before rejoining the entry level, Old Highway 40 Trail.



# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: ZONE 2 (SKILLS AREA)

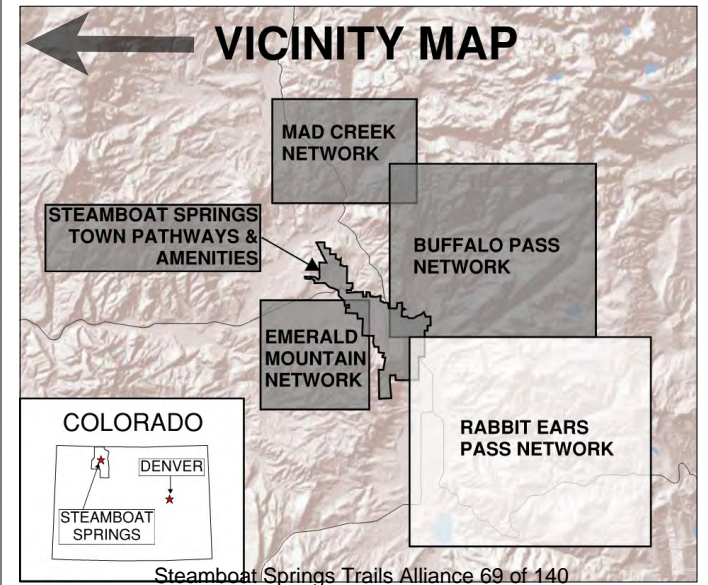
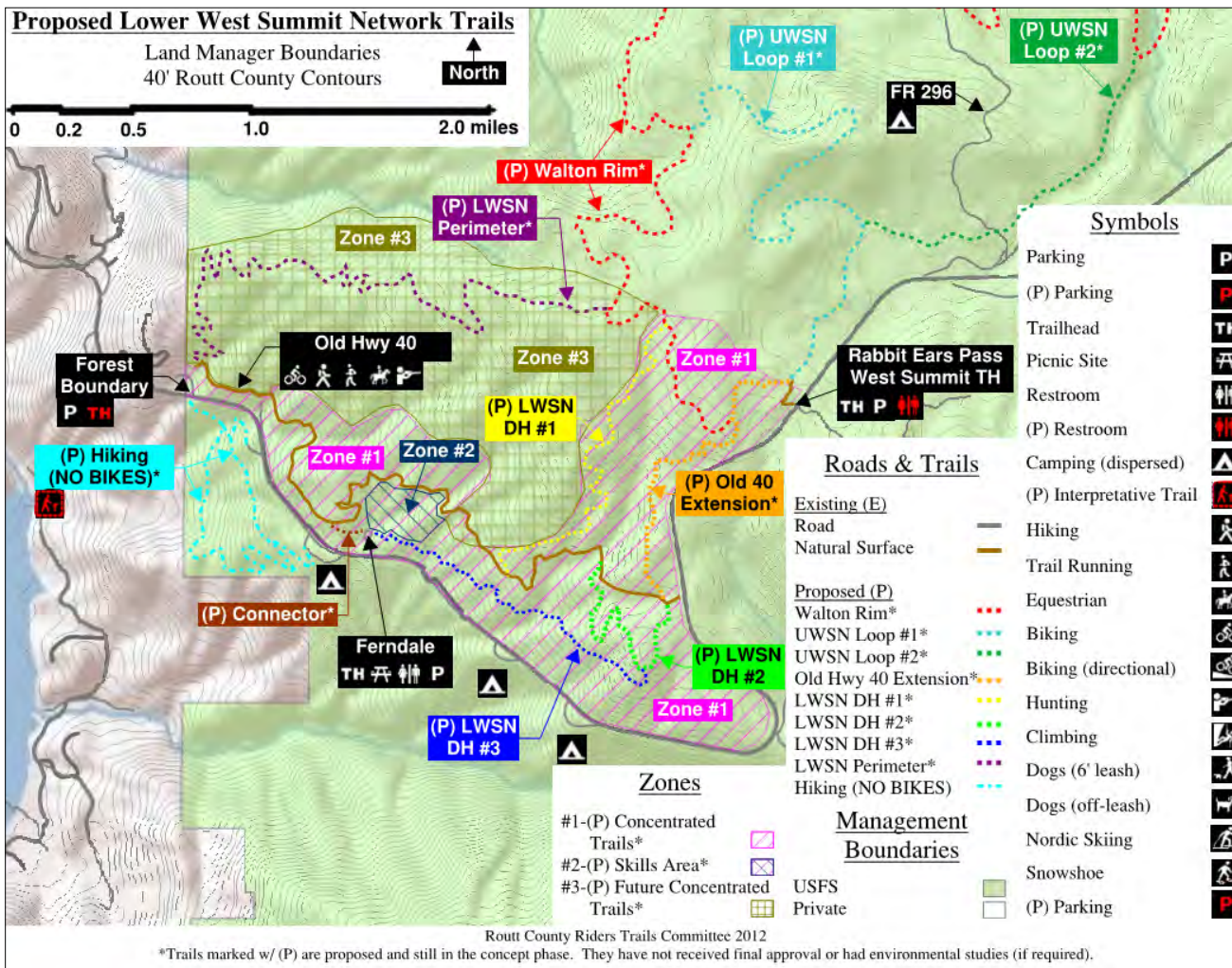
**Project Description:** Located above the Ferndale Picnic/Parking Area, this mountain bike riding zone features short skills trails that cater to a wide range of ability levels. With jumps and features that mimic those on the above directional trails, users have the option to learn and build skills in a concentrated and easily accessible area prior to riding the longer directional trails above.





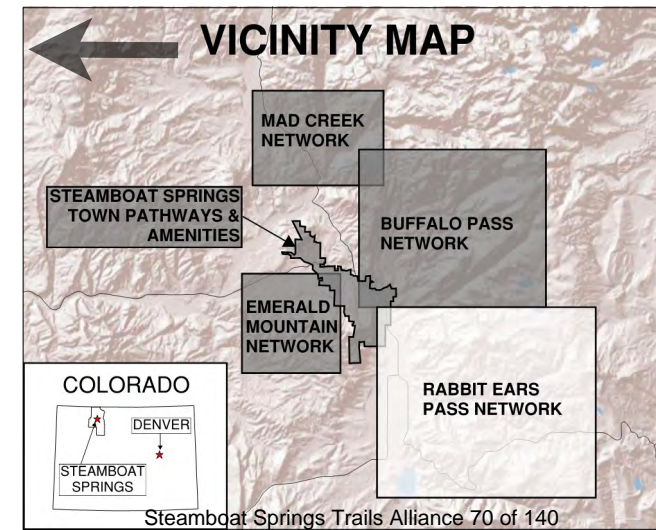
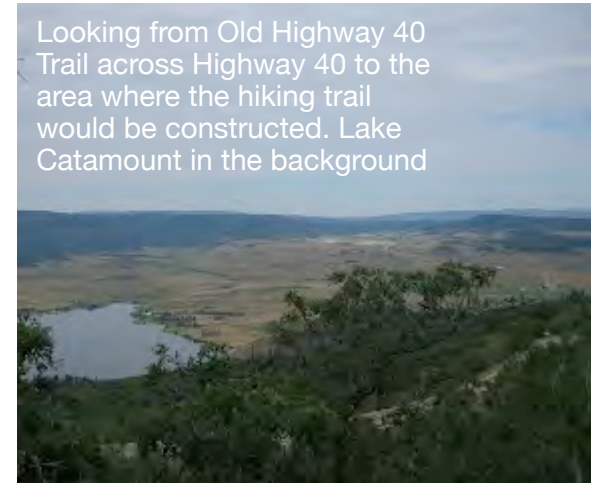
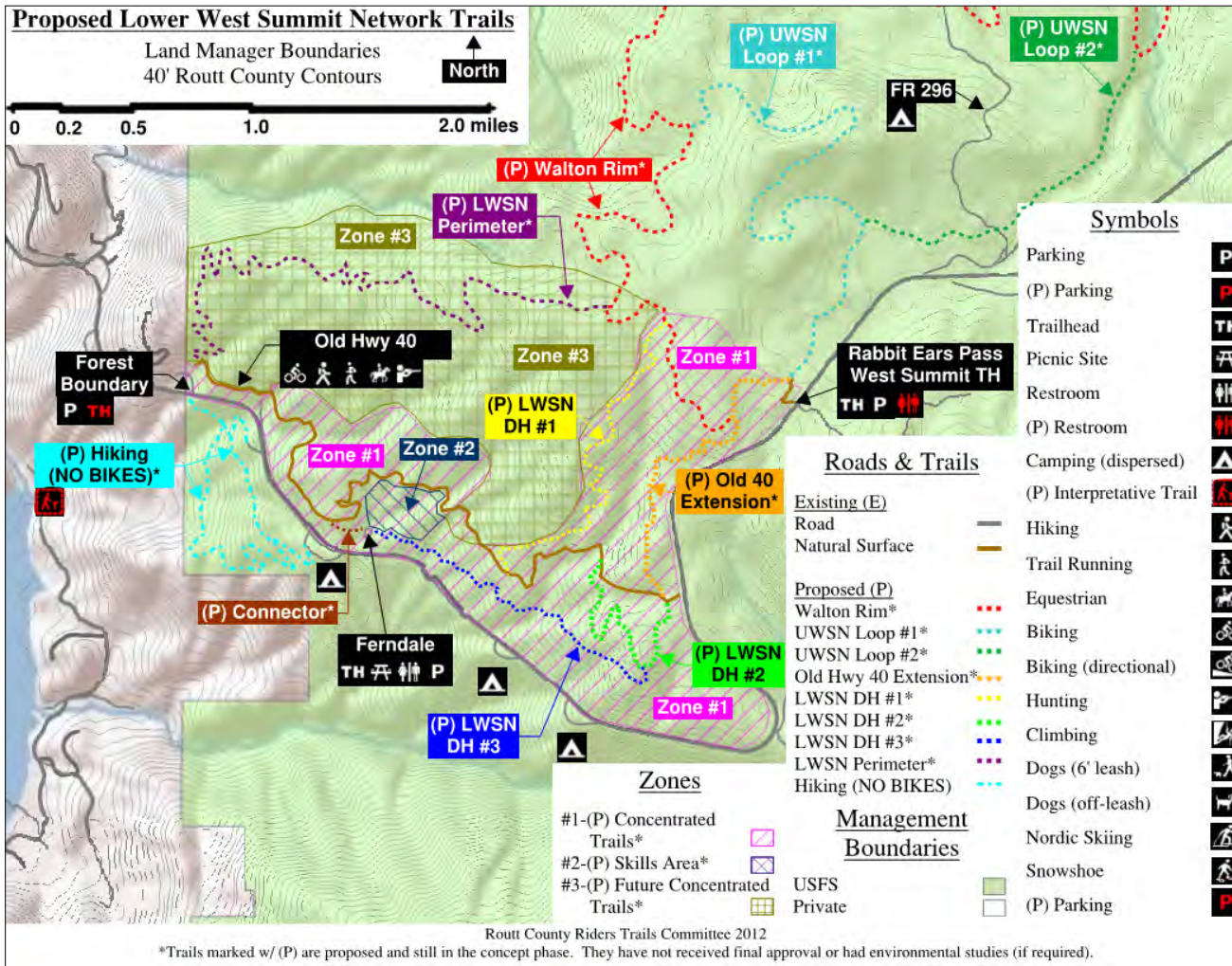
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: ZONE #3 (POSSIBLE EXPANSION)

**Project Description:** This zone allows for future mountain bike expansion.



# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: HIKING ONLY TRAIL

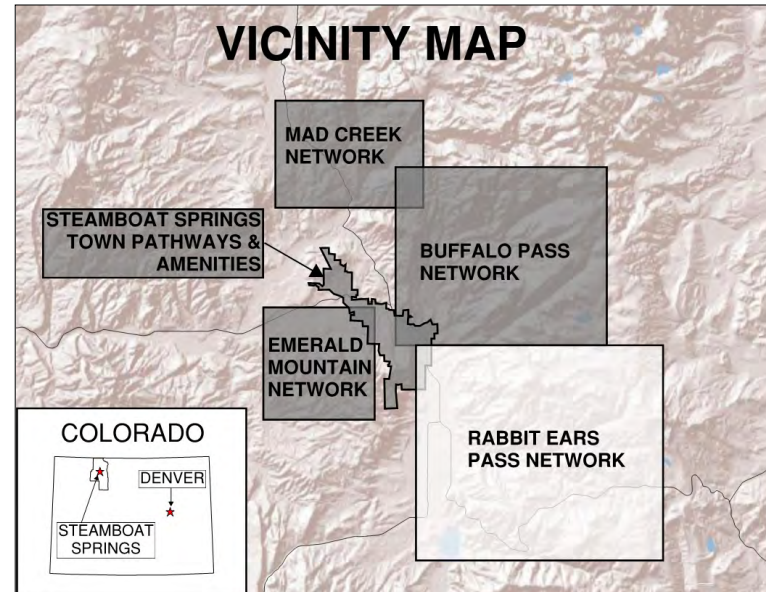
**Project Description:** A trail purpose-built for hiking (no bikes).



# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: FERNDALE AMENITIES

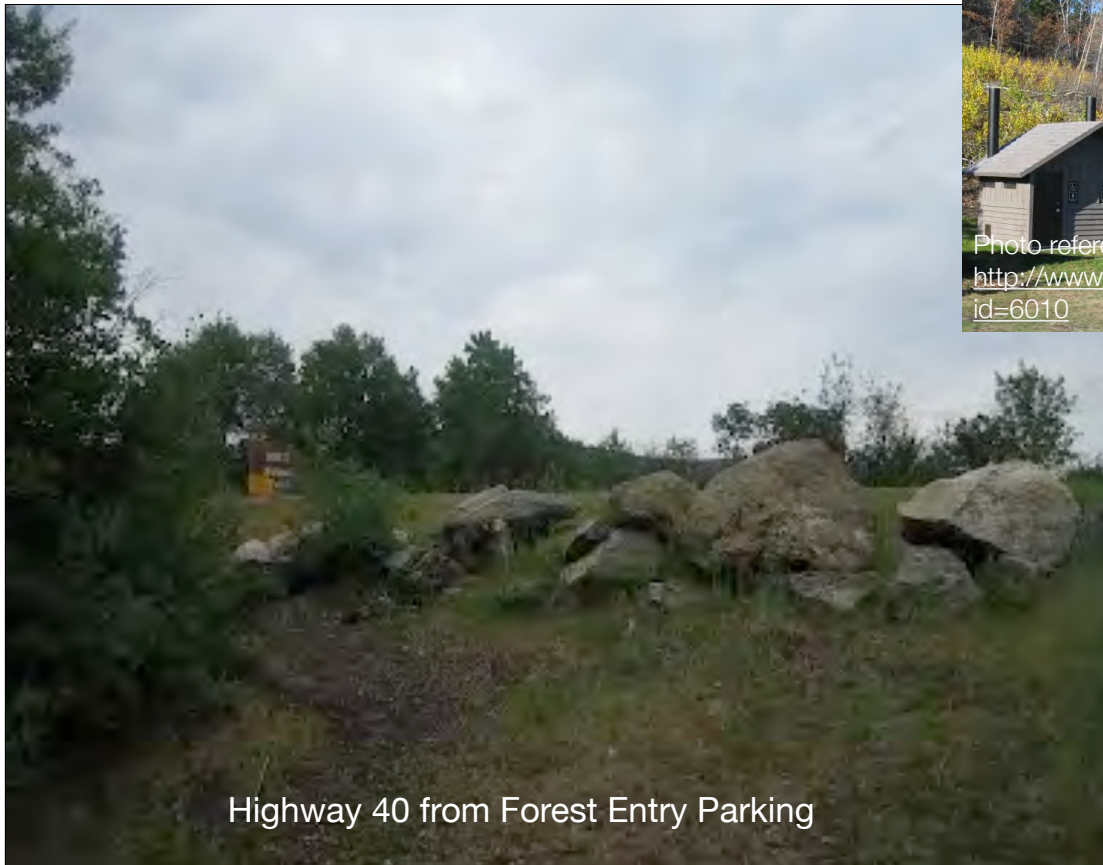
**Project Description:** This project includes increasing parking, improving restroom facilities and informational kiosks to enhance the user experience at the Ferndale Picnic/Parking Area on Highway 40/Rabbit Ears Pass.

Photos of existing facilities



# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: FOREST ENTRY AMENITIES

**Project Description:** This project includes construction of restroom facilities for improved sanitation and information kiosks to enhance the user experience at the Routt National Forest Entry parking area on Highway 40 climbing east up Rabbit Ears Pass.



Highway 40 from Forest Entry Parking

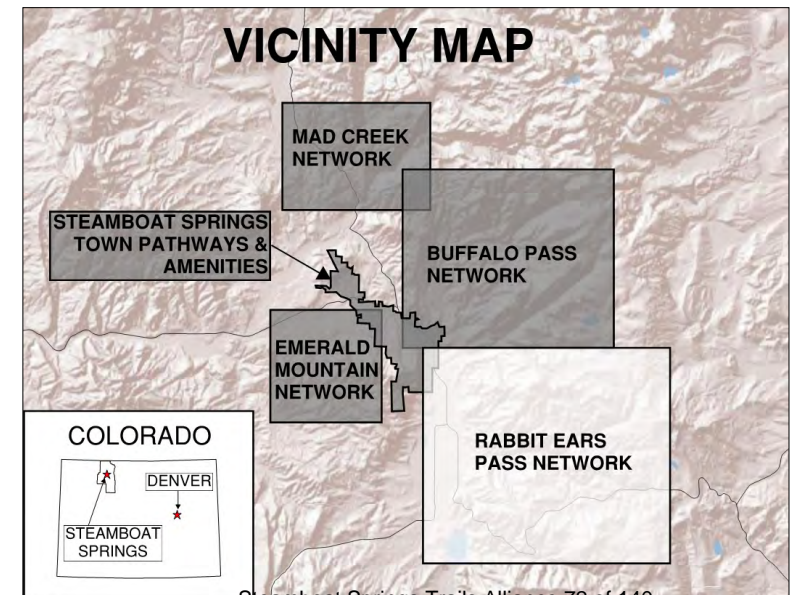


Photo reference  
<http://www.fs.fed.us/r9/ssrs/story?id=6010>



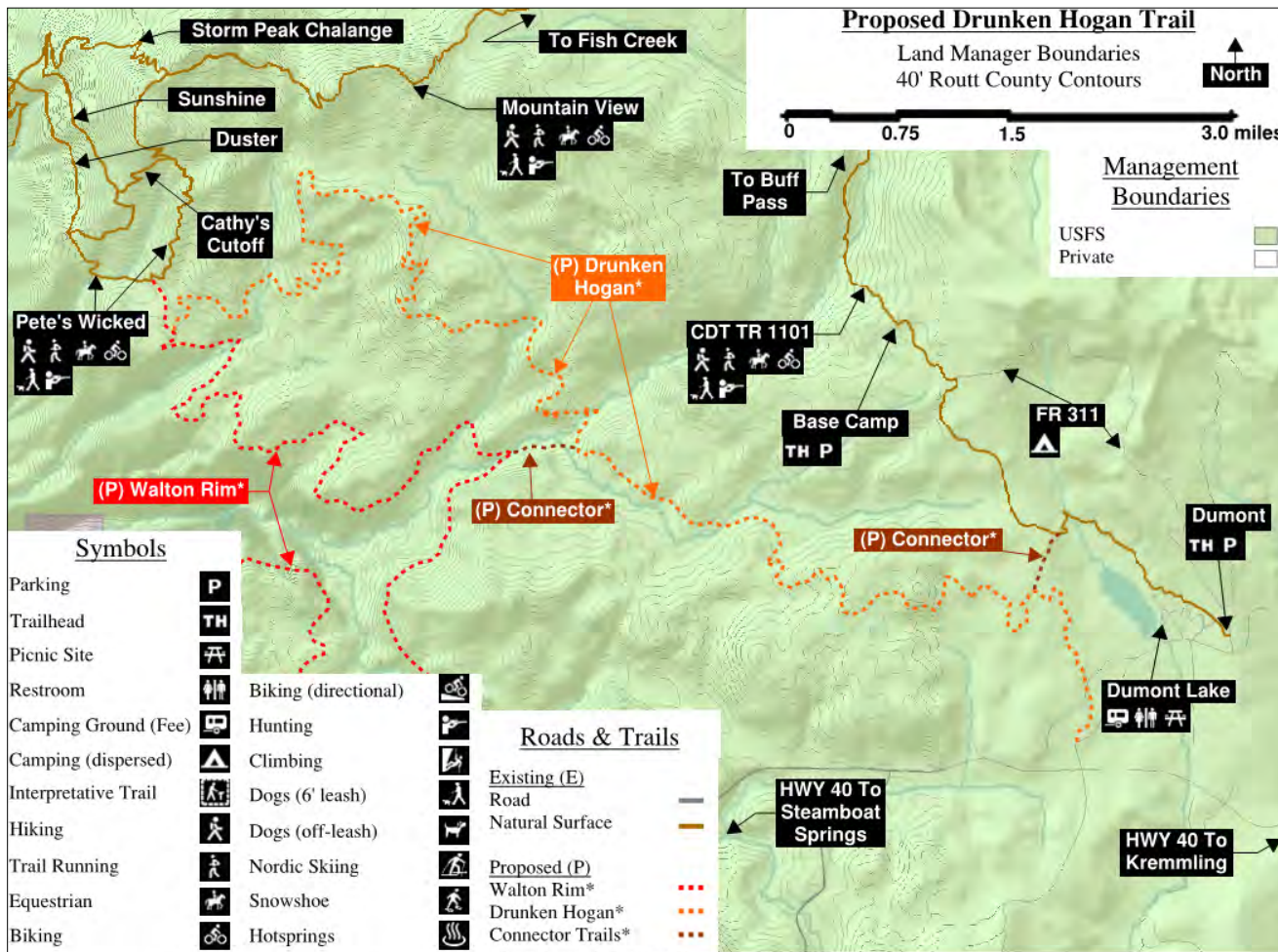
Photo reference  
<http://www.fs.fed.us/t-d/pubs/htmlpubs/em7100-15/page52.htm>

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)

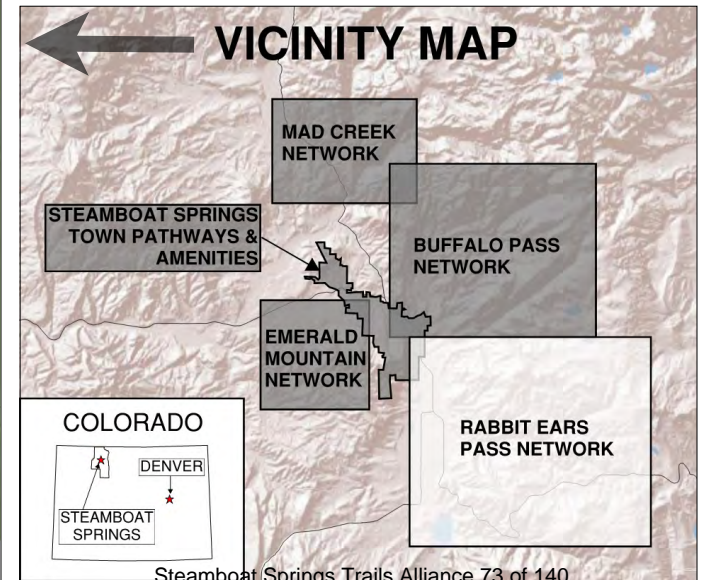


# RABBIT EARS PASS: DRUNKEN HOGAN TRAIL

**Project Description:** The primary purpose of the project is to provide an alternate route between the Steamboat Ski Area and the Dumont Lake Campground near Rabbit Ear Pass. This alternative will reduce pressure and resource damage on the popular Continental Divide Trail by dispersing users.

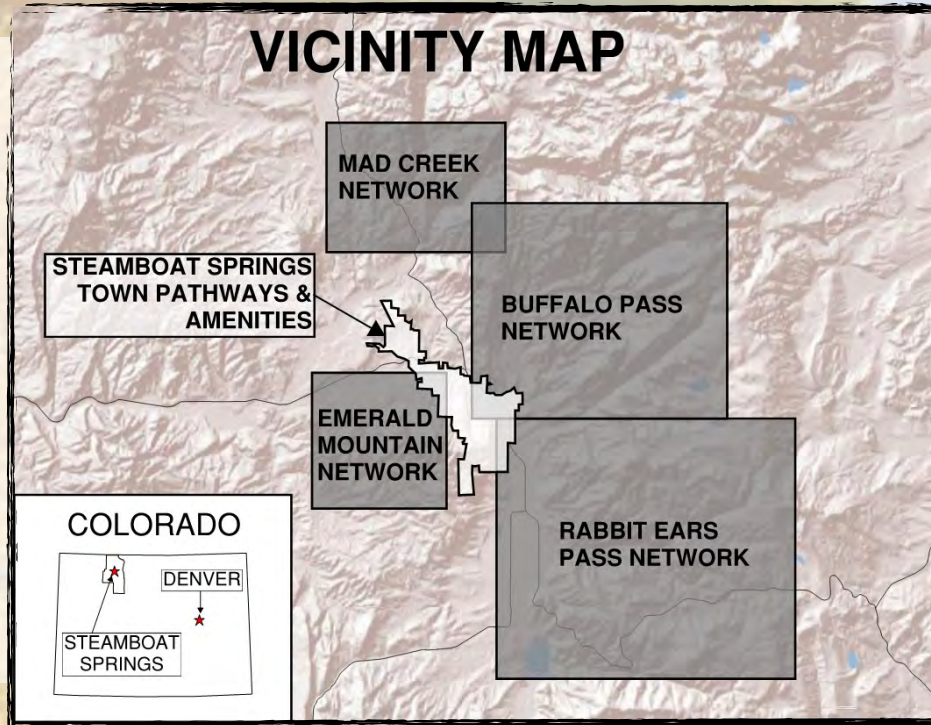


\*Trails marked w/ (P) are proposed and still in the concept phase. They have not received final approval or had environmental studies (if required).



PROJECT ZONE

# TOWN PATHWAYS & AMENITIES



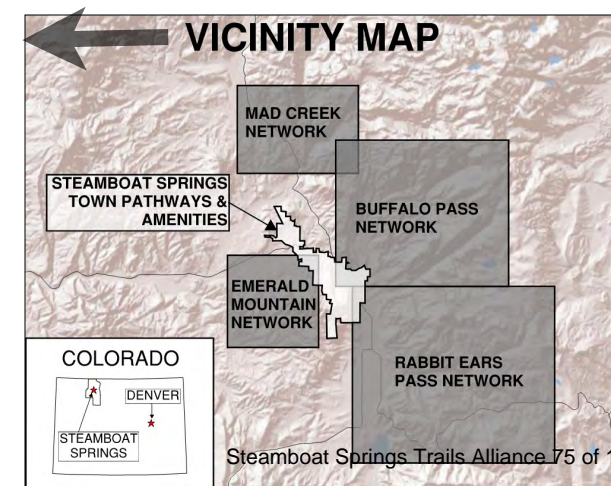
The community's in-town trail system offers a beautiful, family friendly, convenient central pathway through town with connections between commercial and residential areas as well as to trails at the Steamboat Ski Area and on Howelsen Hill/Emerald Mountain. As the in-town trail system was built to serve local residents, it has significant gaps when it comes to serving lodging properties and visitors. This project addresses visitor access to the in-town trail system, safety, and in-town cycling by constructing trail connections needed to connect lodging properties to existing biking trails and to increase safety at major trail and road intersections.

## TOWN PATHWAYS & AMENITIES PROJECTS:

**CORE TRAIL SOUTH: LEGACY RANCH, CORE TRAIL: WEST BEAR RIVER PARK, CORE TRAIL NORTH: STRAWBERRY PARK, CORE TRAIL CONNECTION: 12 ST. @ LITTLE TOOTS PARK, LODGING CONNECTION: WALTON CREEK, LODGING CONNECTION: MT. TO CORE TRAIL, LODGING CONNECTION: WHISTLER AREA, EMERALD AMENITIES: BLACKMER DR., STEHLEY PARK: BEGINNER PUMP TRACK, ENHANCED CROSSING: TO SPRING CREEK @ AMETHYST DR., ENHANCED CROSSING: TO BUTCHER KNIFE @ EAST MAPLE ST., ENHANCED CROSSING: CORE TRAIL @ 5TH ST., ENHANCED CROSSING: LODGING CONNECTION AT MT. WERNER CR., ENHANCED CROSSING: CORE TRAIL @ MT. WERNER RD.**

# TOWN PATHWAYS AND AMENITIES: CORE TRAIL SOUTH: LEGACY RANCH

**Project Description:** An attractive Southern terminus of the Yampa River Core Trail is a much needed amenity for tourist and residents of Steamboat Springs, Colorado. At present, the Core Trail and linking trails provide more than 35 miles of hard surface trail; many of those miles also include a parallel soft surface trail for mountain biking, jogging, and snowshoeing. The Core Trail connects to over 18 miles of public single track trails on Emerald Mountain and a gated gravel road that extends to near the top of Emerald Mountain; these trails connect to BLM trails on the backside of Emerald Mountain. It also links directly to the Steamboat Ski and Resort Corporation's 25-mile network of trails, which provides linkage to Forest Service Trails and the Continental Divide Trail. In the future, it will make up part of the 200-mile Yampa River Trail, extending from the Flattops Wilderness Area in Routt County to Dinosaur National Monument in Moffat County. *Continued on next page...*



## TOWN PATHWAYS AND AMENITIES: CORE TRAIL SOUTH: LEGACY RANCH

**Project Description Continued:** Trail surveys conducted in past years during spring, summer, and fall months indicate that as a whole, a minimum of 1,000 people utilize the core trail on any given day, with significantly higher use on weekends and holidays. Multiple trail users, trail user groups, community groups and businesses have a real interest in the trail. The community's mobility-impaired population makes extensive use of the Yampa River Core Trail, and several tourist-oriented athletic and cultural events, such as the annual pentathlon and Art in the Park, make use of the trail. Multiple use of the non-motorized trail is harmonious and there doesn't seem to be any particular trail user group issues or conflicts associated with it. A city-wide transportation survey noted that expanding the urban trail system gets strong to moderate support from 92% of local citizens.

At present, the southern reach of the Core Trail dead ends at Dougherty Lane, providing users an unrewarding turnaround point that is not visually pleasing, nor does it provide a glimpse into our area's pristine natural environment or historic heritage. Through his proposal, an attractive loop around the Legacy Ranch Hay Meadow would become the southern terminus of the trail, allowing trail users to visit a working ranch with open space preserved by a conservation easement, before heading back north.

In addition to providing for a recreational experience in a scenic working landscape, the trail extension will increase bird and wildlife watching viewing opportunities and create better access to many well-known and loved tourist attractions including the Yampa River both at the Chuck Lewis State Wildlife Area and beyond, providing additional opportunities for wildlife watching and fishing. It will link bicyclists more safely to River Road, a popular route for road bikers. It will provide safe access to the Haymaker Golf Course and Yampatika's Environmental Learning Center at Legacy Ranch, two popular City-owned assets. Currently, pedestrians and bikers wishing to visit these places are forced to utilize our main regional highway, Highway 40, to travel between town and the southern terminus of the trail. Safety concerns regarding the mix of vehicles, bikes, and pedestrians on the shoulder of Highway 40 has led to the high prioritization of this project. Colorado Department of Transportation studies show that Highway 40 is extremely busy and is near or at capacity in this area. Safety concerns over the mixed use of Highway 40 by vehicles and pedestrians in this developing area of our community has prioritized the need for this trail extension.

The Core Trail passes through historic and recreation sites, including ski jumping, rodeo, and hot springs spas. The Trail links local cultural and recreational amenities including the Steamboat Springs Art Depot/Visual Arts Center, the Werner Memorial Library, the Community Center, Howelsen Hill Park, Steamboat Springs Health and Recreation Association Swimming Pools, Emerald Youth Park, Weiss Park, Snake Island, and other valuable open space areas along the River Corridor, including Legacy project open space lands.

This project will extend the Core Trail approximately two miles to the south. Fencing will be installed around environmentally sensitive areas and a formal hard surface trail will be constructed providing for new, safe, access to an area that is heavily used for both pedestrian and bicycle commuting and recreational purposes. Project components include routing the trail on in-fill areas devoid of critical or valuable habitat or wildlife and away from potential nesting areas, fencing off sensitive environmental areas, trail and river bank stabilization, weed control and revegetation of disturbed areas with native vegetation. The project will mitigate negative impacts through directing recreational use within the corridor to the trail and away from sensitive areas using signage and fencing, establishing specific river access areas for boaters and fishermen, and creation of conservation areas, as needed, to protect sensitive vegetation and wildlife.

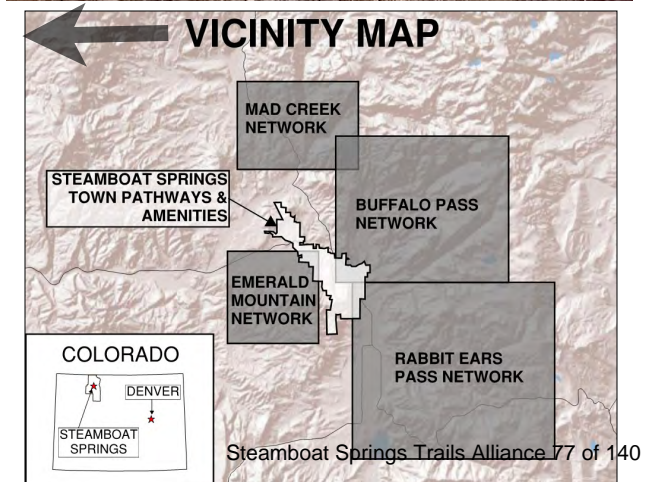
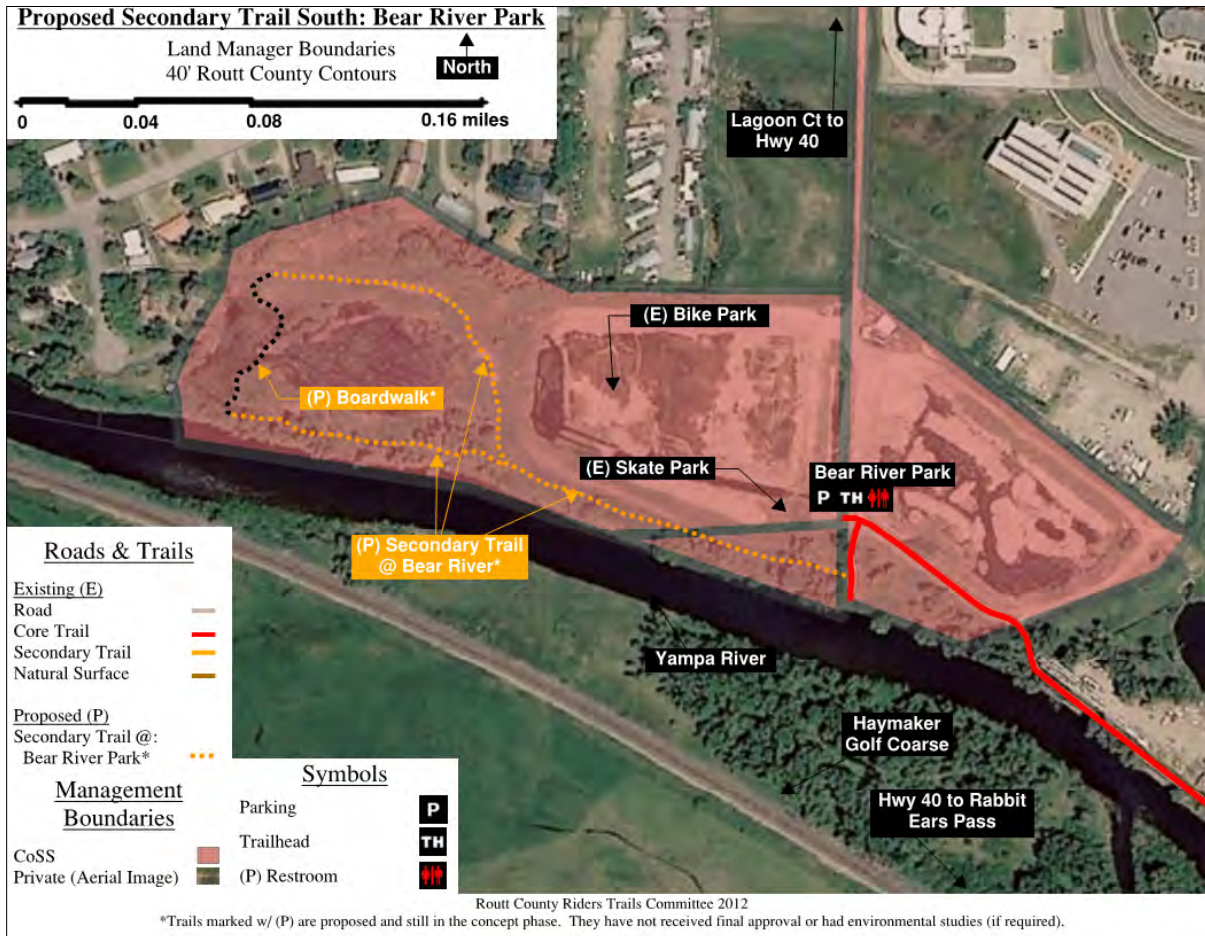
The hard surface portion of the trail is suitable for wheelchairs, strollers, bicycling, walking, skateboarding, roller skating/blading, and other non-motorized activities. Year round use is possible since the trails are cleared of snow and are not muddy. The adjacent soft surface trail is appropriate for runners, hikers, anglers, equestrians, cross-country skiers, mountain bikers, and snowshoers. In winter, the 4 foot wide soft surface trail is left unplowed for cross-country skiers and snowshoers. Trail users will experience multiple benefits from this project, including 1) Connecting users in South Steamboat to already developed segments of urban trail in Steamboat Springs; 2) Increasing commuter safety between South Steamboat and the community; 3) Providing additional recreational trail opportunities; 4) Providing public access to the Yampa River in an environmentally sensitive manner; 5) Providing watchable wildlife opportunities to the public. The entire Core Trail is a beginner trail that meets all standards for barrier-free accessibility, is designed to ensure full accessibility for all ability levels, addresses the needs of the physically challenged, and provides for the broadest possible use by all residents and visitors.



# TOWN PATHWAYS AND AMENITIES: CORE TRAIL WEST: BEAR RIVER PARK

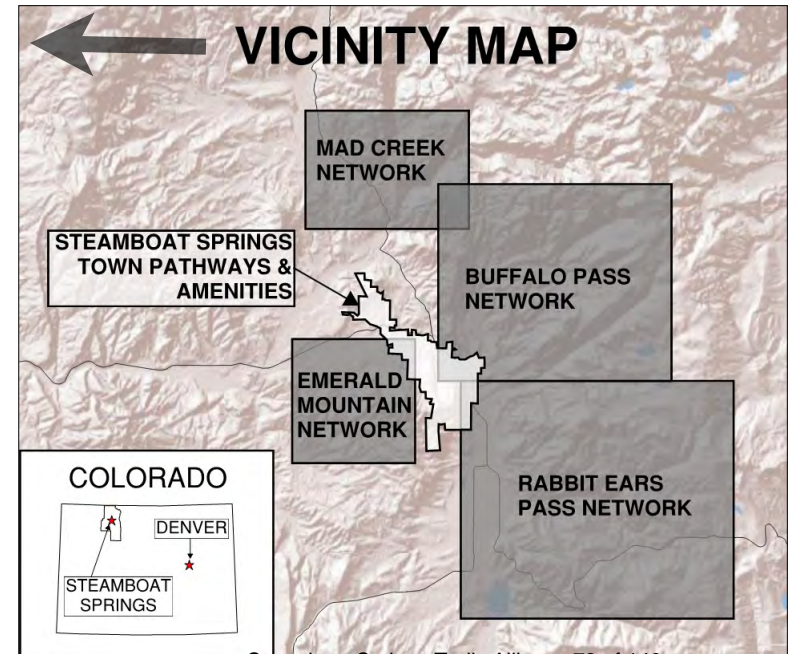
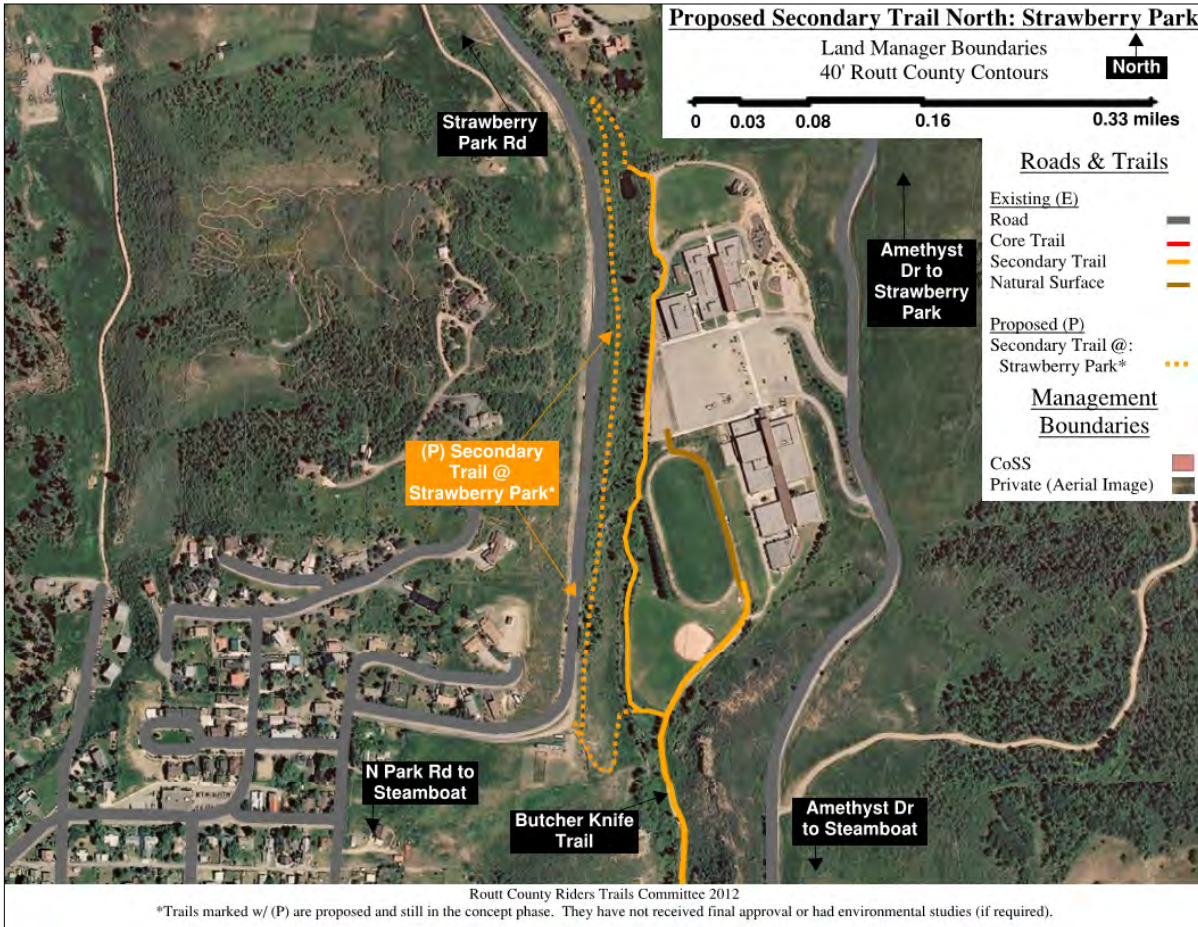
**Project Description:** This project provides a loop destination at the west end of the Core Trail until easements can be obtained to continue the Core Trail further west. A nature walk style trail including a boardwalk would provide an alternate activity for family members while others are utilizing the existing Skateboard & Bike Parks at Bear River Park.

At approximately 0.4 miles (including approximately 0.05 miles of boardwalk) in length and an average grade of approximately 3%, this trail provides an excellent loop with views of the Yampa River, Steamboat Ski Area & wetlands.



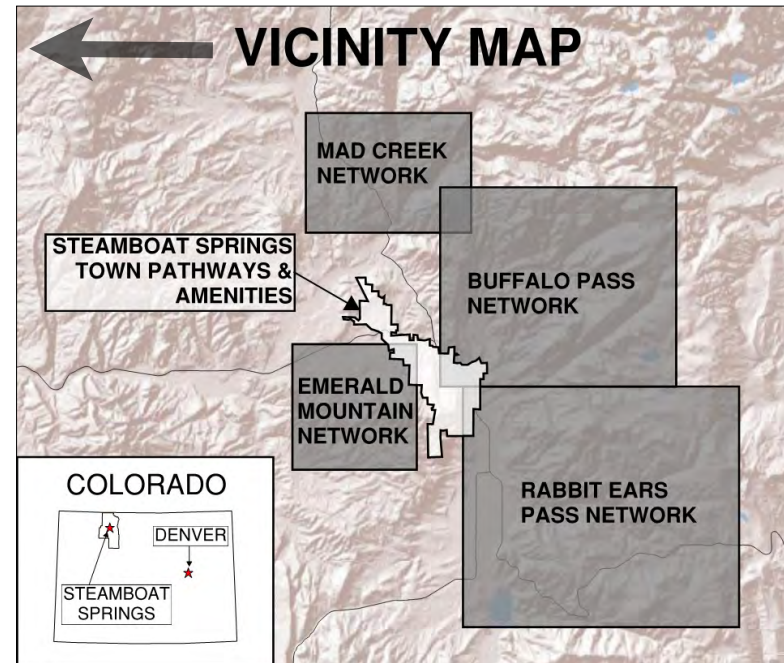
# TOWN PATHWAYS AND AMENITIES: CORE TRAIL NORTH: STRAWBERRY PARK

**Project Description:** This project provides a loop destination at the north end of Butcher Knife trail. Butcher Knife trail is a well used secondary gravel trail that parallels Butcher Knife Creek and currently dead ends just past the schools. By creating a loop on an old irrigation ditch on the hillside above the school, trail users will have a clear destination on an excellent beginner trail that originates downtown near Old Town Hot Springs and the Rabbit Ears Motel. At approximately 0.5 miles in length and an average grade of approximately 3%, this trail provides an excellent beginner loop with views back toward town that complement the existing trail which parallels Butcher Knife Creek.



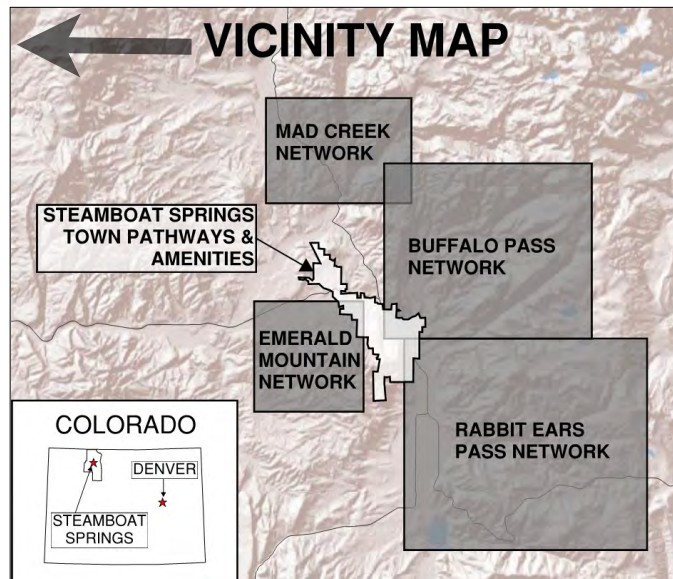
# TOWN PATHWAYS AND AMENITIES: CORE TRAIL CONNECTION: 12th St. @ Little Toots Park

**Project Description:** Construction of a paved sidewalk as identified in the City of Steamboat Springs Sidewalks Master Plan, along the southern border of Little Toots Park from Lincoln Ave. to the Core Trail, which will enhance visitor experience by providing a safe and easily navigable spur from the recreational opportunities along the Core Trail and Little Toots Park to downtown.



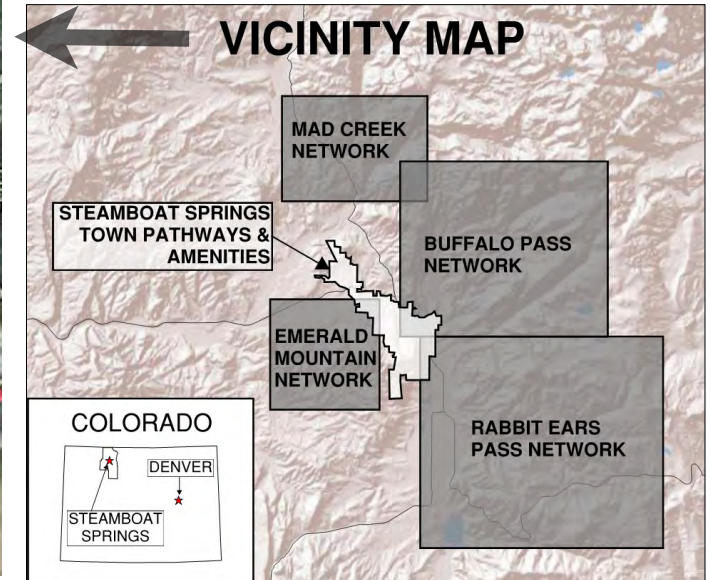
# TOWN PATHWAYS AND AMENITIES: LODGING CONNECTION: WALTON CREEK

**Project Description:** We propose the construction of a paved pathway paralleling US 40 (east side) from its southern terminus at the Fairfield Inn & Suites connecting to the Holiday Inn, La Quinta, and ending at a pedestrian bridge over Walton Creek at its northern terminus. With these improvements visitors will no longer have to compromise their safety by riding or walking along the heavily trafficked US 40 to connect to city trails. After crossing the proposed Walton Creek bridge, users will have the option to either connect to the existing Walton Creek underpass, linking to the Walton Creek Trail or Core Trail, or cross at the lighted intersection of US 40 and Walton Creek Road. On the western side of US 40 we propose the construction of a detached sidewalk from Dougherty Road to Walton Creek, which will provide access to the Core Trail from residential and lodging properties alike. These improvements will provide visitors with a seamless corridor via paved multi use pathways to access different recreational opportunities and amenities on the mountain and downtown.



# TOWN PATHWAYS AND AMENITIES: LODGING CONNECTION: MT. to CORE TRAIL

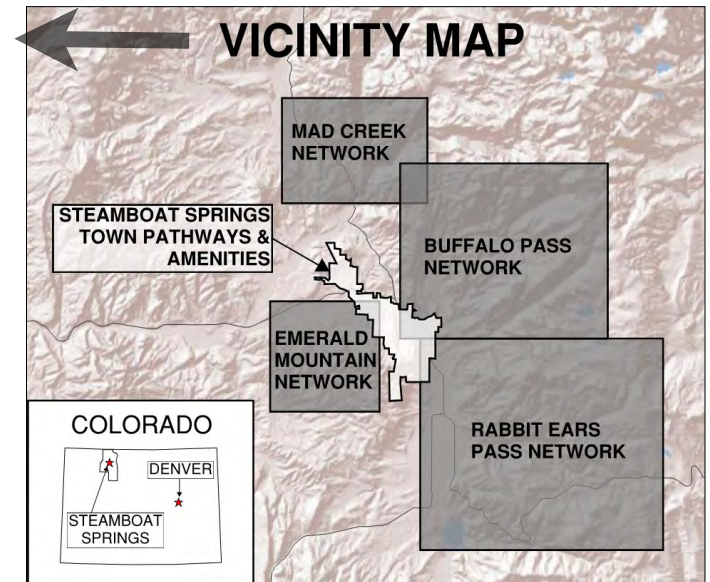
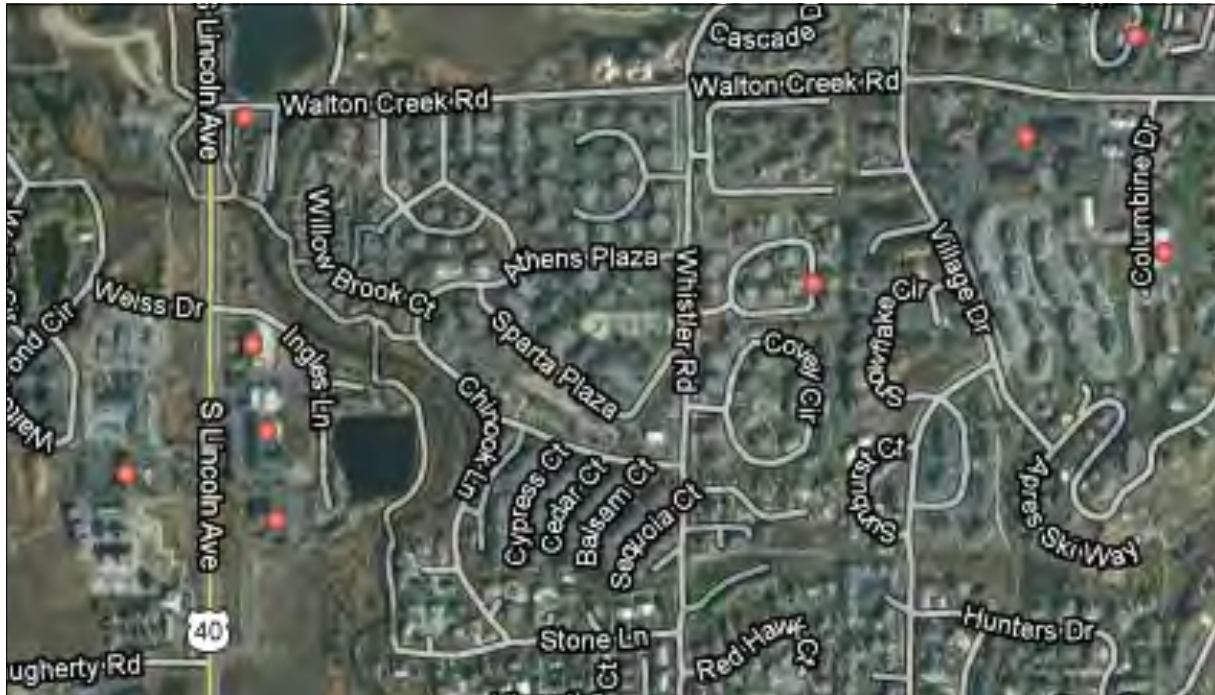
**Project Description:** Add underpass, or alternative connection from Mountain Area to Core Trail at US 40 between Anglers Drive and Pine Grove Road.



PROPOSED PROJECT

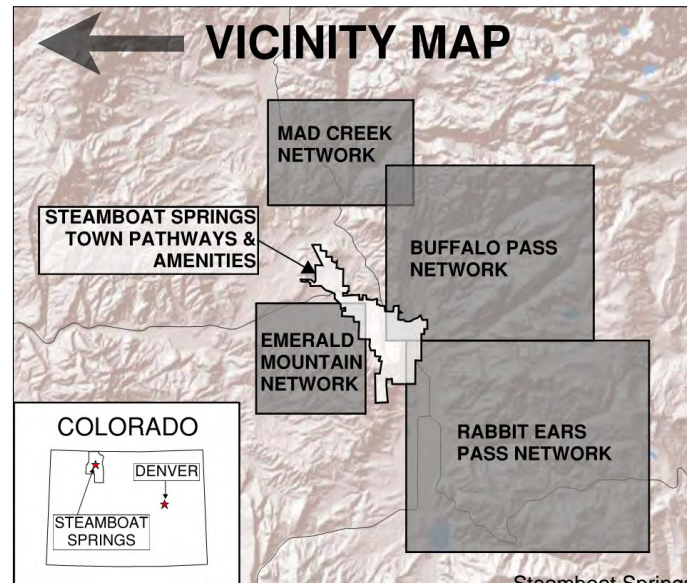
# TOWN PATHWAYS AND AMENITIES: LODGING CONNECTION: WHISTLER AREA

**Project Description:** Connect missing links from south lodging areas to Mountain.



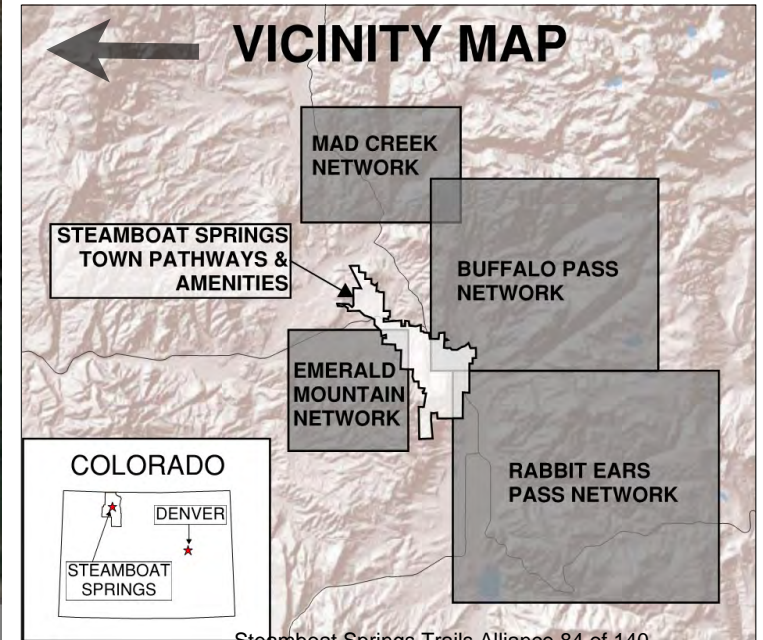
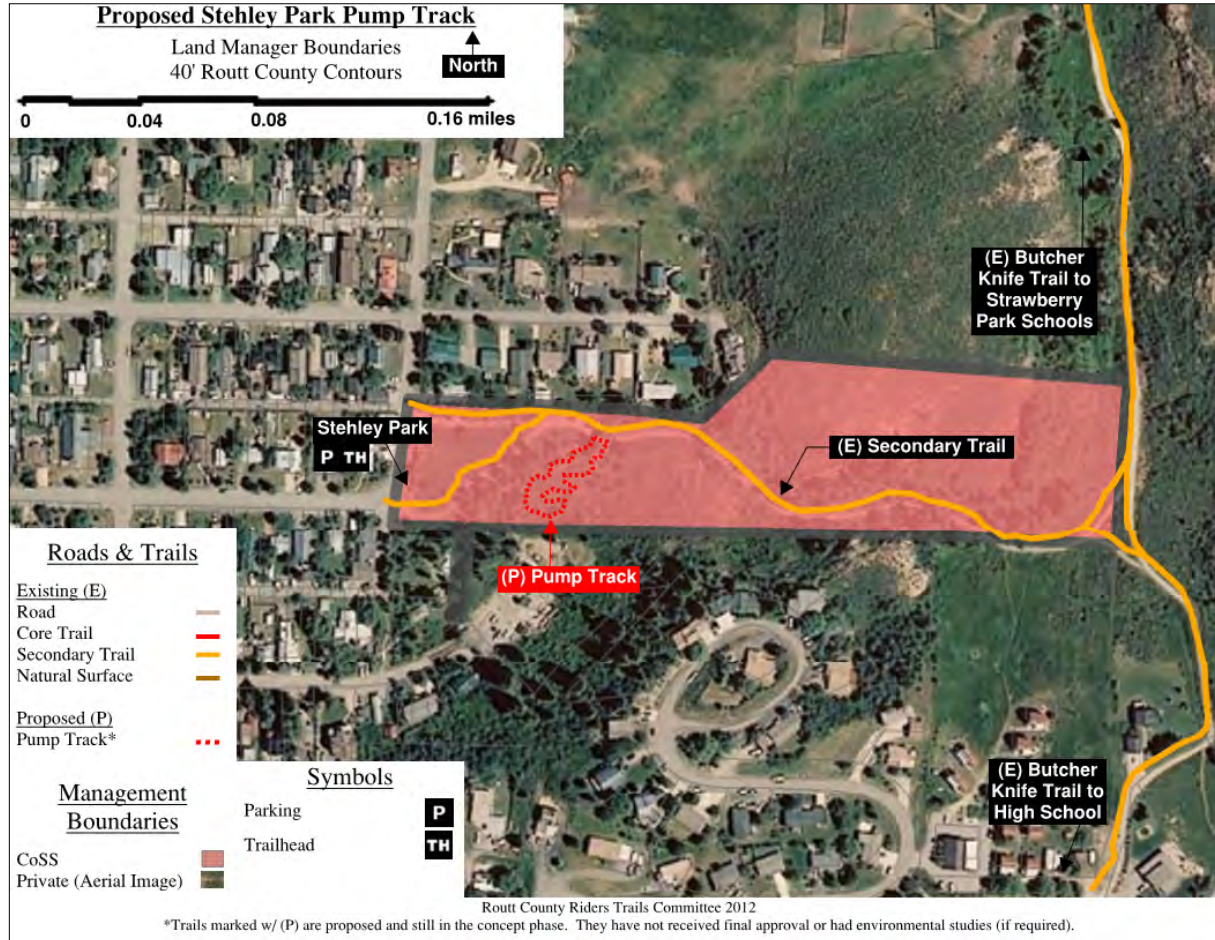
# TOWN PATHWAYS AND AMENITIES: EMERALD AMENITIES: BLACKMER DR.

**Project Description:** Currently, Emerald Mountain is accessible via three trailheads: The Stables at the Rodeo Grounds, Mile Run (adjacent to Howelsen Lodge), and Blackmer Drive. Both the Rodeo Grounds and Mile Run provide adequate parking for visitors, however these routes are limiting to families and beginner riders due to the steep grade of the trails. In contrast, Blackmer drive provides much easier access up Emerald's trail network. However, the current on-street parking situation on Fairview Street at the Blackmer trailhead limits opportunities for visitors and creates a congested bottleneck for the Fairview neighborhood. We propose construction of trailhead amenities at the junction of Blackmer Drive, Routt Street and Fairview Drive. With two angled paved parking lots, new restroom, and a bike washing station this project will help alleviate resource damage and will enhance user experience.



# TOWN PATHWAYS AND AMENITIES: STEHLEY PARK: BEGINNER PUMP TRACK

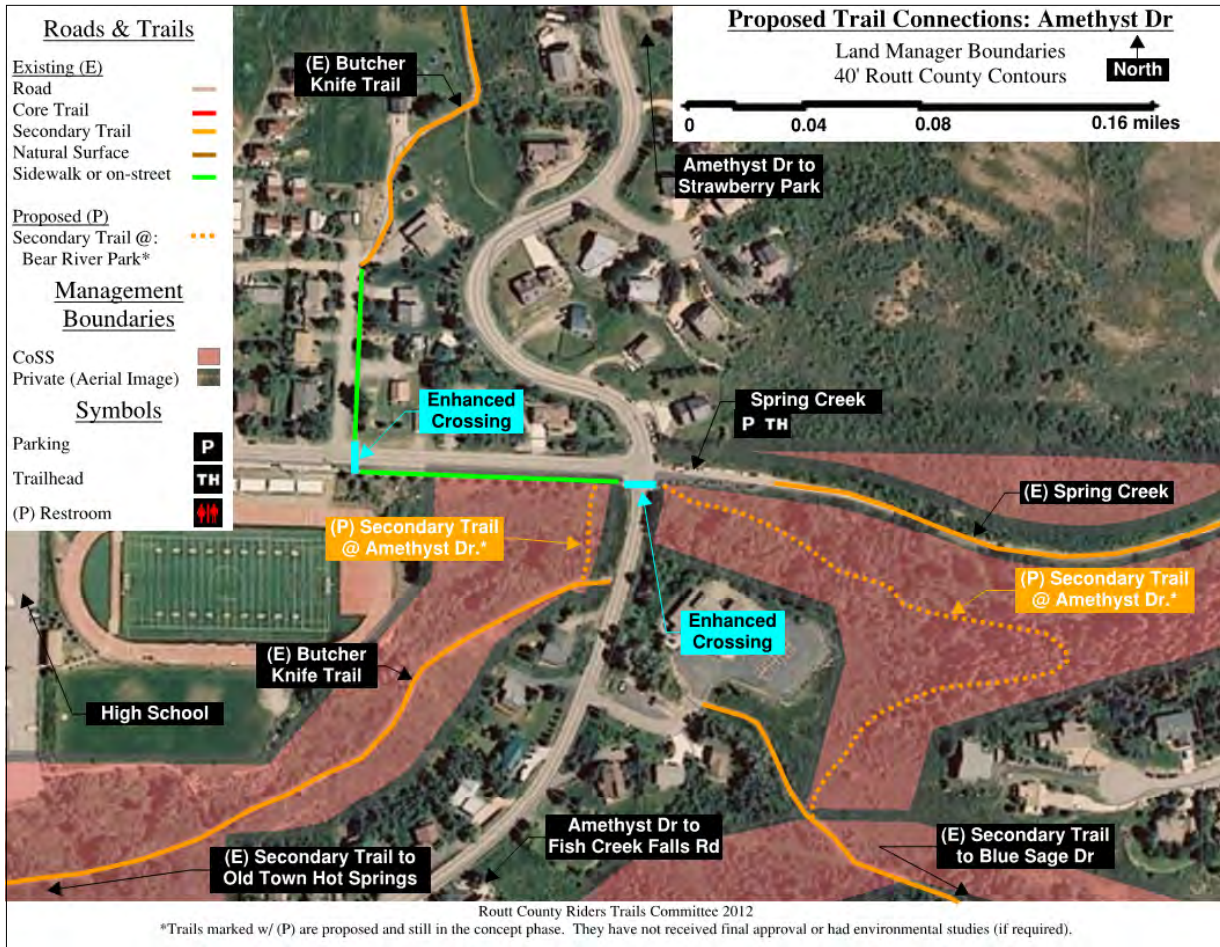
**Project Description:** This purpose-built pump track is designed to allow riders to cruise the entire course without pedaling, relying instead on pumping up and down the slopes to take advantage of gravity and momentum. This beginner friendly course is the ideal learning environment for children and families and can be ridden on strider bikes to full suspension mountain bikes.





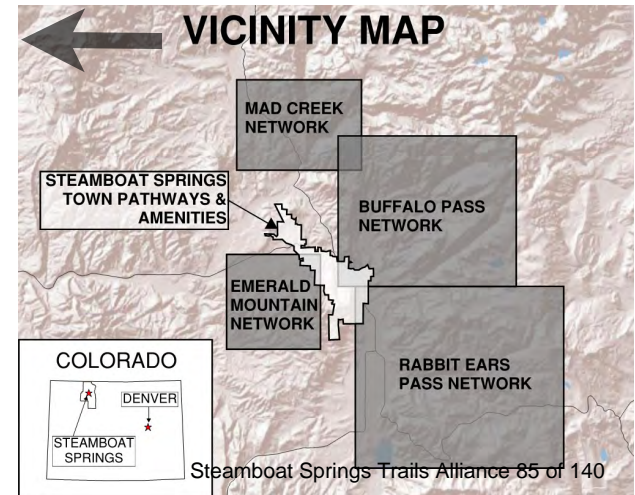
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: TO SPRING CREEK @ AMETHYST DR.

**Project Description:** This project increases user safety and wayfinding at an important trail hub at Amethyst Drive. Specifically, this project will increase visual awareness of pedestrian crossings at an important connection between the City of Steamboat Springs Pathway system and the backcountry trails system. Additionally this also will provide a key "Safe Routes to School" connection.



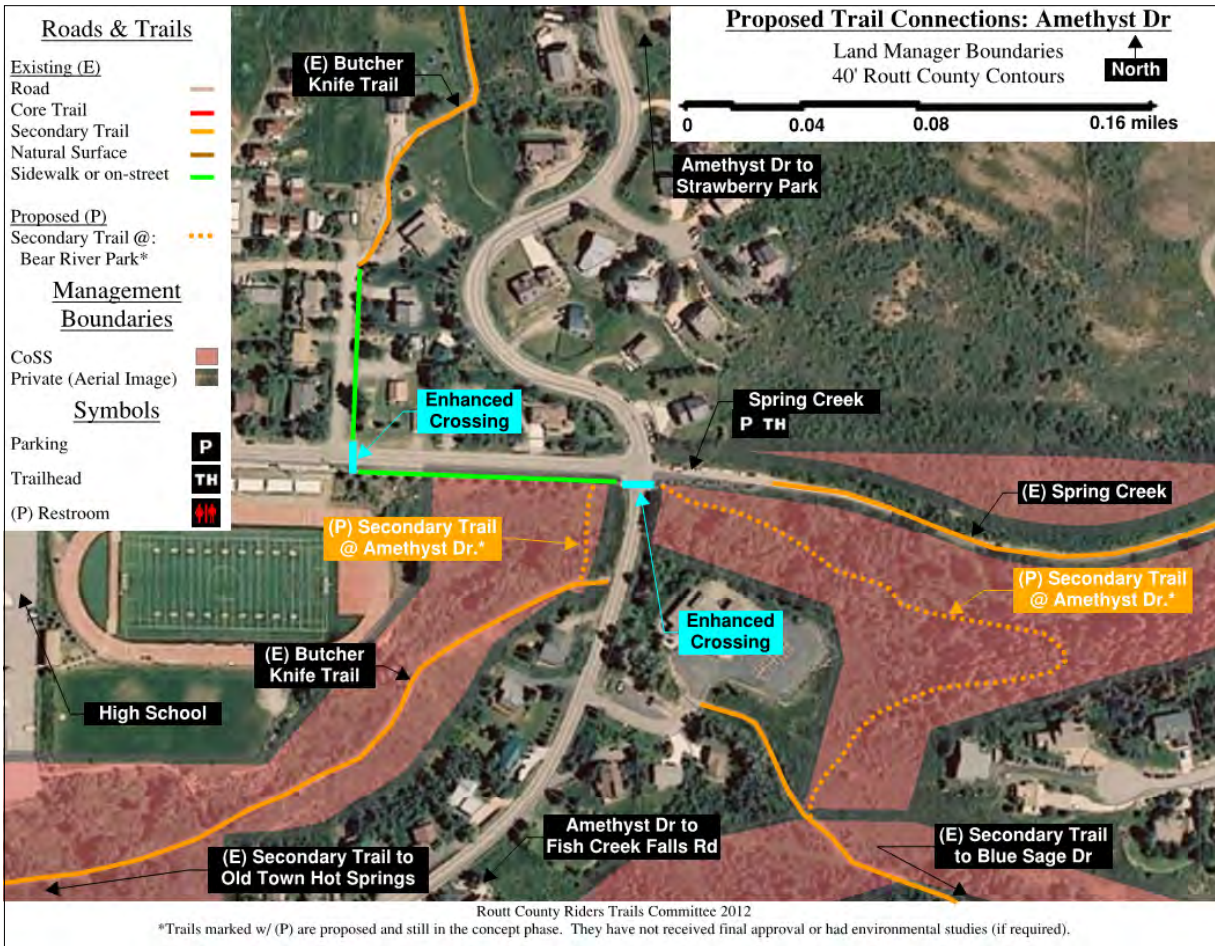
Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



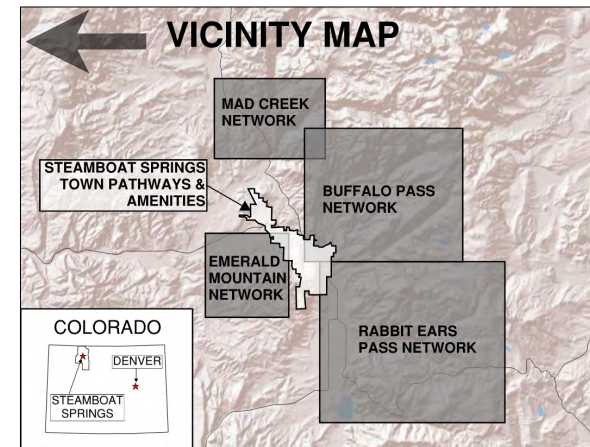
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: TO BUTCHER KNIFE @ EAST MAPPLE ST.

**Project Description:** This project increases user safety and wayfinding for trail users crossing East Maple Street. Specifically, this project will increase visual awareness of pedestrian crossings at an important connection between the City of Steamboat Springs Pathway system and the backcountry trails system. Additionally this also will provide a key "Safe Routes to School" connection.



Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



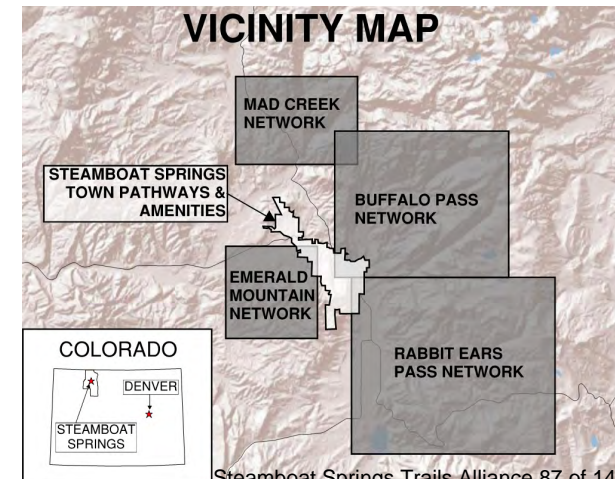
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: CORE TRAIL @ 5th ST.

**Project Description:** This project increases user safety and wayfinding for trail users crossing 5th Street to continue on the Core Trail.



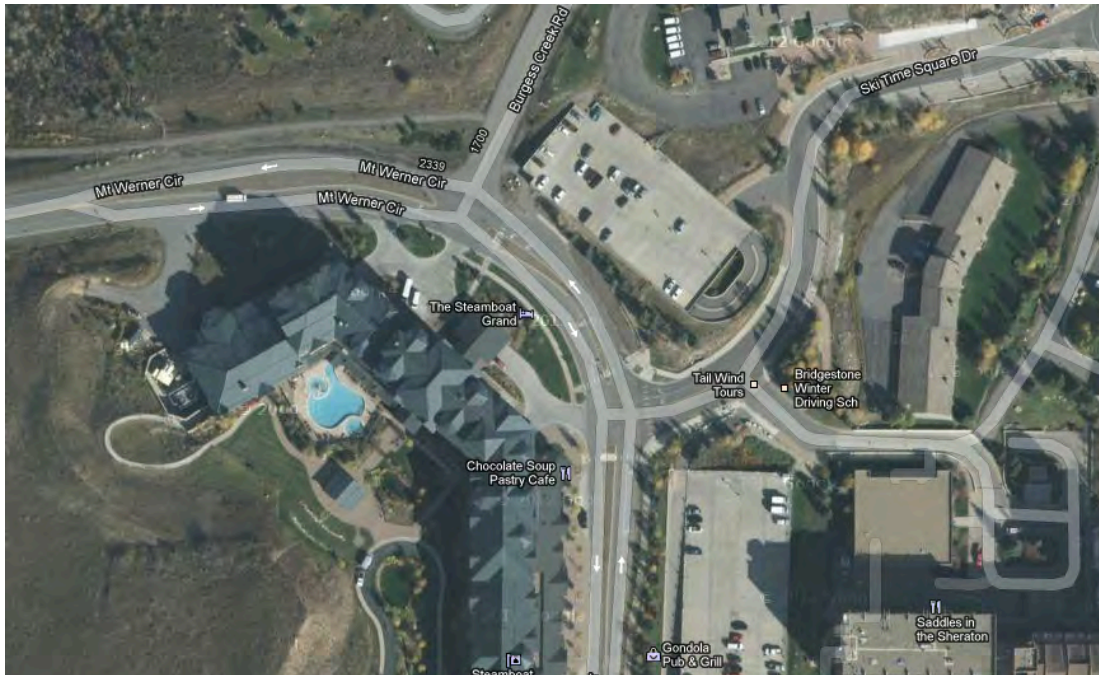
Photos: City of Boulder  
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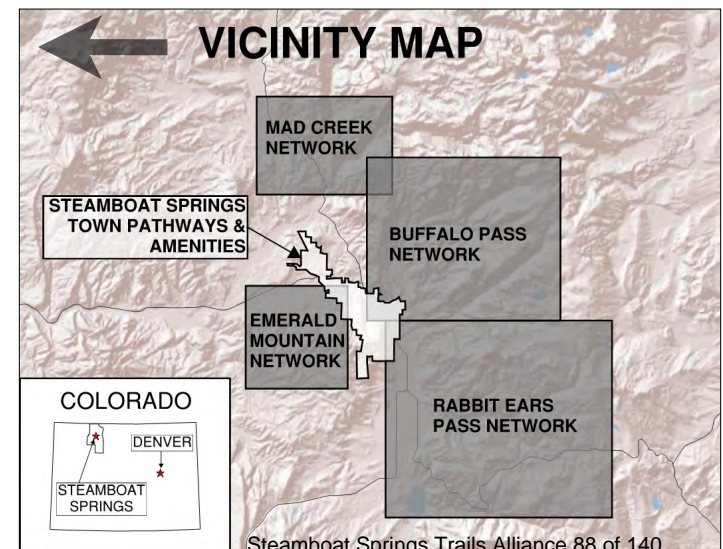
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: LODGING CONNECTION AT MT. WERNER CR.

**Project Description:** This project includes facilities sufficient enough to increase user safety and wayfinding for trail users crossing Mt. Werner Circle. Specifically, this project would increase visual awareness of pedestrian crossing from lodging properties to the Steamboat Ski Area trail system.



Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



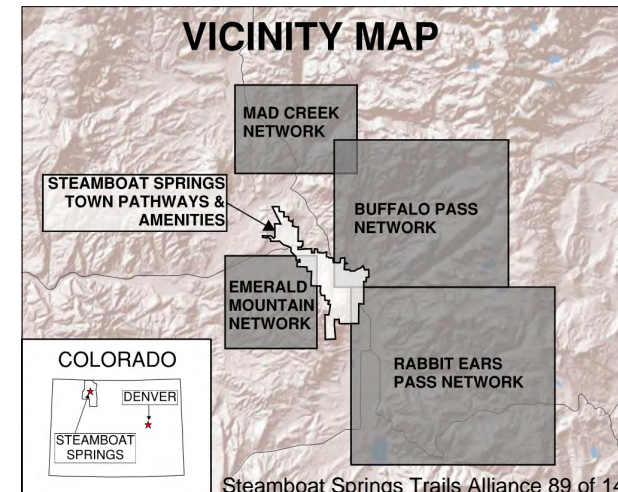
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: CORE TRAIL @ MT. WERNER RD.

**Project Description:** This project includes facilities sufficient enough to increase user safety and wayfinding for trail users crossing Mt. Werner Road to continue on the Core Trail.



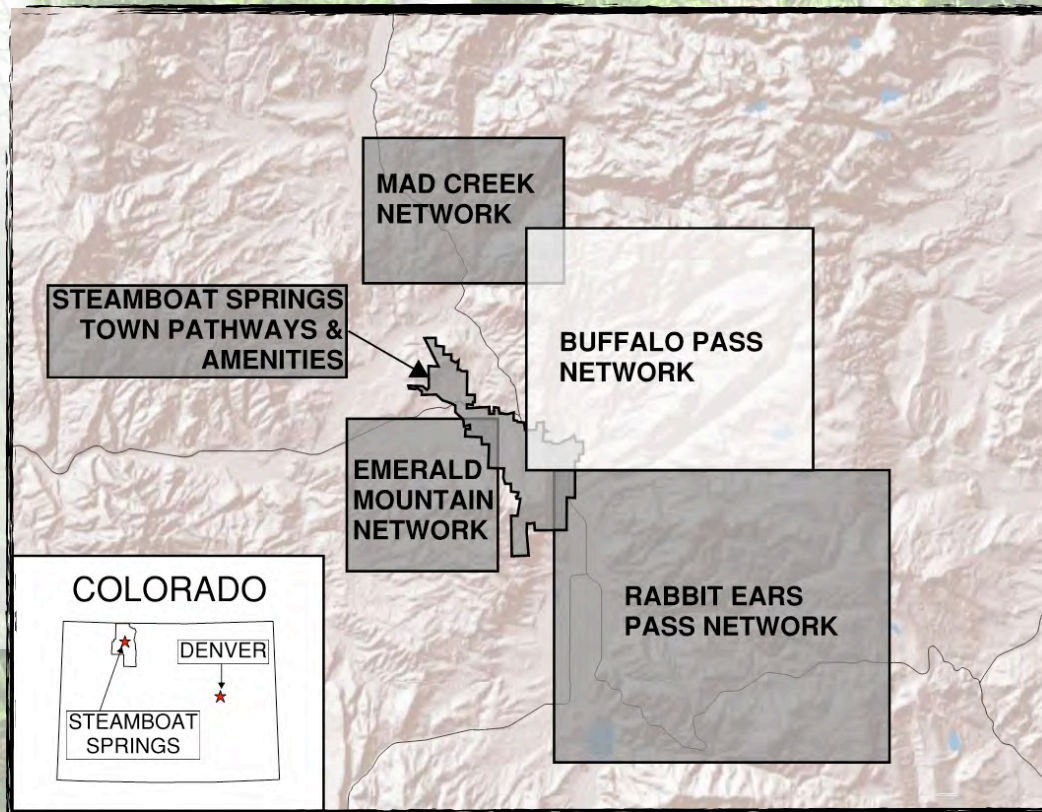
Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



PROJECT ZONE

# BUFFALO PASS



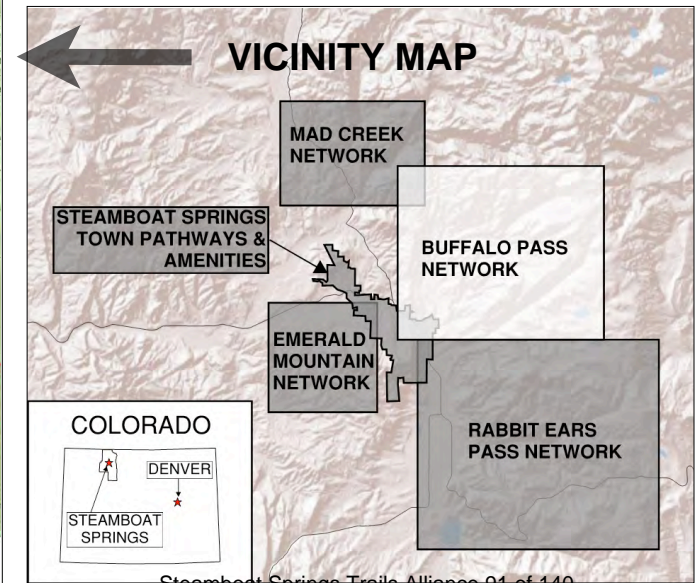
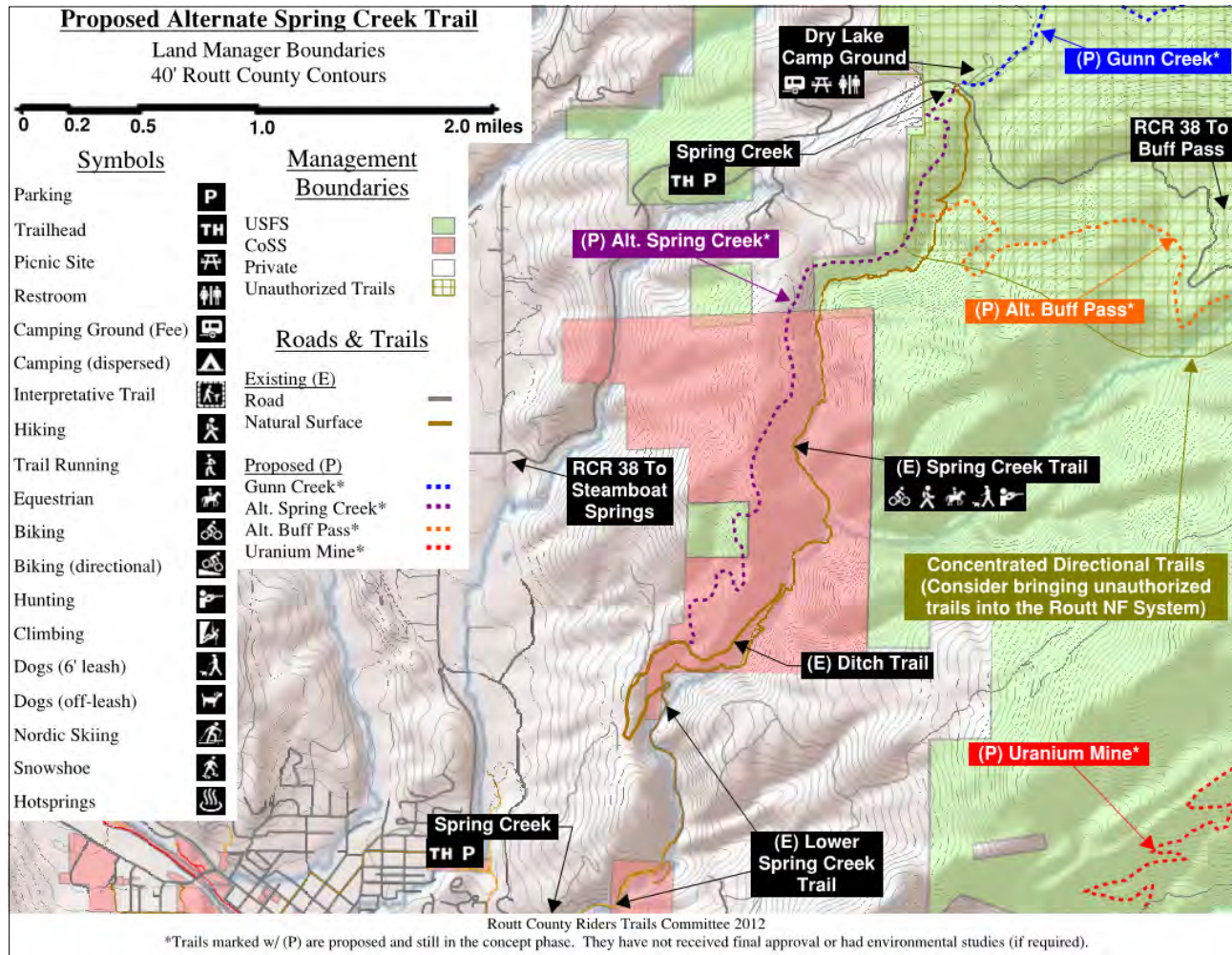
More remote and secluded than other areas/zones of this proposal, Buffalo Pass offers a true backcountry experience. With unauthorized gravity trails of advanced to expert level already in place, the area is heavily used by locals as the shuttleable freeride zone. Working with land managers we will expand this zone and offer more sustainable gravity riding options as well as cross country connections to the Mad Creek and Lower Bear trails. Improvements and reroutes to existing unauthorized trails will prevent resource damage. The Spring Creek alternate will reduce conflict on the existing trail, benefiting all types of trail users.

## **BUFFALO PASS PROJECTS:**

**SPRING CREEK ALTERNATE TRAIL, BUFFALO PASS ALTERNATE TRAIL (BUFFALO BILLY'S), GUNN CREEK TRAIL, BUFFALO PASS UNAUTHORIZED TRAILS, URANIUM MINE EXTENSION**

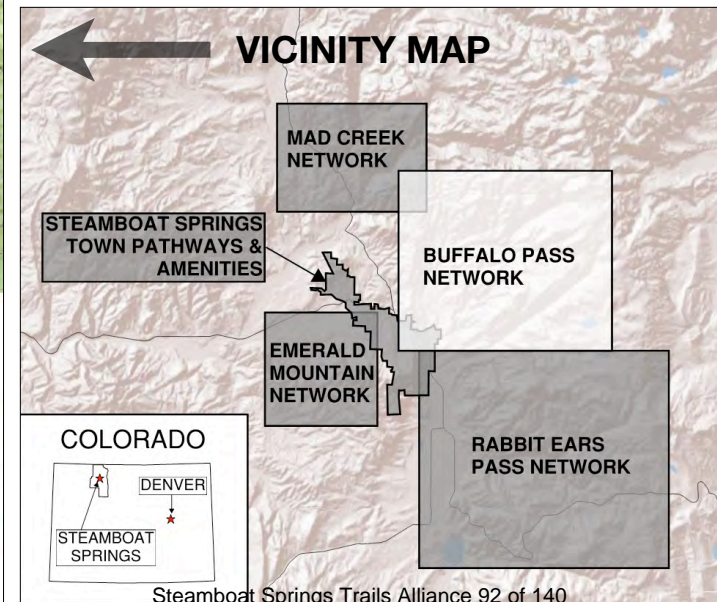
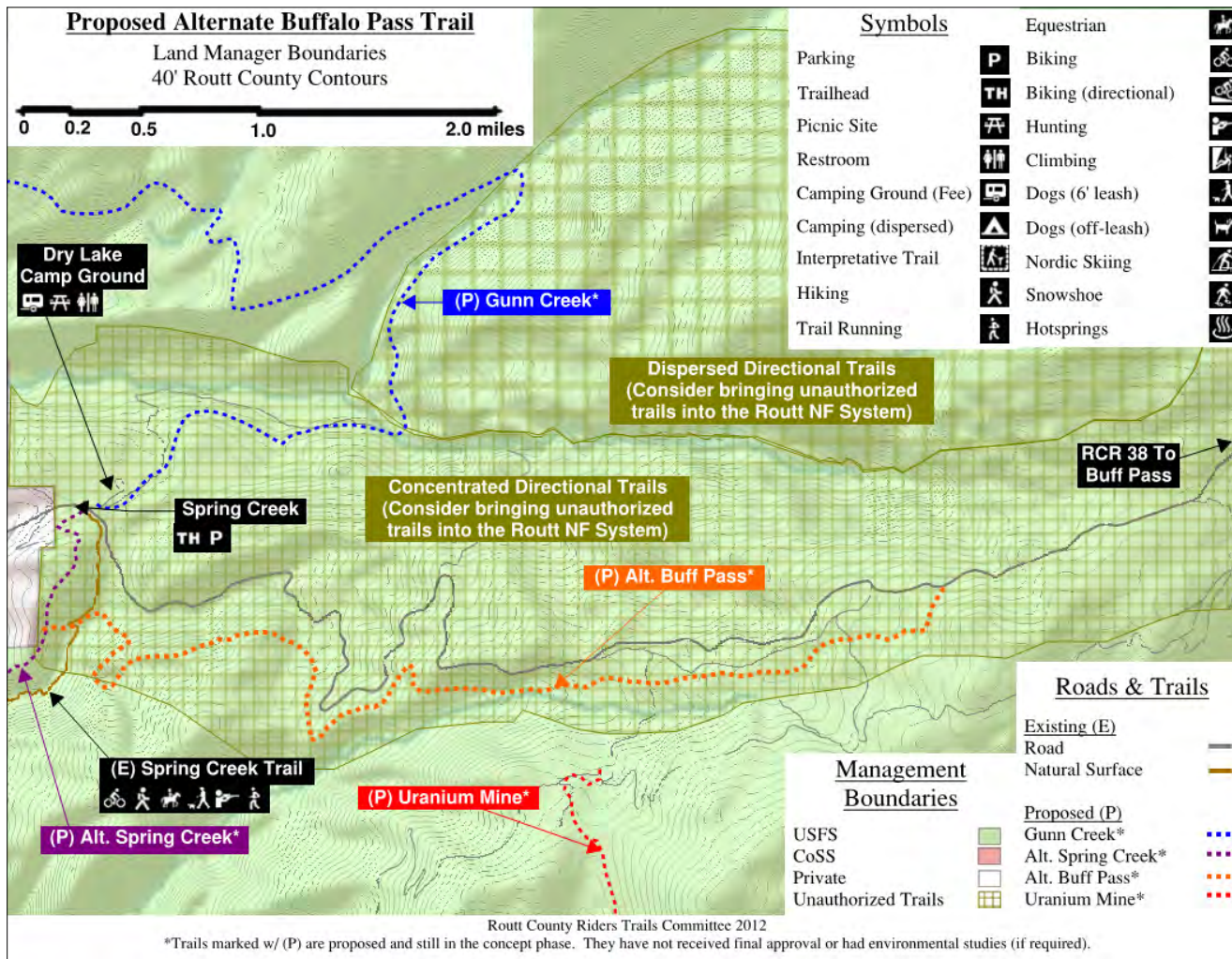
# BUFFALO PASS: SPRING CREEK ALTERNATE TRAIL

**Project Description:** Mountain bike traffic has increased on Buffalo Pass over the past few years, as has traffic on the multi-use Spring Creek Trail. In order to reduce user conflict and increase safety on the heavily used Spring Creek Trail, an alternate downhill route for bikers is essential.



# BUFFALO PASS: BUFFALO PASS ALTERNATE TRAIL (BUFFALO BILLY'S)

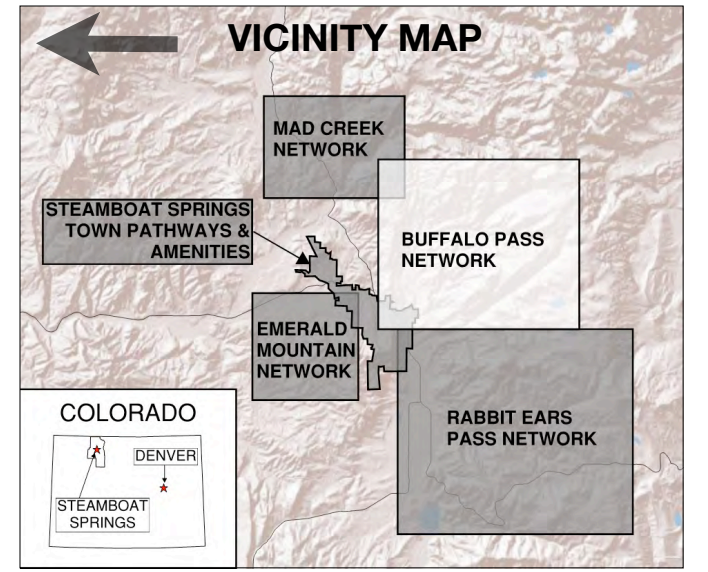
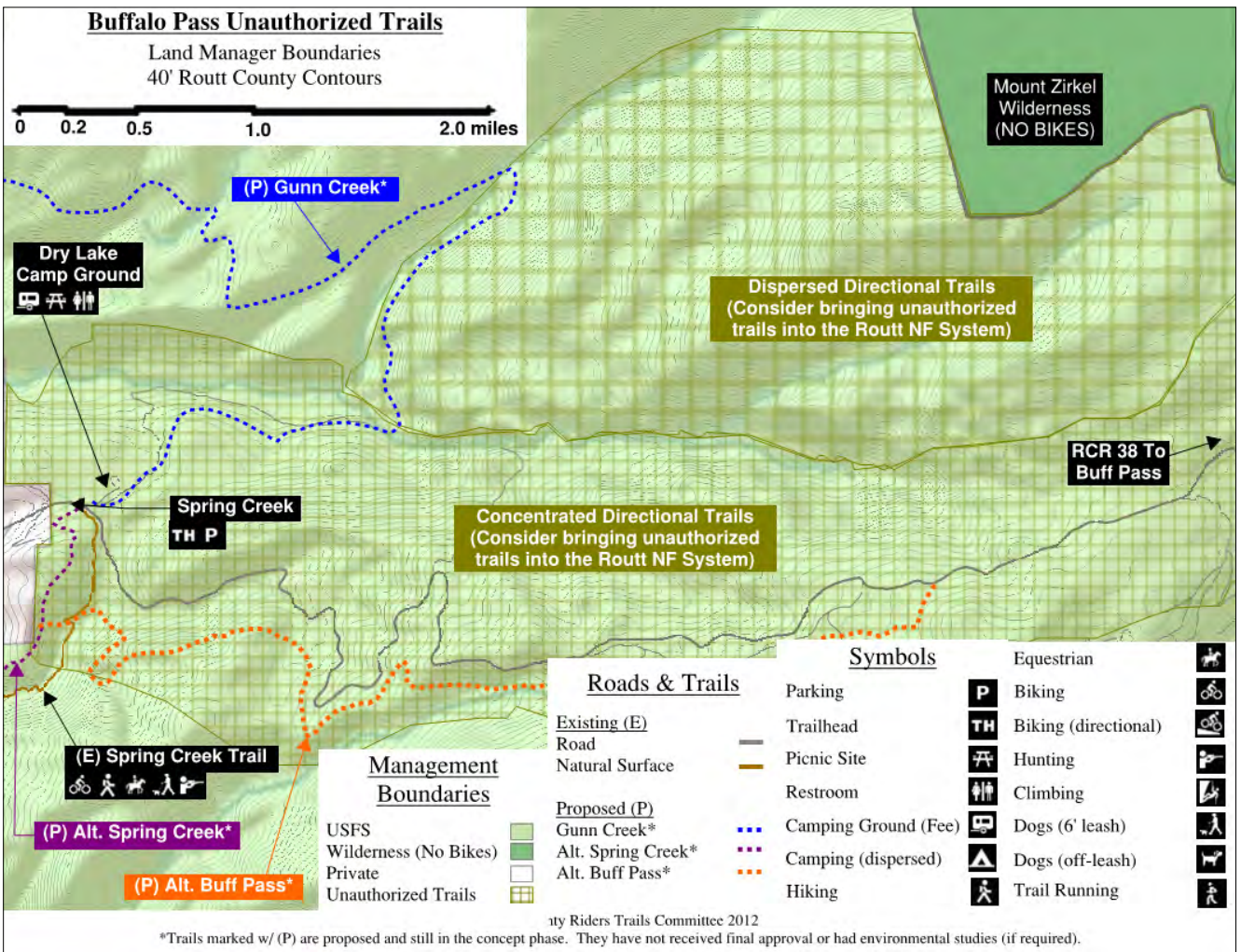
**Project Description:** This 5 mile user-specific directional trail is purpose built for gravity mountain biking and offers a fun and sustainable alternative to the unauthorized trails that currently exist on Buffalo Pass. With good cell coverage and easy access to Buffalo Pass Road this trail provides a superior alternate to the existing unauthorized trail. Furthermore, this trail will reduce traffic and resource damage associated with the unsustainable trails in the area.





# BUFFALO PASS: BUFFALO PASS UNAUTHORIZED TRAILS

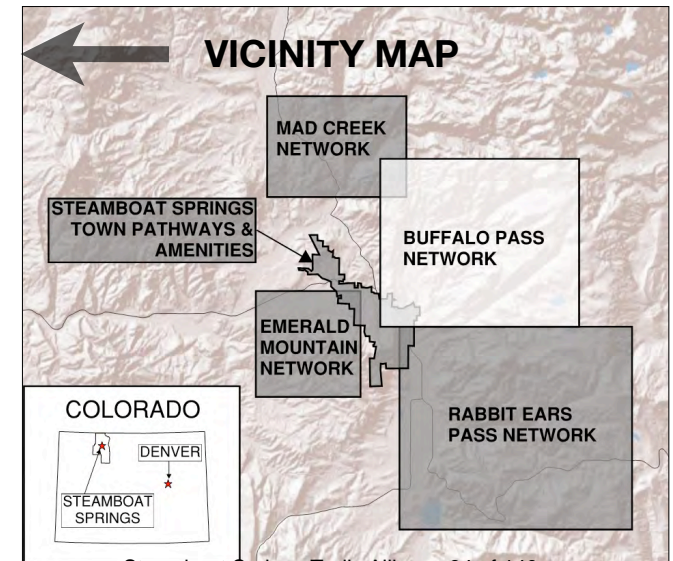
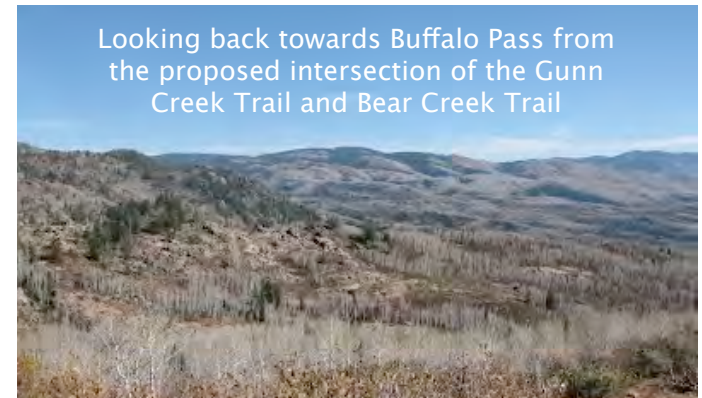
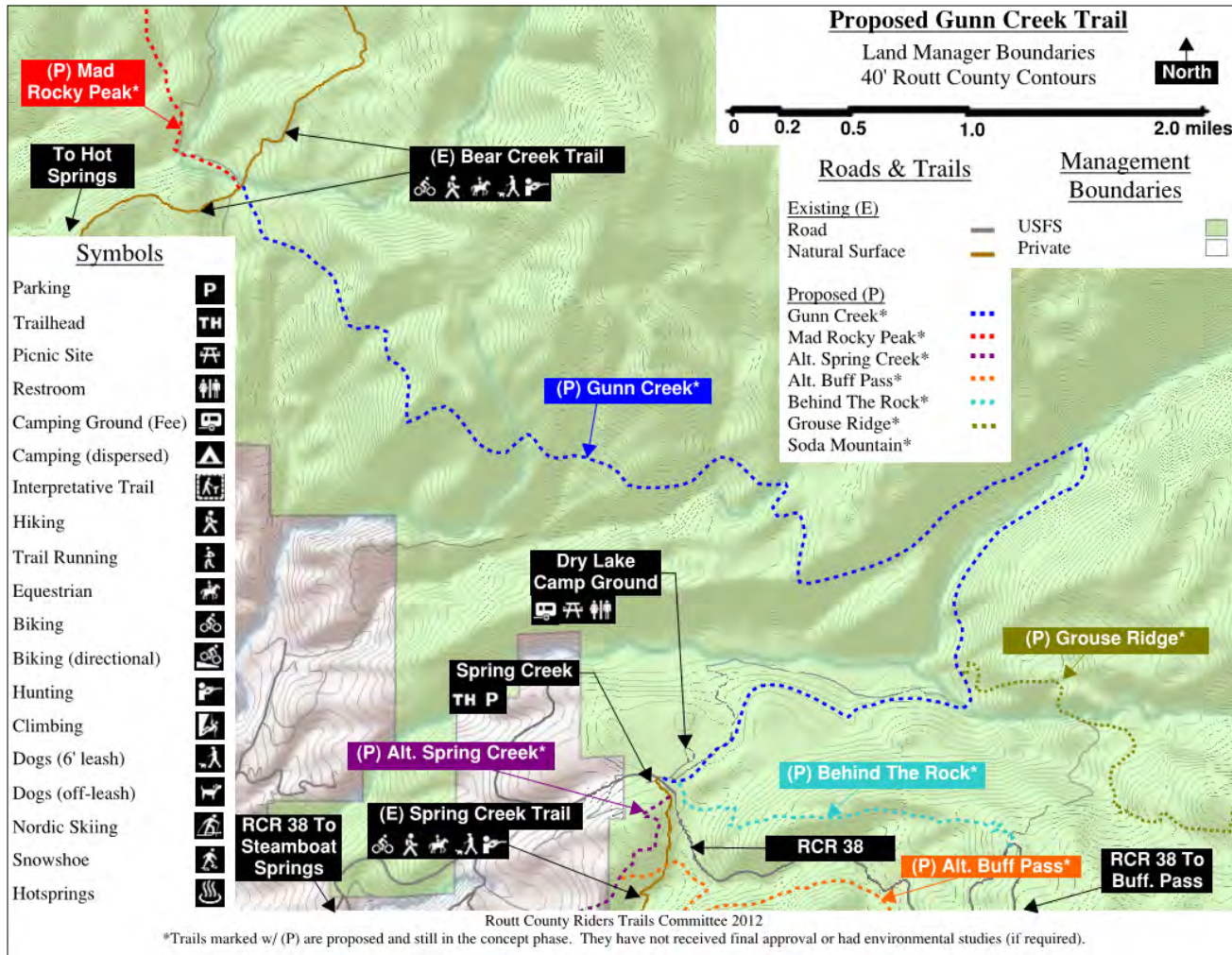
**Project Description:** These unauthorized trails are not part of the Forest Service's System of Trails. Trail work and possible re-routes are needed to make this network sustainable and worthy of inclusion into a sanctioned trail system. The Forest Service has requested assistance in this regard and has ultimate authority in determining if, or when these trails will be included in the system. As trail stewards we do not condone the construction of these unauthorized trails, but rather wish to work with our land managers to alleviate resource damage on our public lands. A proposed "Buffalo Pass Alternate Trail" will help reduce pressure on existing unauthorized trails and in turn help reduce resource damage.



PROPOSED PROJECT

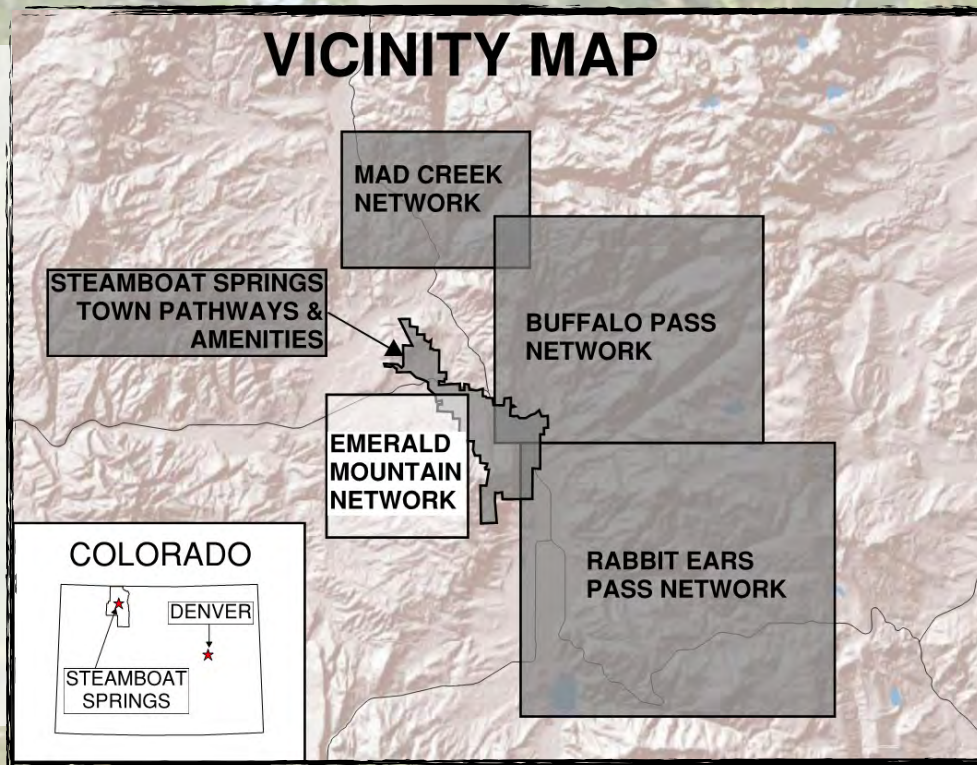
# BUFFALO PASS: GUNN CREEK TRAIL

**Project Description:** This 8 mile multi-use trail provides a critical link allowing trail users to ride from town all the way to the Mad Creek Trail System without using any roads. This connection from town reduces vehicle traffic and bike traffic on Elk River Road.



PROJECT ZONE

# EMERALD MOUNTAIN

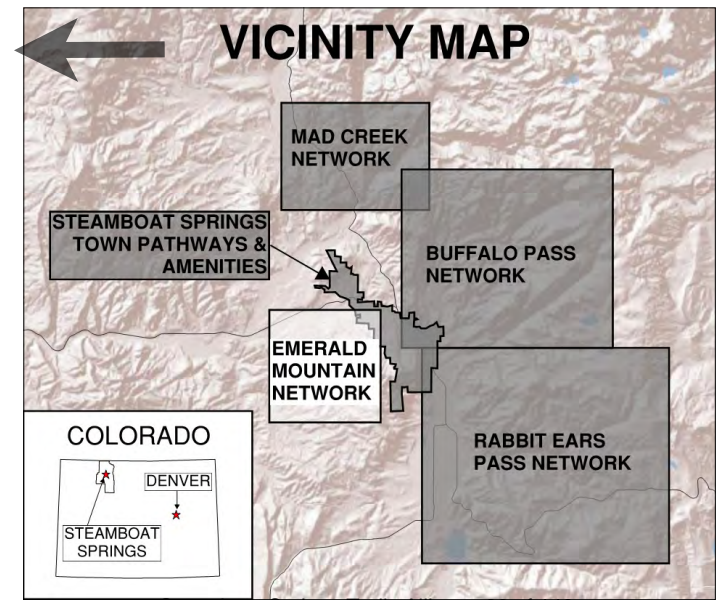
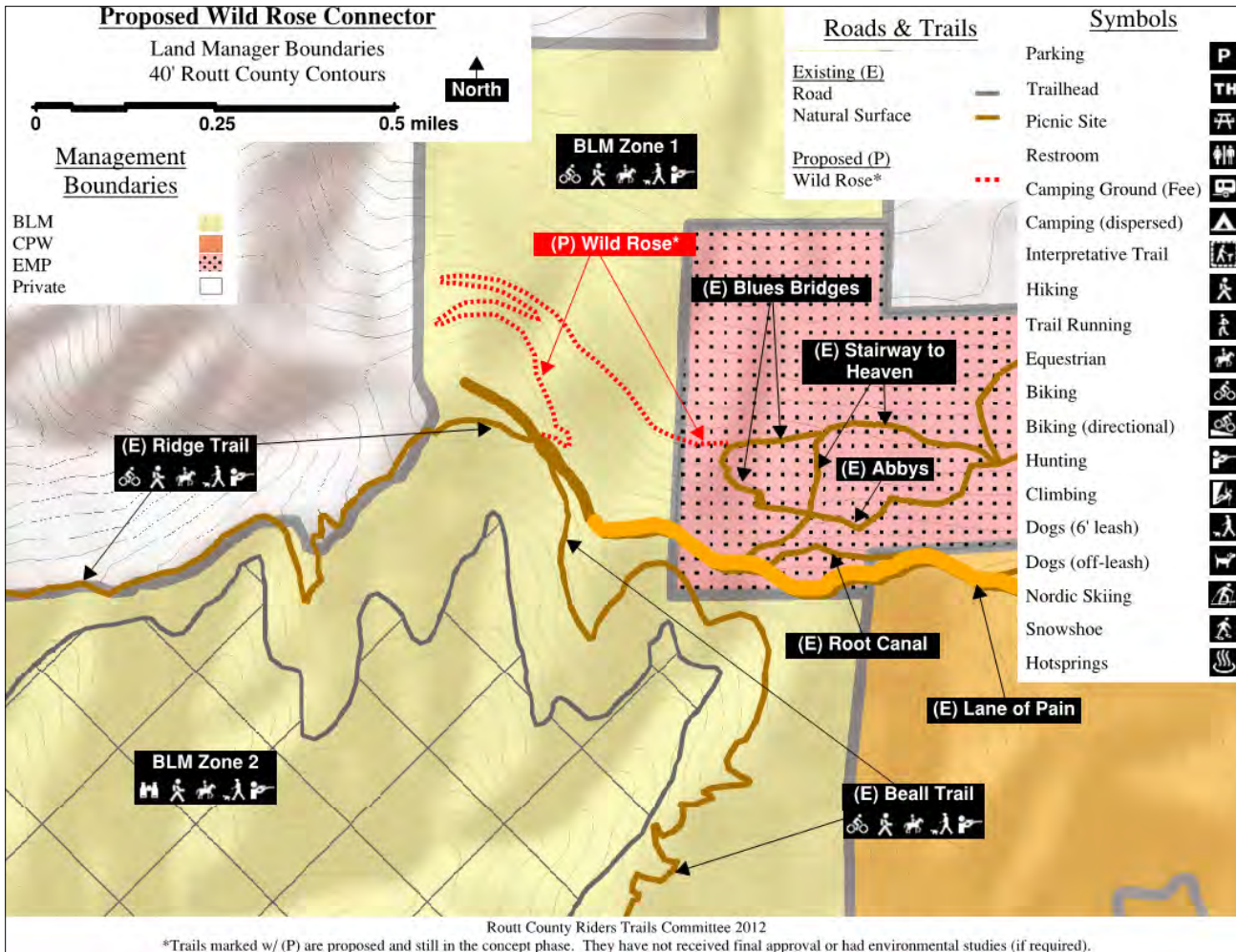


Steamboat's Mountain Gem, Emerald is the go-to place for both locals and visitors to ride, hike, bike, run and walk their dog right from the heart of downtown. However, the area currently lacks trail variety and sees heavy use. With the addition of these trails and amenities Emerald will be a complete trail network with something to offer all trail users. The addition of 2 directional, user-specific trails will greatly reduce the down hill bike traffic on all other Emerald trails and therefore offer a better trail experience for all. New parking and restroom facilities at the Blackmer trailhead will enhance visitor experience while reducing resource damage.

**EMERALD MOUNTAIN PROJECTS: WILD ROSE TRAIL, UPPER ROTARY TRAIL, RIDGE TRAILHEAD IMPROVEMENTS, EMERALD MT. DIRECTIONAL TRAIL #1, EMERALD MT. DIRECTIONAL TRAIL #2, EMERALD MT. DUAL SLALOM COURSE, MORNING GLORIA TRAIL**

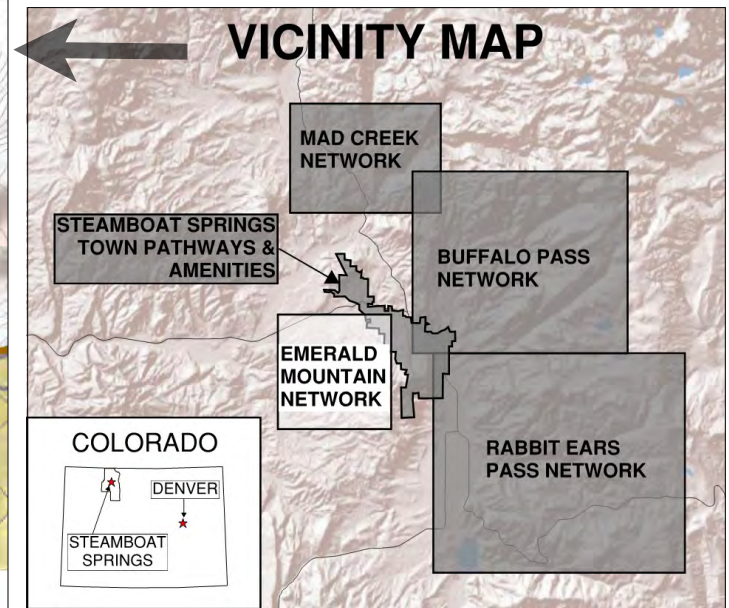
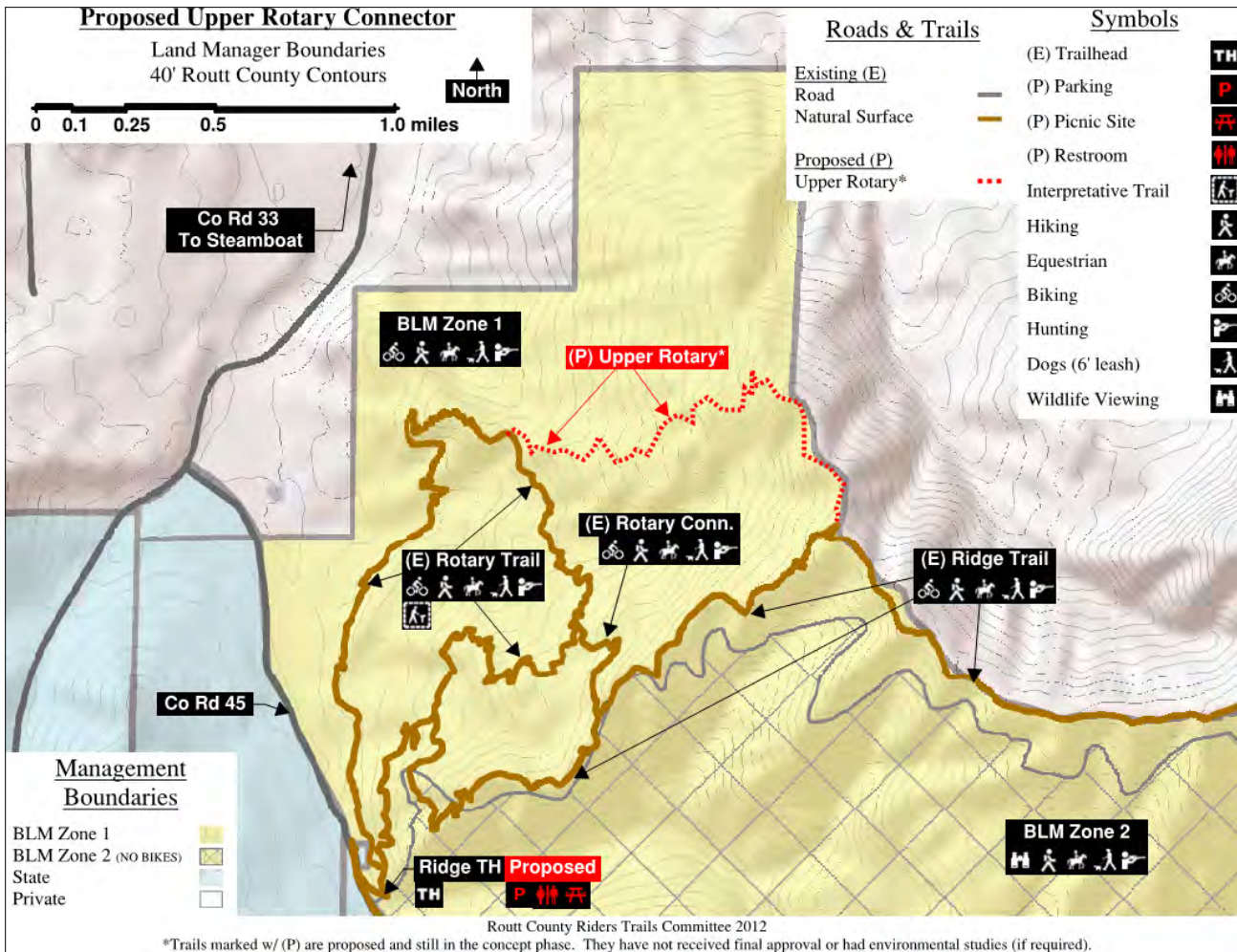
# EMERALD MOUNTAIN: WILD ROSE TRAIL

**Project Description:** This project provides an alternate route to the Beall & Ridge trails (avoiding the upper sections of Stairway to Heaven) with more sustainable and beginner friendly design and construction. This trail reduces the increased traffic that the upper section of Stairway to Heaven has seen in recent years from events and recreational riders accessing the Beall & Ridge trails. At approximately 1.5 miles in length and an average grade of approximately 3%, this trail makes it possible to access the trails on the backside of Emerald Mountain entirely on single track.



# EMERALD MOUNTAIN: UPPER ROTARY TRAIL

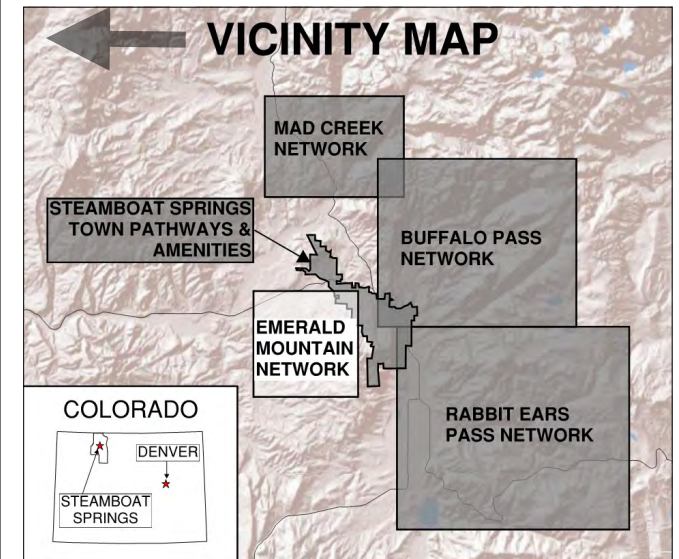
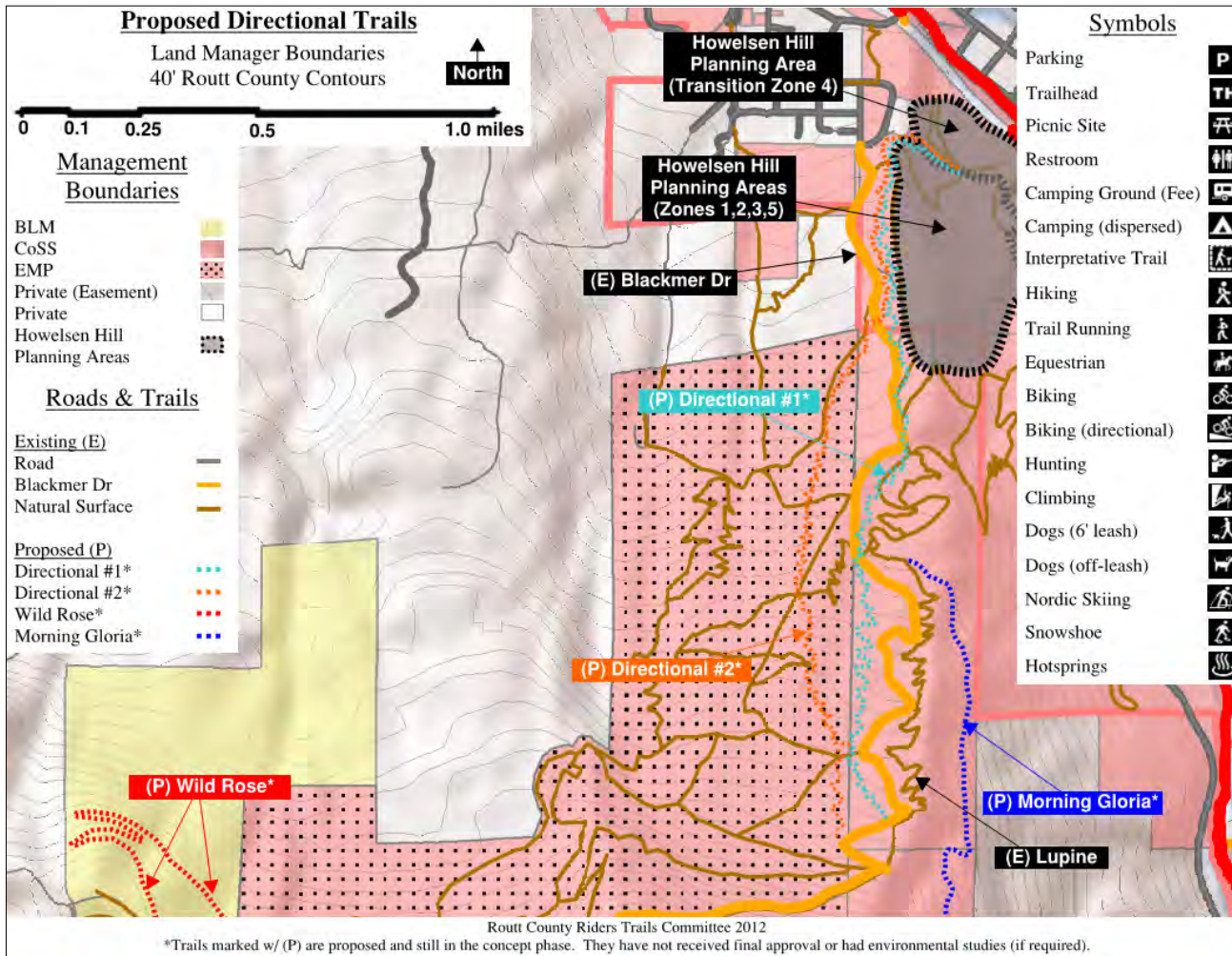
**Project Description:** The primary purpose of this project is to provide a more advanced and purpose-built upper trail loop on the backside of Emerald Mountain. The trail will feature berms, grade dips, and optional features similar to existing Rotary Trail features. The upper loop will differ from the Rotary Trail, as the features will be built with more frequency and at a larger scale to engage the most advanced trail user.





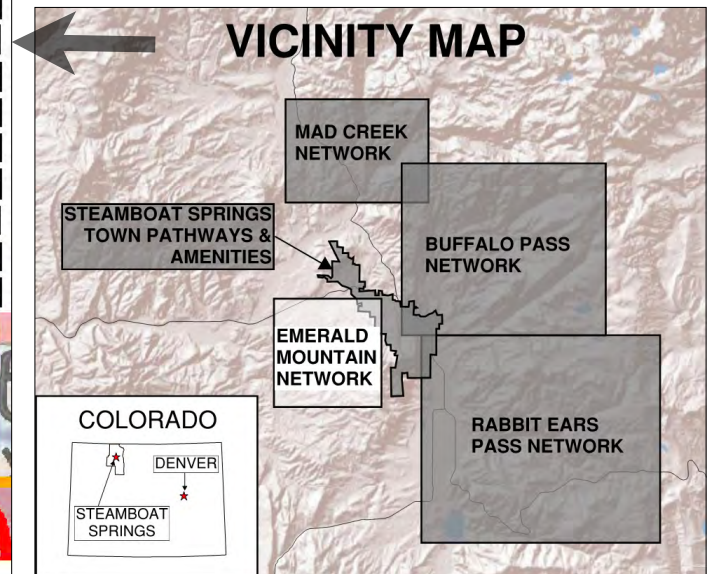
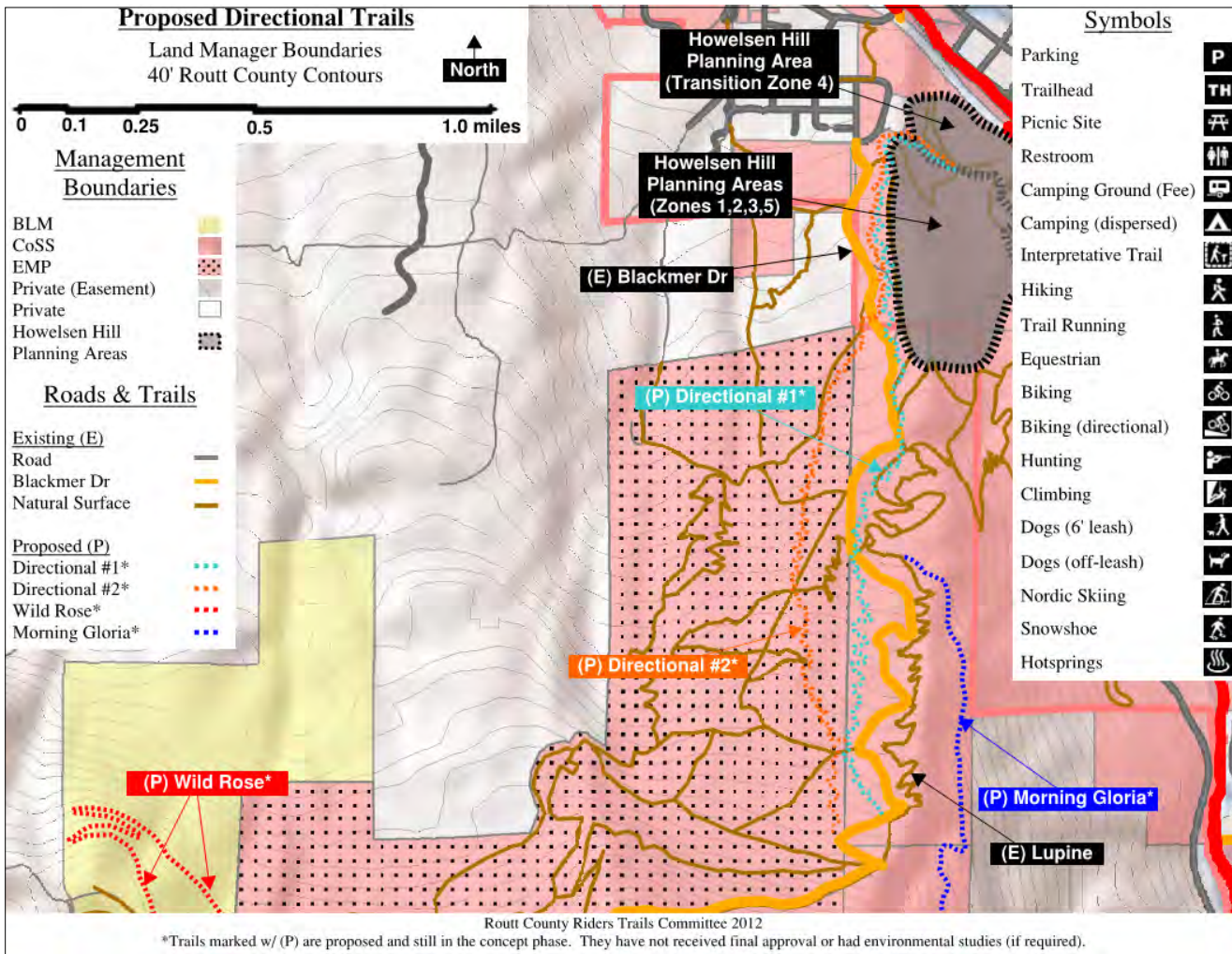
# EMERALD MOUNTAIN: EMERALD MT DIRECTIONAL TRAIL #1

**Project Description:** The primary purpose of this project is to provide a directional trail option on Emerald Mountain. Directional trails reduce user conflict and promote safety by providing alternate uphill or downhill only access for trail users.



# EMERALD MOUNTAIN: EMERALD MT DIRECTIONAL TRAIL #2

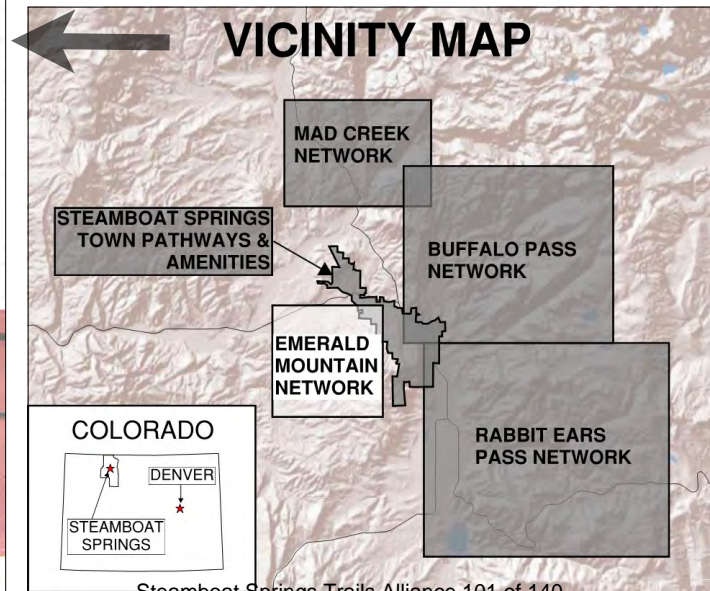
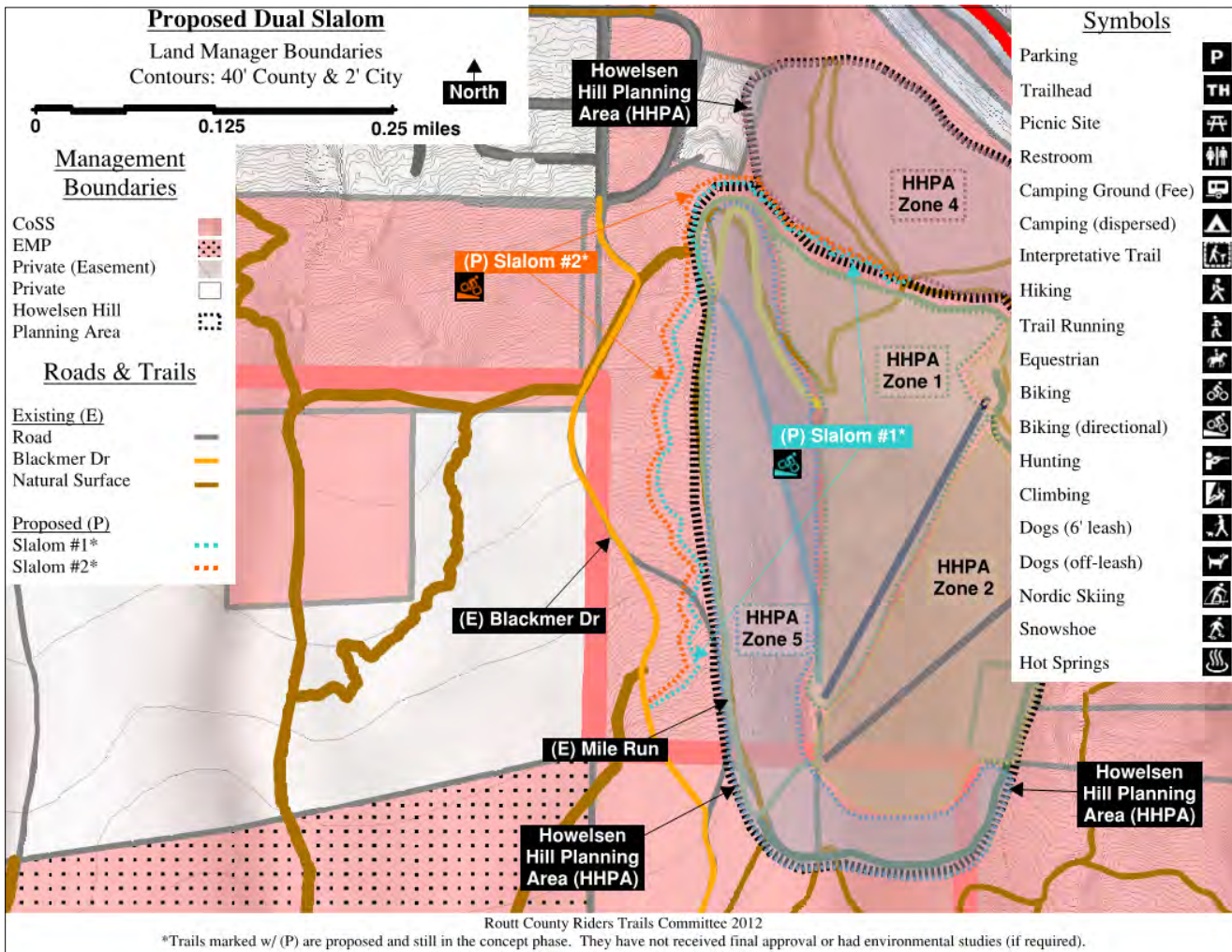
**Project Description:** The primary purpose of this project is to provide a directional trail option on Emerald Mountain. Directional trails reduce user conflict and promote safety by providing alternate uphill or downhill only access for trail users.





# EMERALD MOUNTAIN: EMERALD MT DUAL SLALOM COURSE

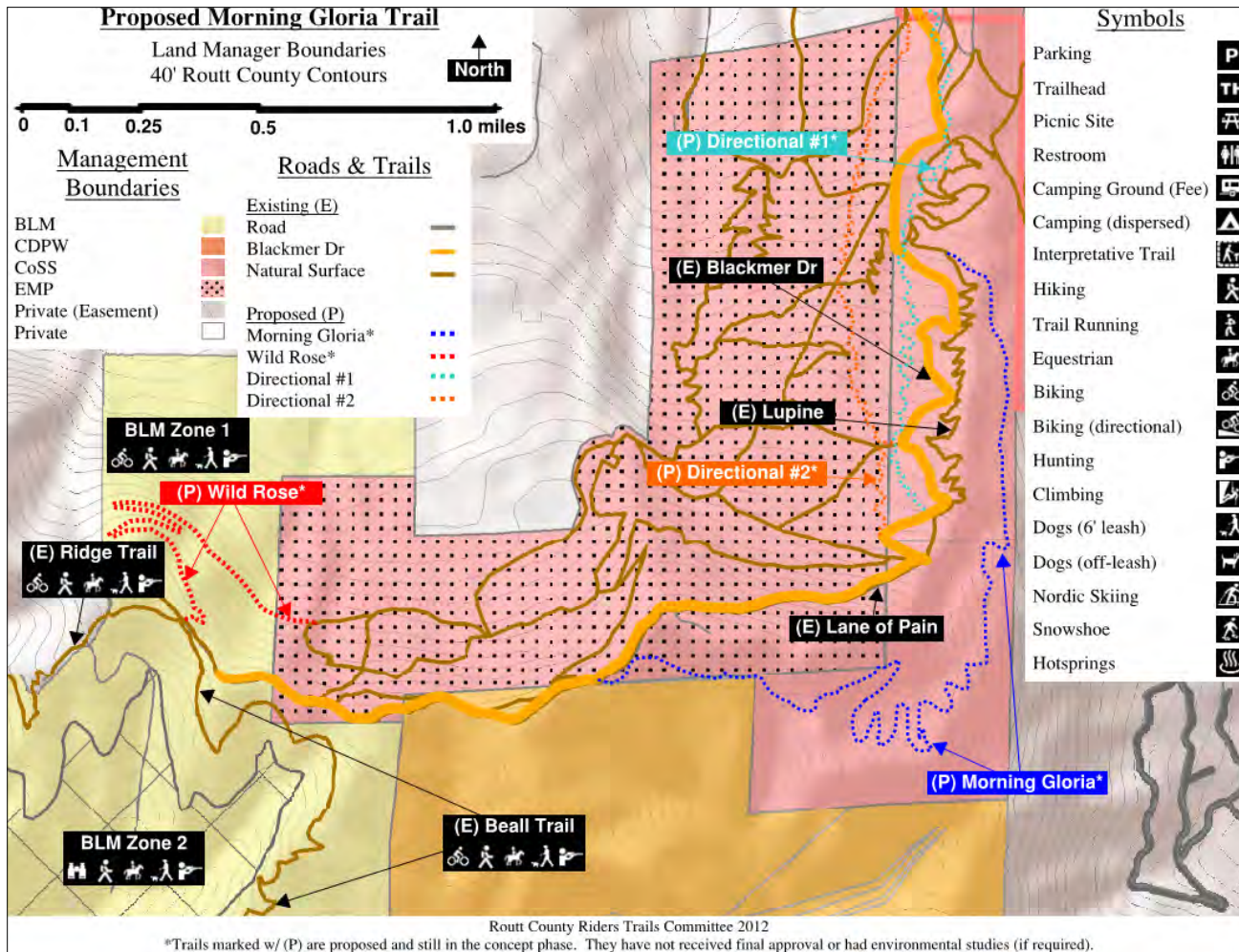
**Project Description:** The primary purpose of this project is to provide a purpose built course for slalom-style mountain bike riding.



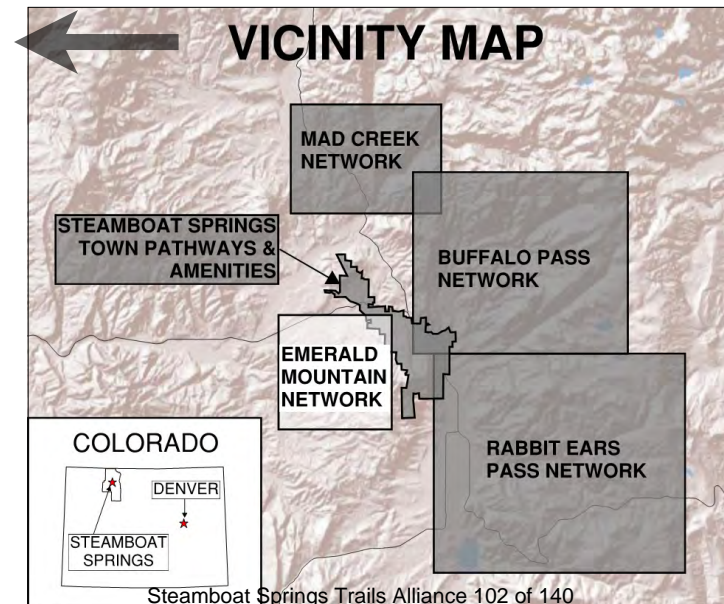
PROPOSED PROJECT

# EMERALD MOUNTAIN: MORNING GLORIA TRAIL

**Project Description:** The primary purpose of this trail is to provide a more accessible route and easier grade to the top of Emerald Mountain. Morning Gloria's 5 miles of multi-use trail will help disperse the growing number of users on Emerald Mountain, reducing both resource damage and user conflict.

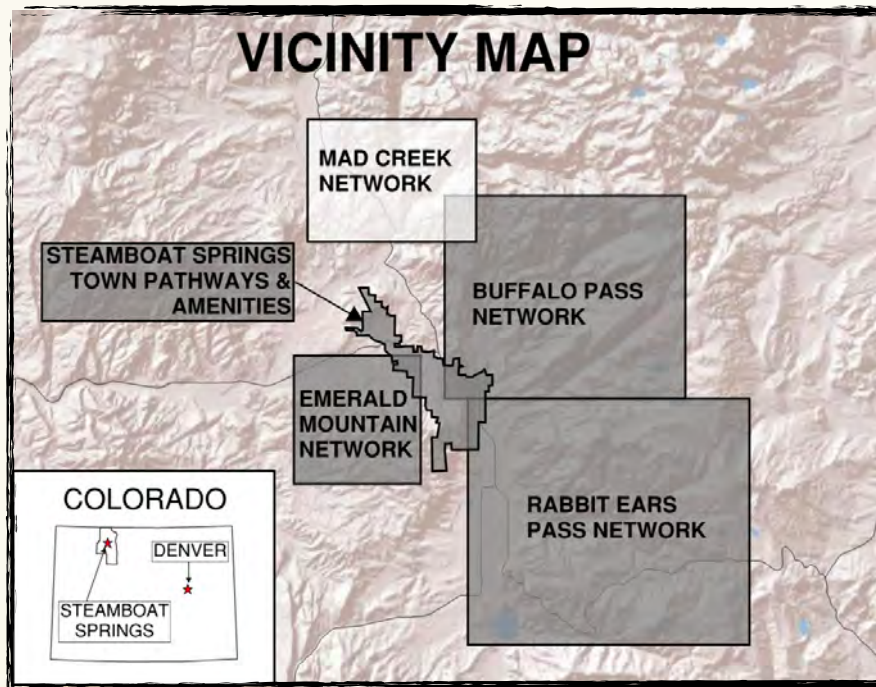


The Morning Gloria Trail is named in honor of the late Gloria Gossard, a longtime Steamboat resident and philanthropist who gifted 120 acres to protect Emerald Mountain.



PROJECT ZONE

# MAD CREEK

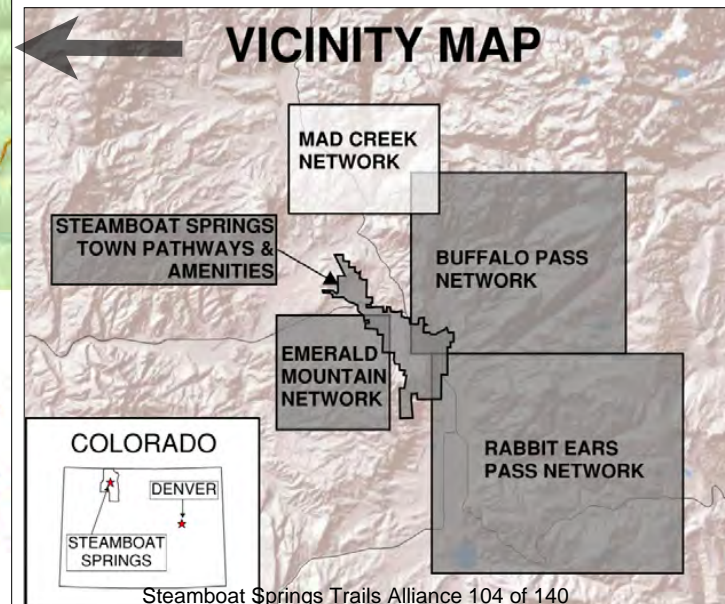
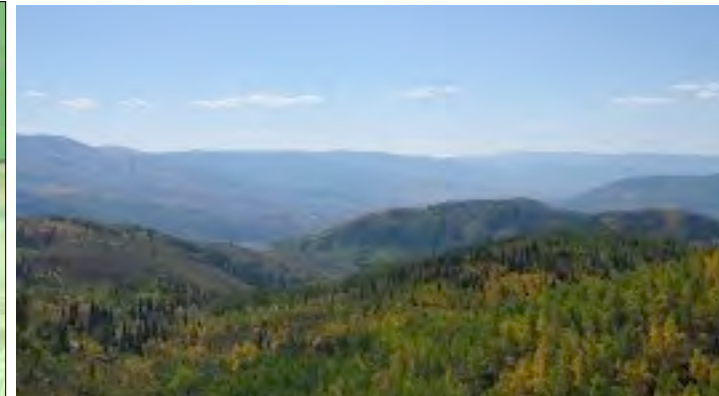
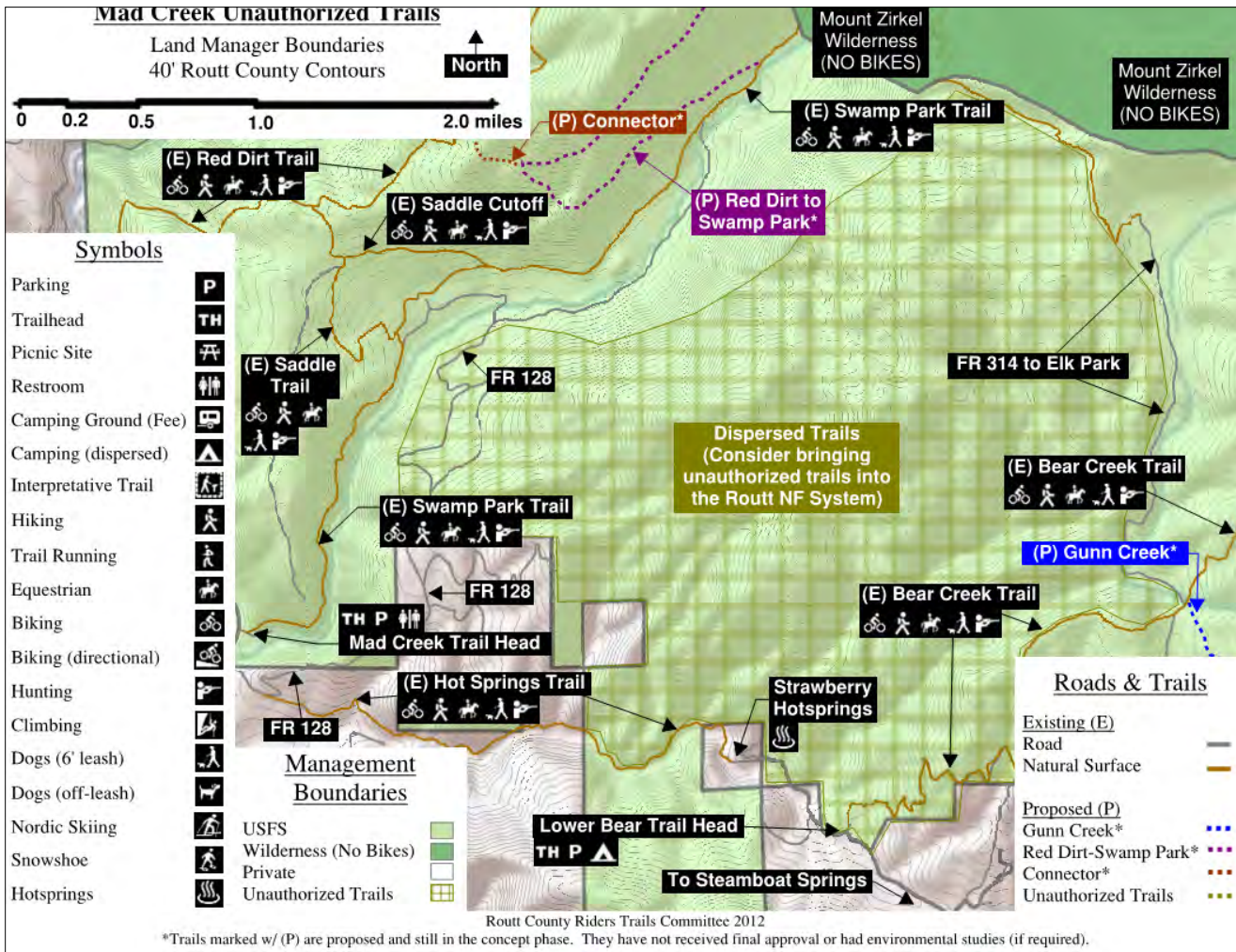


Projects in the Mad Creek zone will help prevent resource damage, by working with land managers to address improvements and reroutes to current unauthorized trails. Additional trail connections and loops will increase the options for recreational activities.

## **MAD CREEK PROJECTS: MAD CREEK UNAUTHORIZED TRAILS, RED DIRT TO SWAMP PARK TRAIL**

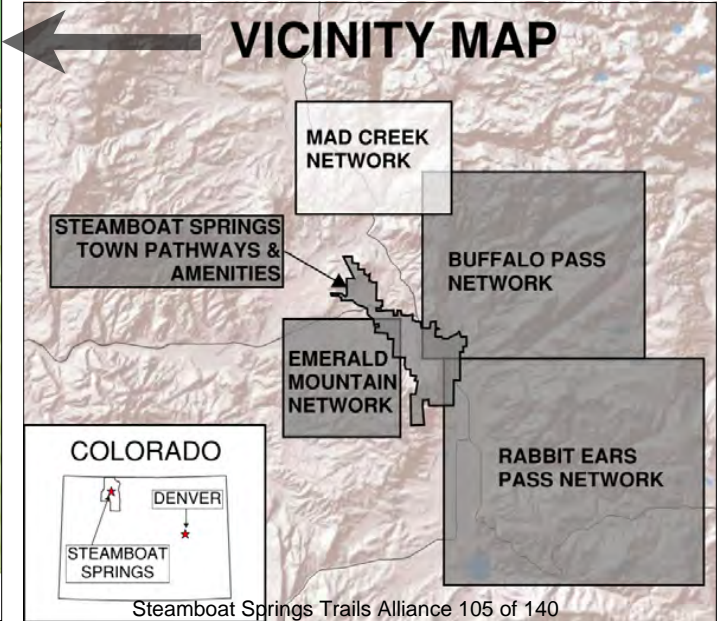
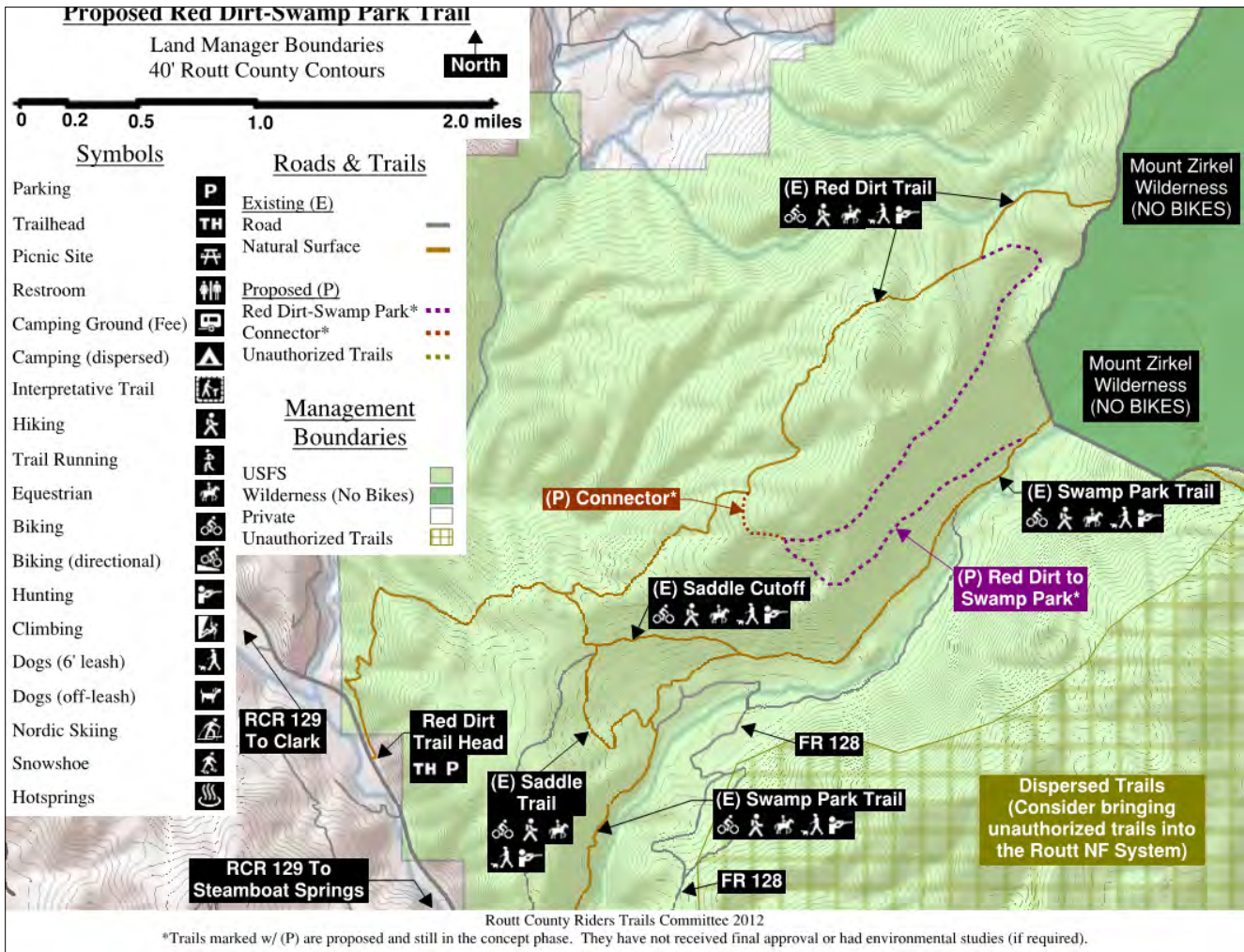
# MAD CREEK: MAD CREEK UNAUTHORIZED TRAILS

**Project Description:** These unauthorized trails are not part of the Forest Service's System of Trails. Trail work and possible re-routes are needed to make this network sustainable and worthy of inclusion into a sanctioned trail system. The Forest Service has requested assistance in this regard and has ultimate authority in determining if, or when these trails will be included in the system. As trail stewards we do not condone the construction of these unauthorized trails, but rather wish to work with our land managers to alleviate resource damage on our public lands.



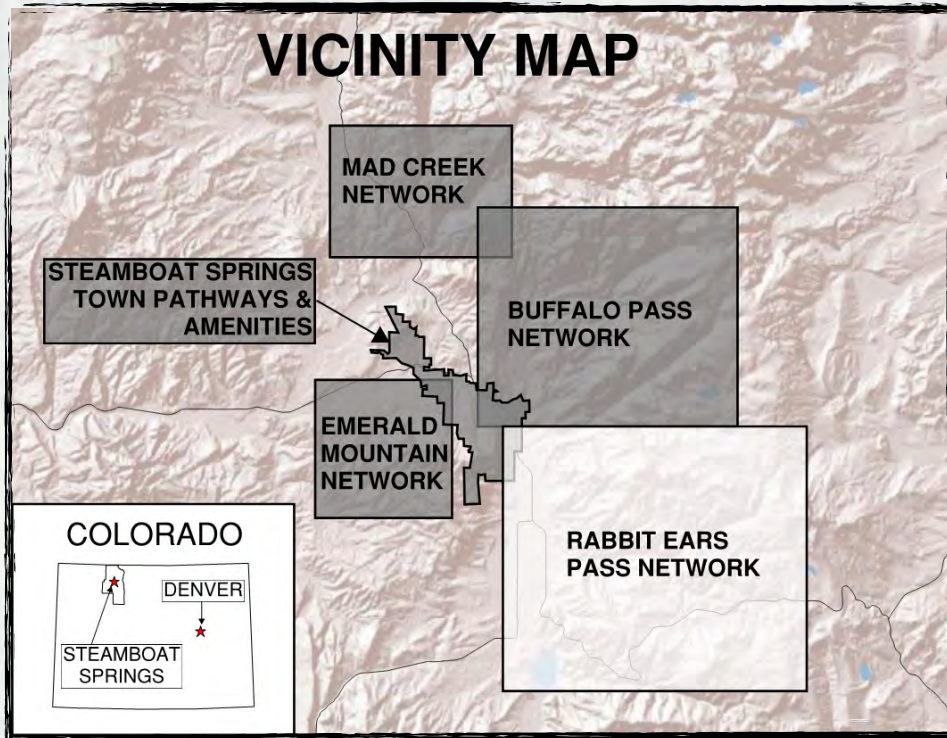
# MAD CREEK: RED DIRT TO SWAMP PARK TRAIL

**Project Description:** The primary purpose of this project is to provide a connection between existing Swamp Park Trail (near where it enters the Mount Zirkel Wilderness) to the Red Dirt Trail (near where it enters Mount Zirkel Wilderness).



PROJECT ZONE

# RABBIT EARS PASS



This vast trail network on Rabbit Ears Pass consists of stacked looped, multi-use trails as well as user specific trails, and the 20-mile Walton Rim Trail which connects to the Steamboat Ski Area.

Equestrians, hikers, bikers, bird watchers, and hunters will all enjoy this multi-use trail system. With individual multi-use loops of five, seven and eleven miles, users can create the trail experience of their desired length and difficulty.

Downhill and gravity riders will marvel at the user specific trails that connect the West Summit of Rabbit Ears Pass with the Ferndale picnic area. At approximately 1.5 miles long and 1,200 vertical feet these trails offer gravity riders a place to safely ride fast without worry of up-hill traffic or user conflicts.

These user specific trails (directional/bikes only) serve all trail users by reducing pressure on other multi use trails. Concentrating high speed aggressive mountain biking in one small area greatly improves the user experience for all other trail users. As these trails are designed and built for biking only, they will attract many cyclists and leave multi use trails for others.

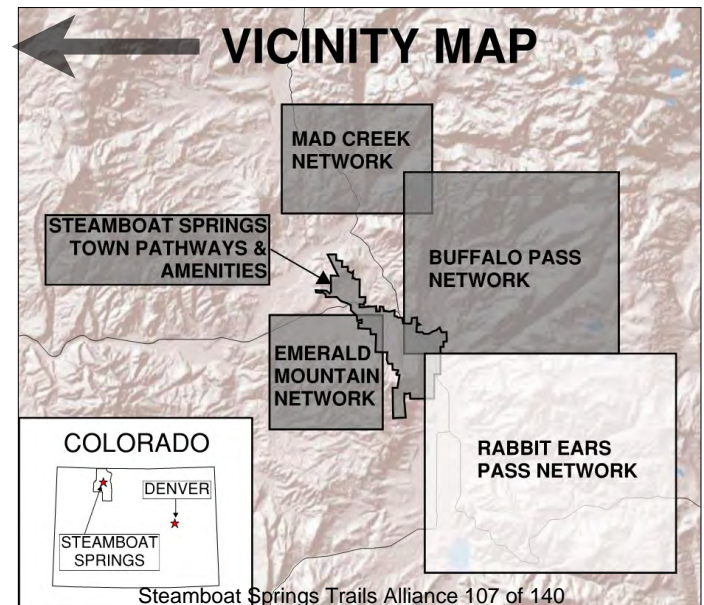
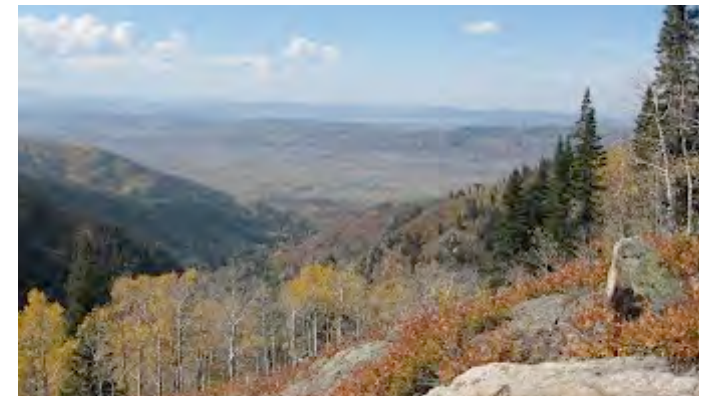
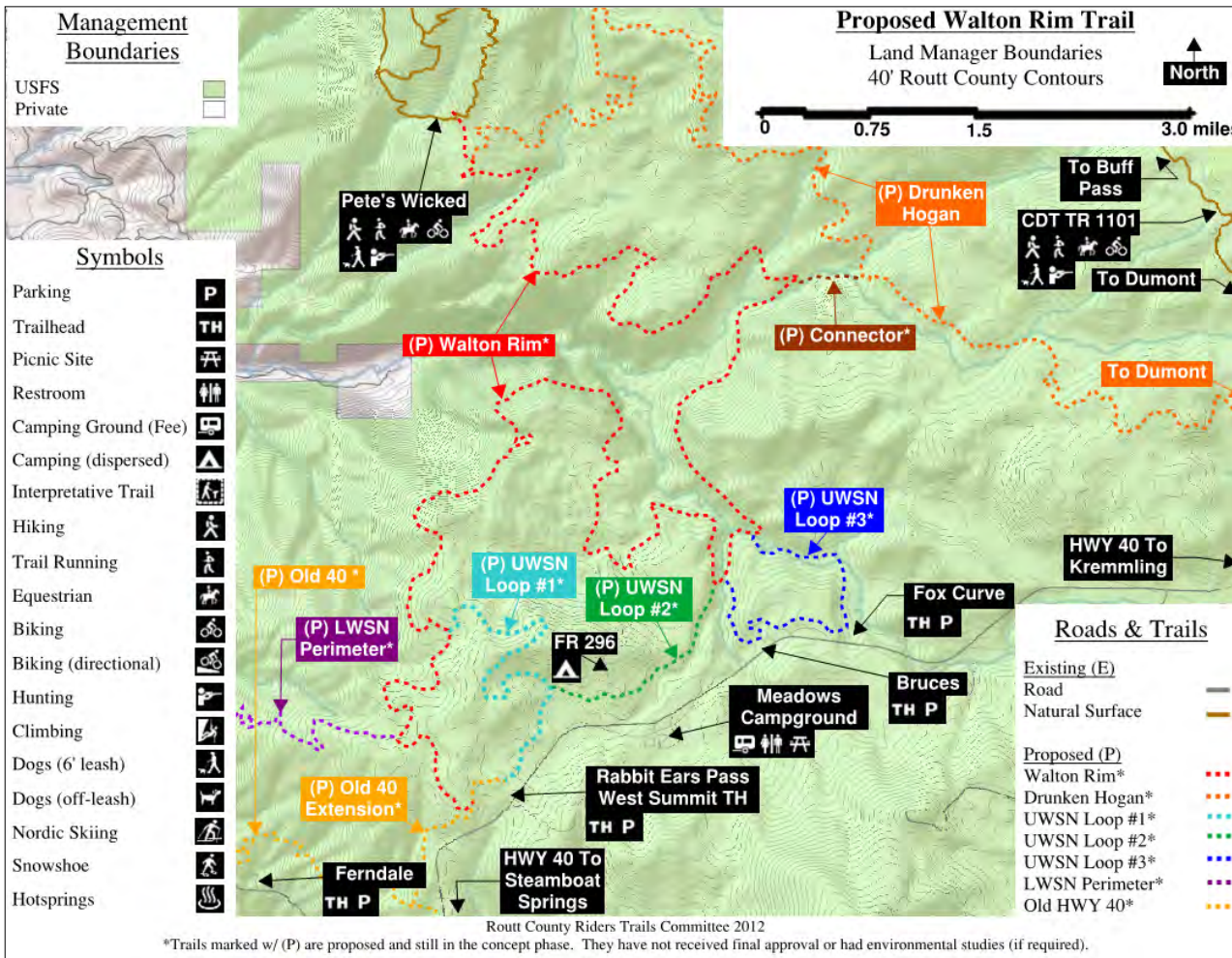
The West Summit parking area could become the new central hub for mountain biking in the Yampa Valley.

Consisting of 15 to 20 miles of purpose built trails, the Old Highway 40 system will be ever-evolving with technology and cycling trends.

**RABBIT EARS PASS PROJECTS:** WALTON RIM TRAIL, UPPER WEST SUMMIT LOOP #1, UPPER WEST SUMMIT LOOP #2, UPPER WEST SUMMIT LOOP #3, UPPER WEST SUMMIT AMENITIES, OLD HWY 40 TRAIL, OLD 40 HWY EXTENSION, OLD HWY 40 PERIMETER TRAIL, LOWER WEST SUMMIT DIRECTIONAL TRAIL #1, LOWER WEST SUMMIT DIRECTIONAL TRAIL #2, LOWER WEST SUMMIT DIRECTIONAL TRAIL #3, LOWER WEST SUMMIT DIRECTIONAL TRAIL #4, LOWER WEST SUMMIT SKILLS AREA, LOWER WEST SUMMIT EXPANSION ZONE, LOWER WEST SUMMIT HIKING ONLY TRAIL, LOWER WEST SUMMIT FERNDALE AMENITIES, LOWER WEST SUMMIT FOREST ENTRY AMENITIES, DRUNKEN HOGAN TRAIL

# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: WALTON RIM TRAIL

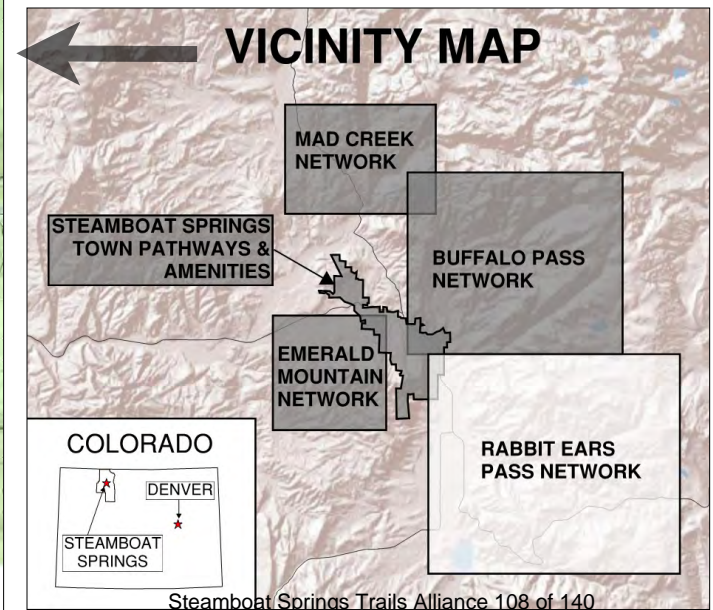
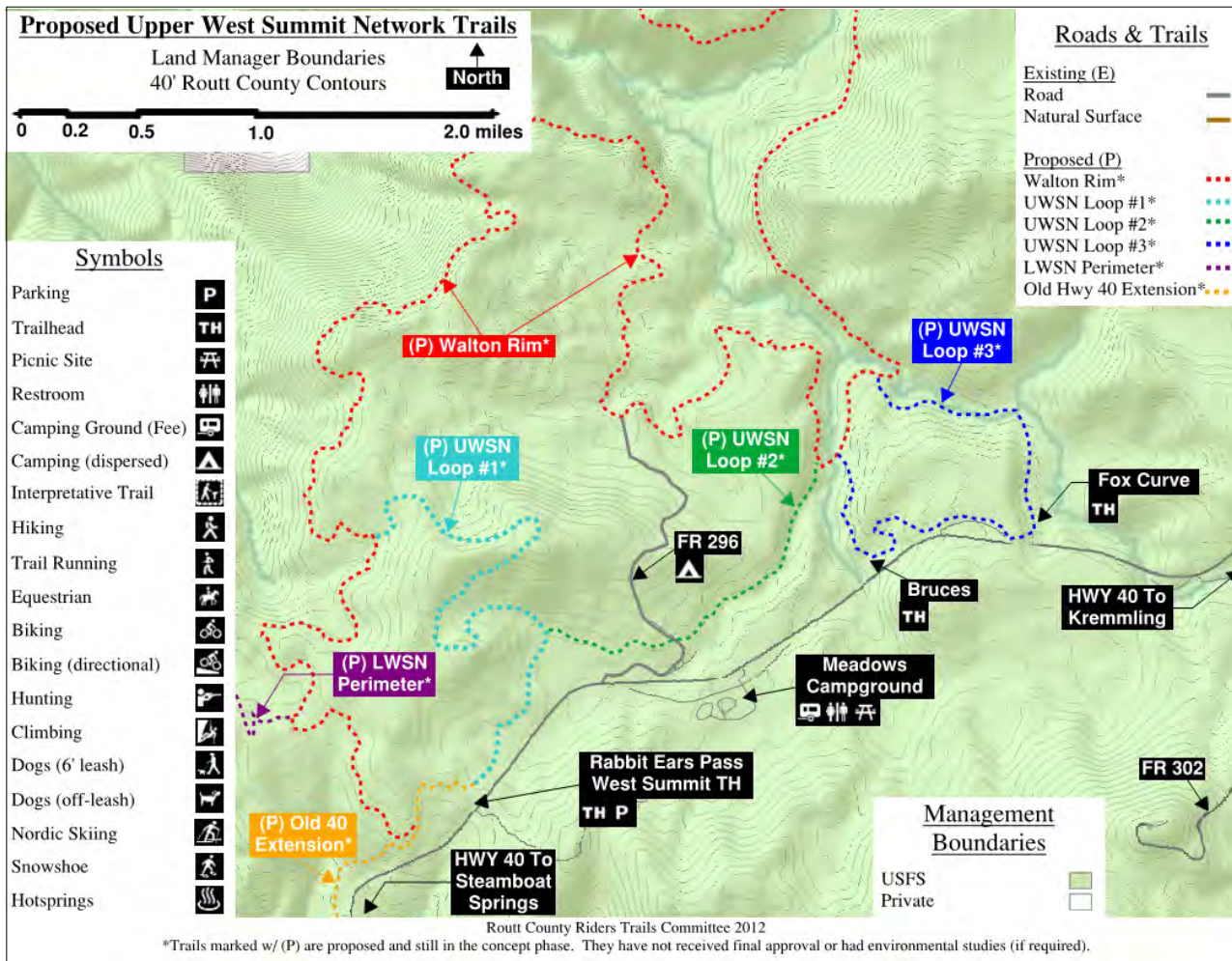
**Project Description:** This 20 mile, multi-use trail connects the West Summit of Rabbit Ears Pass to Pete's Wicked Trail on the Steamboat Ski Area. At roughly 9,200 feet, the trail has very little elevation gain, or loss, making it very beginner friendly from both directions, or as an out and back. Its name comes from Walton Creek Canyon, which the trail circumnavigates as it cruises along the canyon's north and south rim. The Walton Rim Trail also offers grand vistas of the canyon and Yampa Valley below.



\*Trails marked w/ (P) are proposed and still in the concept phase. They have not received final approval or had environmental studies (if required).

# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: LOOP #1

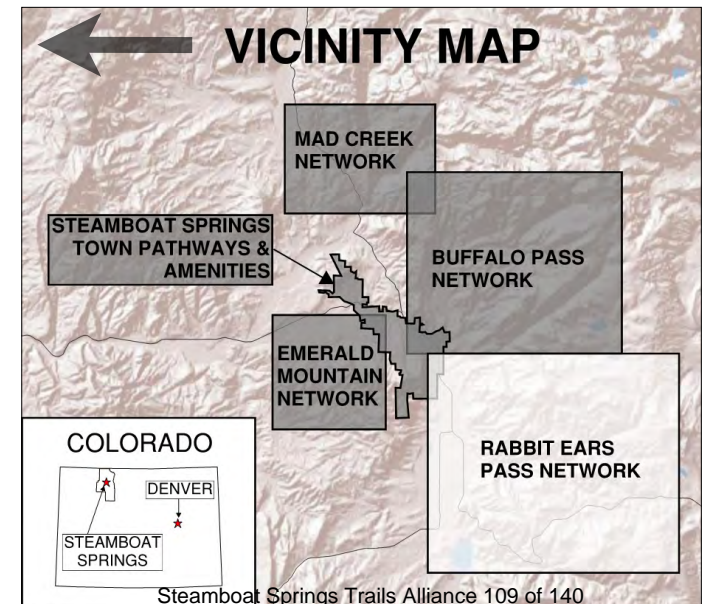
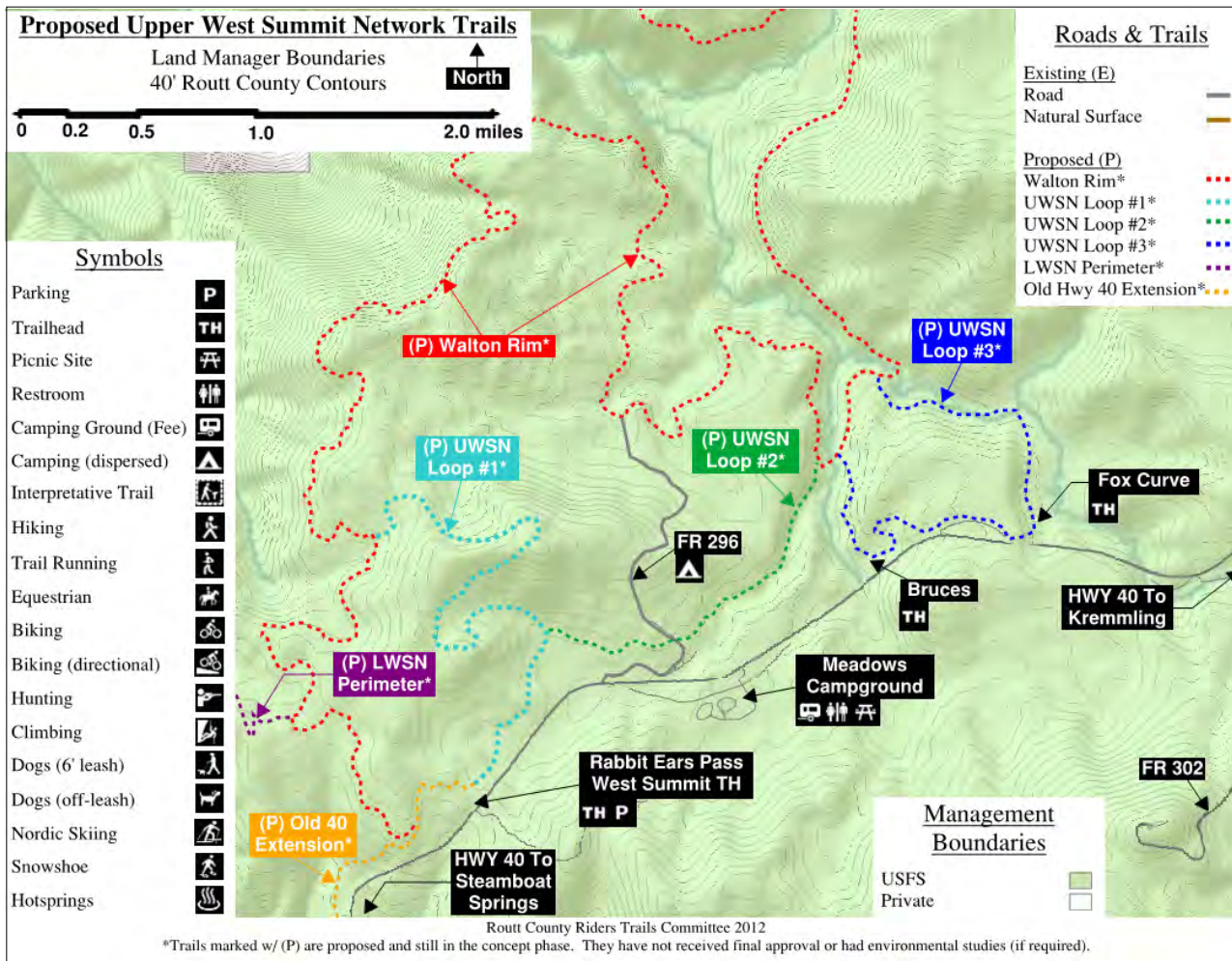
**Project Description:** This 6 mile loop begins and ends at the West Summit of Rabbit Ears Pass. The loop utilizes the first 3 miles of the beginner-friendly Walton Rim Trail before turning and climbing 500 vertical feet to a small peak with commanding views. The loop then gradually descends from its apex at nearly 10,000 feet to the parking lot on flowing intermediate singletrack.





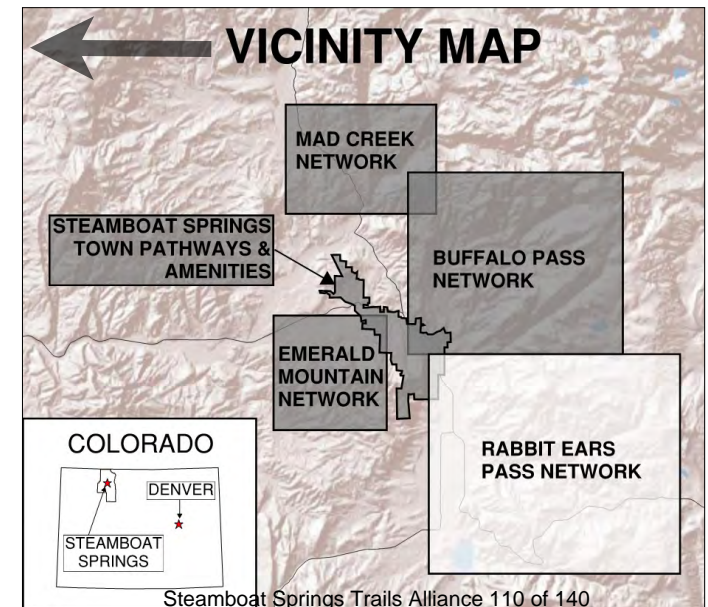
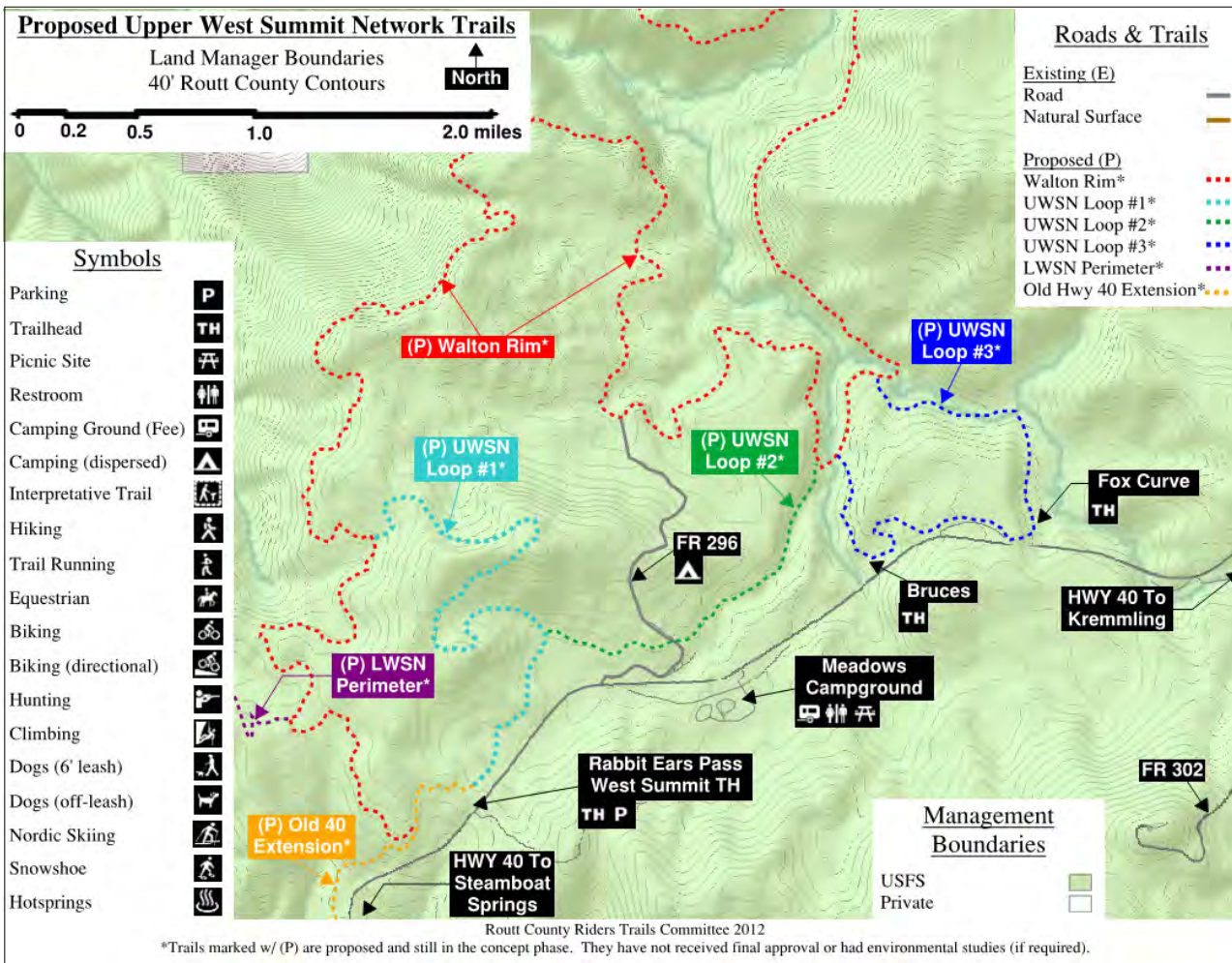
# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: LOOP #2

**Project Description:** This 11 mile loop uses the first 7 miles of the beginner friendly Walton Rim Trail before returning to the West Summit parking lot via a 4 mile connecting trail with minimal elevation change. Smooth and wide, this beginner friendly loop is appropriate for all users and provides scenic high alpine vistas.



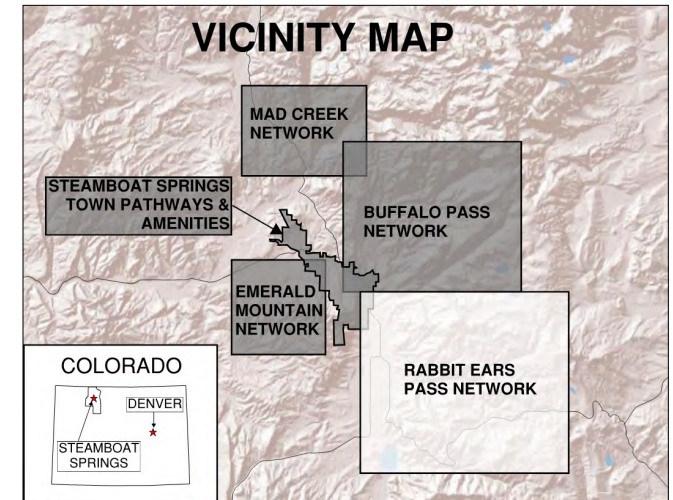
# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: LOOP #3

**Project Description:** This short, 2.5 mile loop provides access to the Walton Rim Trail via two existing parking areas. Additionally, the trail expands the stacked loop options giving users more choice over route length and difficulty.



# RABBIT EARS PASS: UPPER WEST SUMMIT NETWORK: AMENITIES

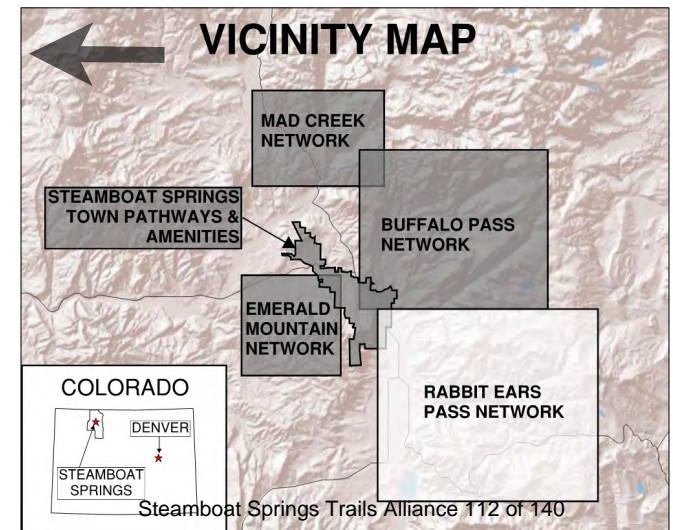
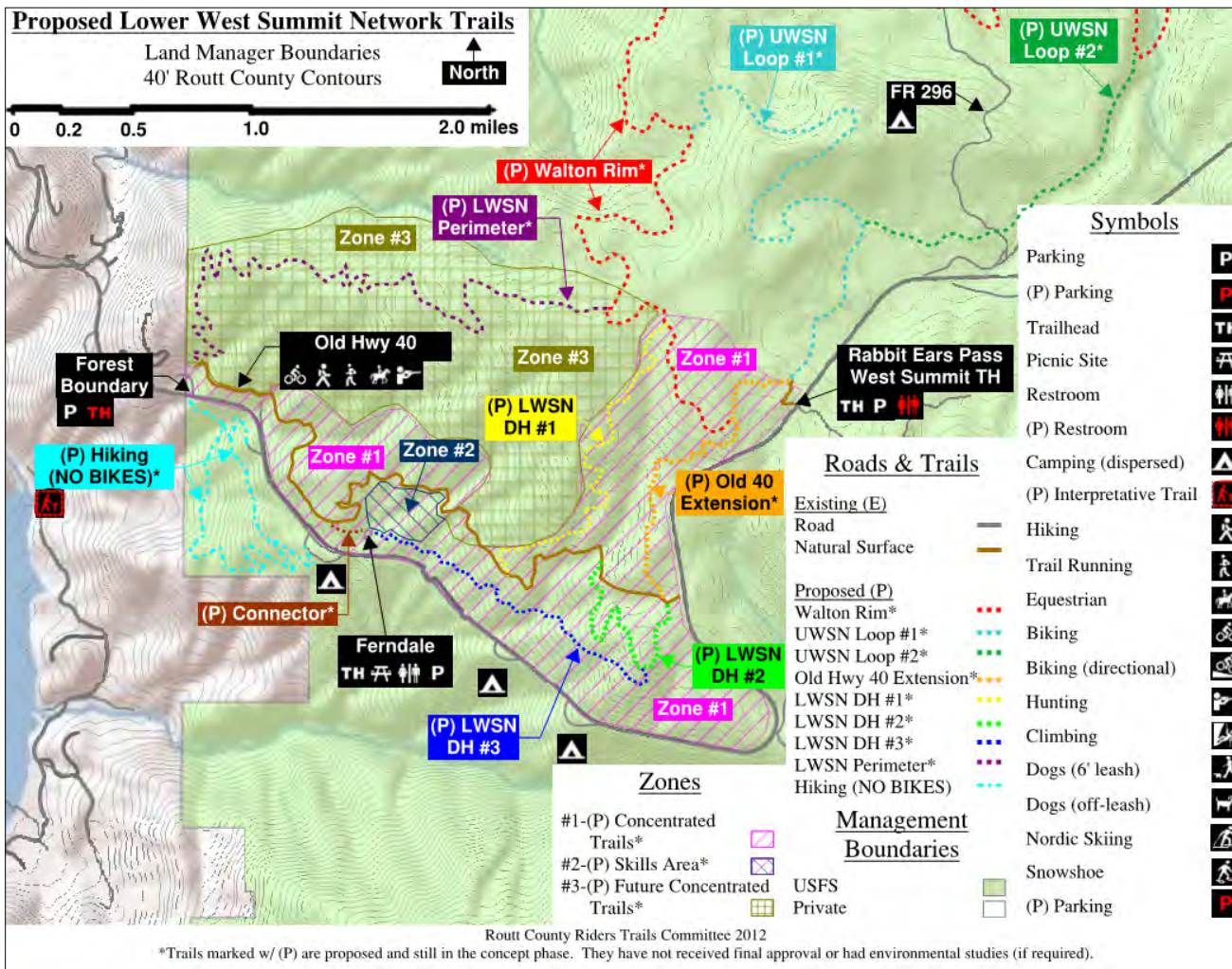
**Project Description:** This project includes construction of restroom facilities for improved sanitation and informational kiosks to enhance user experience.



(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)

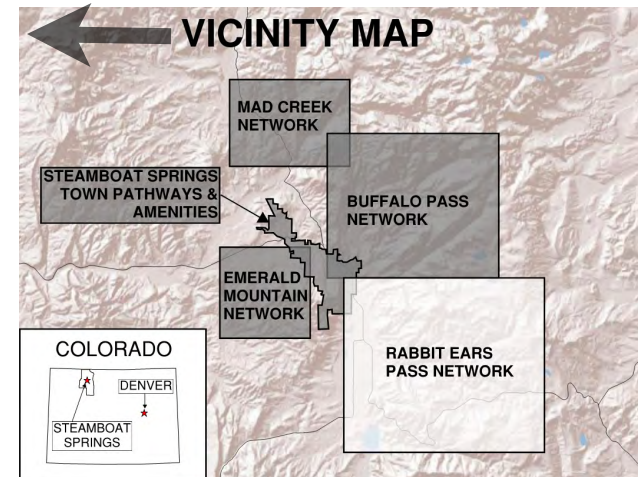
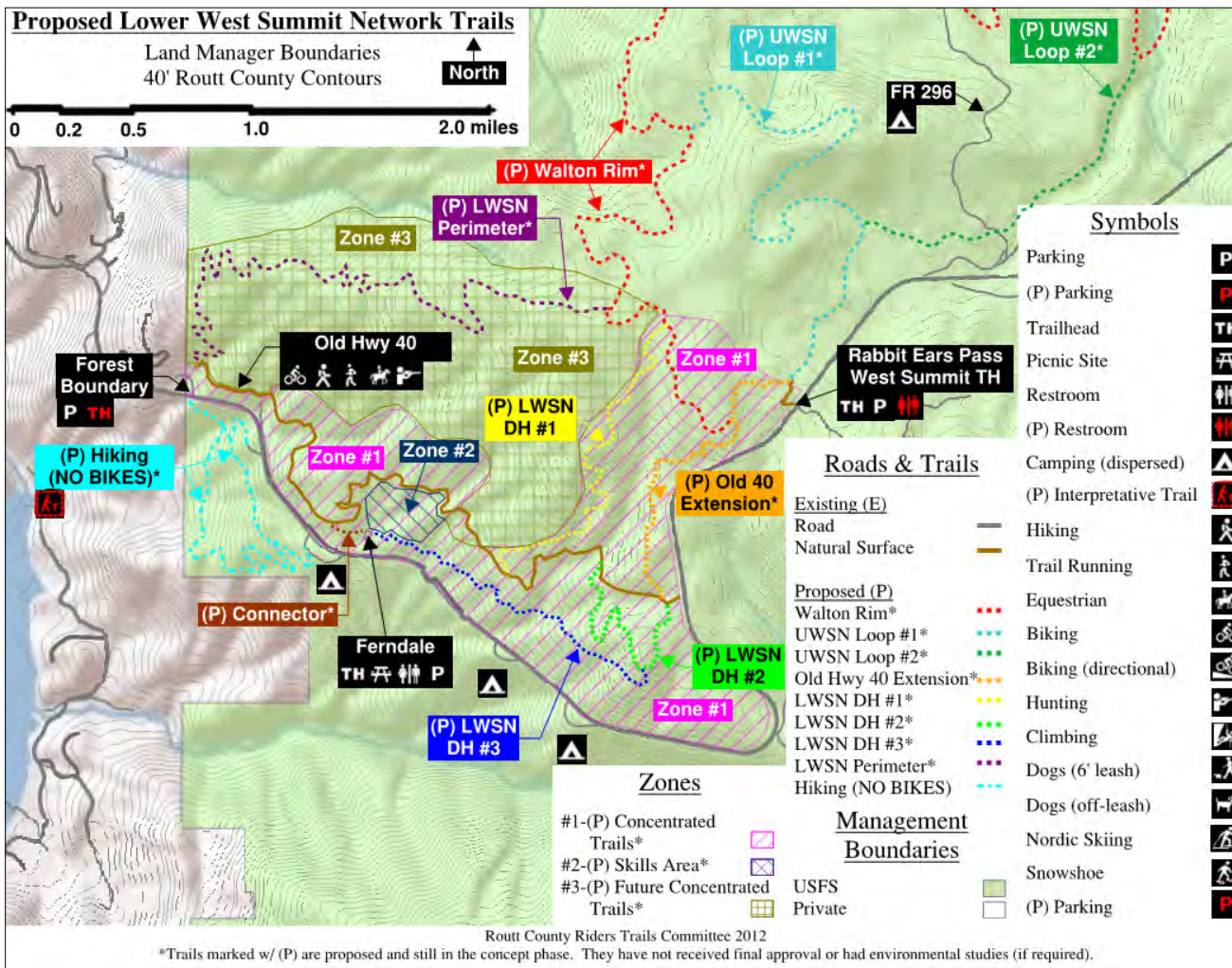
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: OLD HWY 40 TRAIL

**Project Description:** At 3.5 miles, Trail 299 is the old Highway 40 tread. Between 15 and 20 feet wide and never exceeding a 7% grade, this old road surface provides the ultimate beginner mountain bike trail as well as access for emergency/construction vehicles. The trail's wide nature easily allows for two way bicycle traffic and even leaves room for small, beginner features on the trail's edge. The whole family can enjoy this trail as grandma rides next to her grand kids who play on features and jumps while she enjoys a smooth, wide and easy ride.



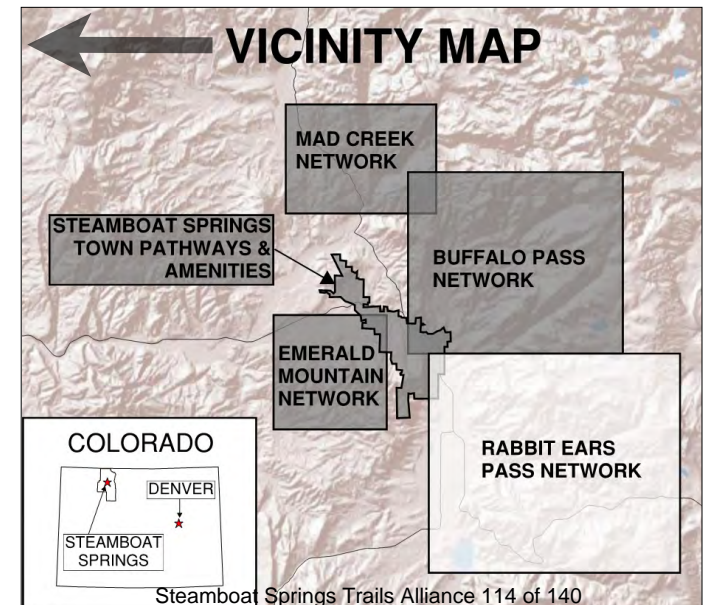
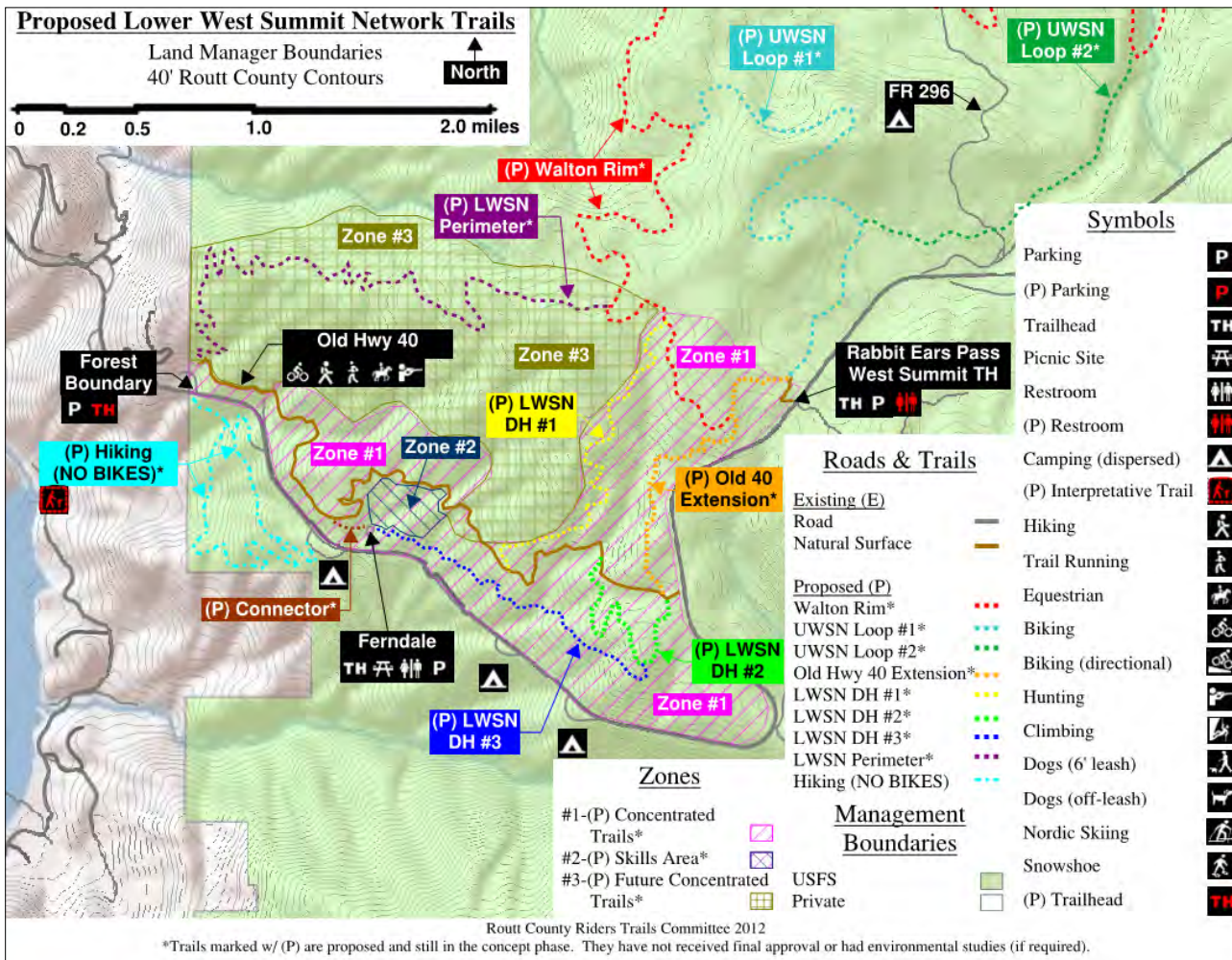
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: OLD HWY 40 EXTENSION

**Project Description:** This 1.5 mile extension to the Old Highway Trail creates a connection to the West Summit parking area and extends the ultimate beginner mountain bike trail to 5 miles.



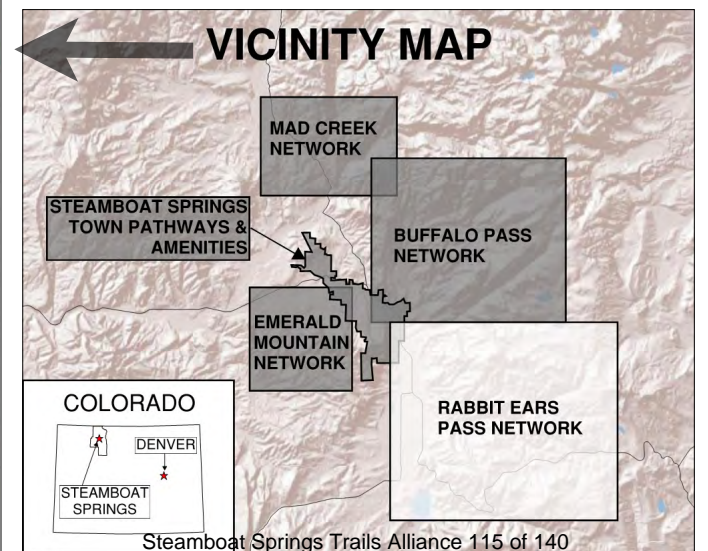
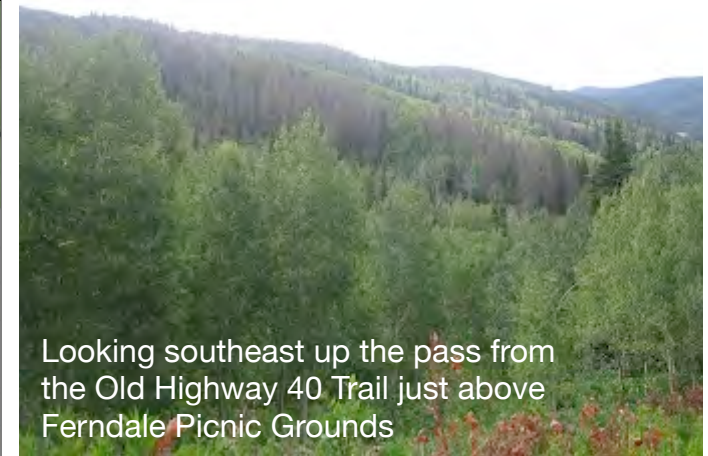
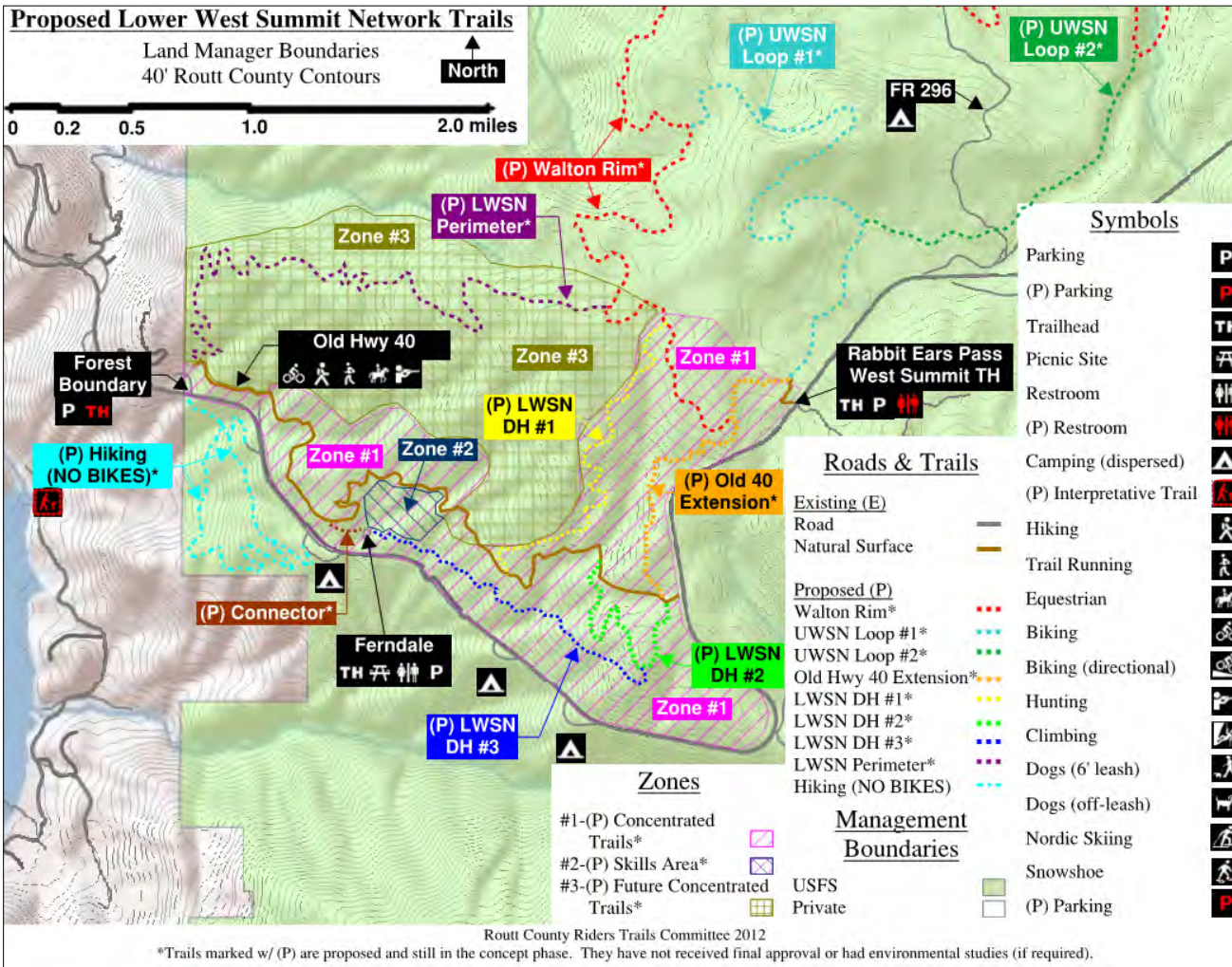
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: OLD HWY 40 PERIMETER TRAIL

**Project Description:** This 4 mile, intermediate trail connects the West Summit parking area to the bottom of Old Highway 40 Trail, providing a 9 mile loop option with access to the directional, user specific bike trails. This multi-directional bike trail has a 1,500 vertical elevation gain, providing a more strenuous cycling experience that adds to the stacked loop system of the Upper West Summit Network.



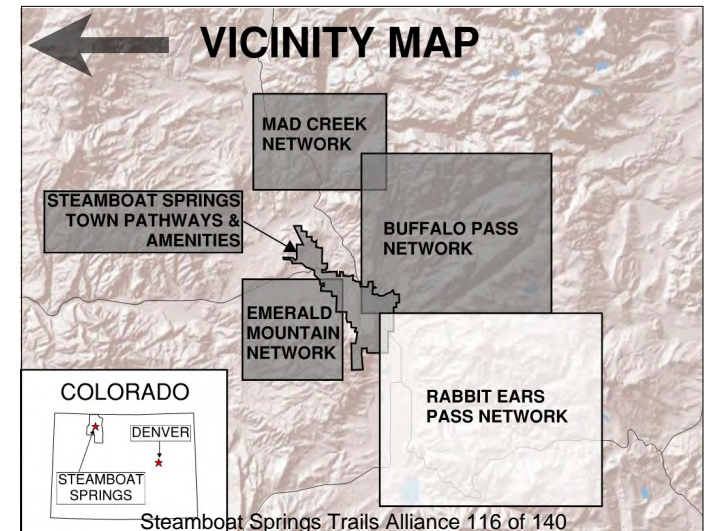
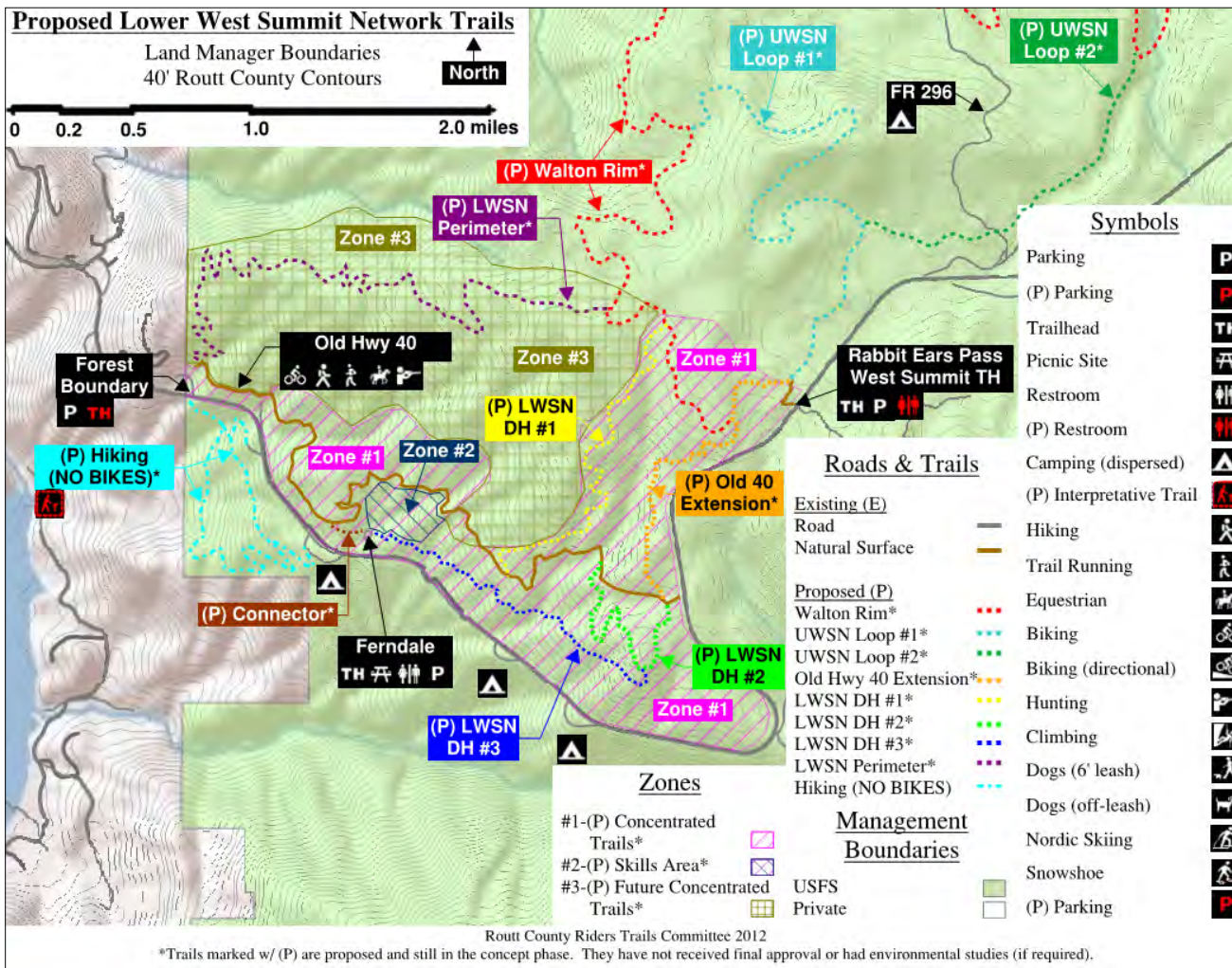
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: DIRECTIONAL TRAIL #3

**Project Description:** This 1.5 mile intermediate trail is a progressive flow trail. With dirt rollers, rhythm sections, jumps and berms from top to bottom, this trail is like riding a roller coaster on a bike. Wide and smooth, this trail can be ridden on almost any bike.



# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: DIRECTIONAL TRAIL #4

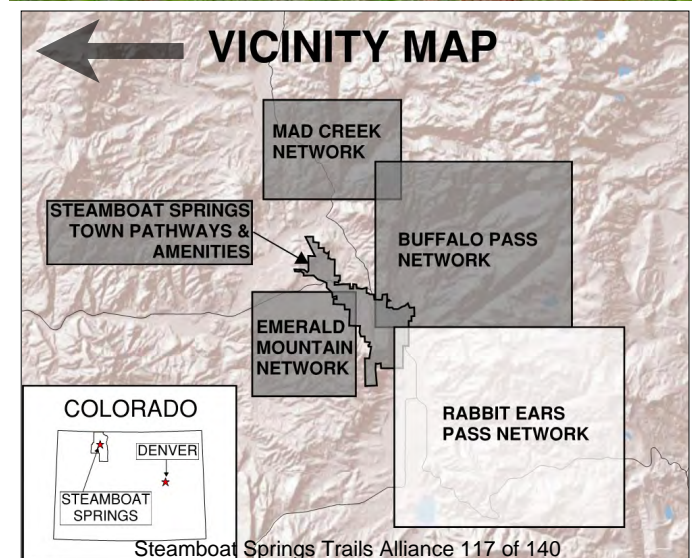
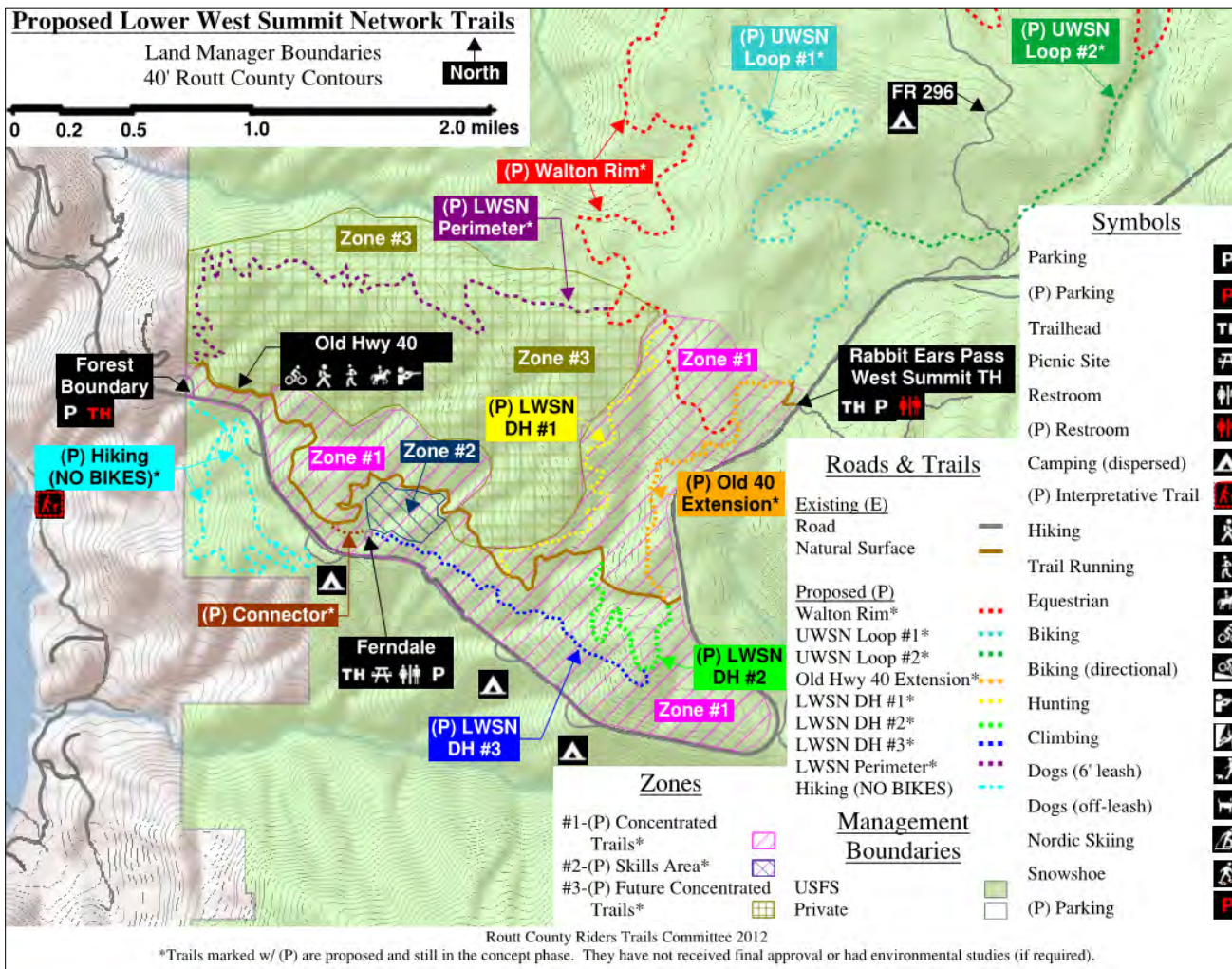
**Project Description:** This is the pro line, the trail that experts can push themselves on, and the trail where down-hillers can use their travel. The trail would be designed by walking through the woods to find and connect every rock feature and natural drop. Then technical trail features of wood and rock would be built in between the natural features for an adrenalin pumped ride from top to bottom.





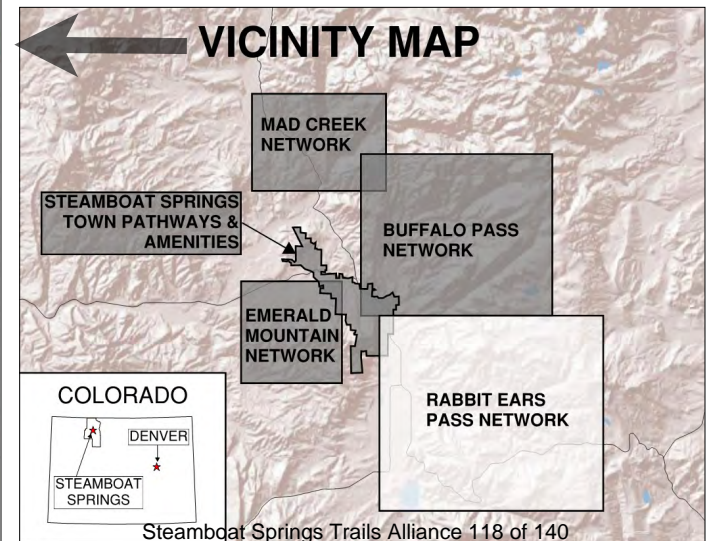
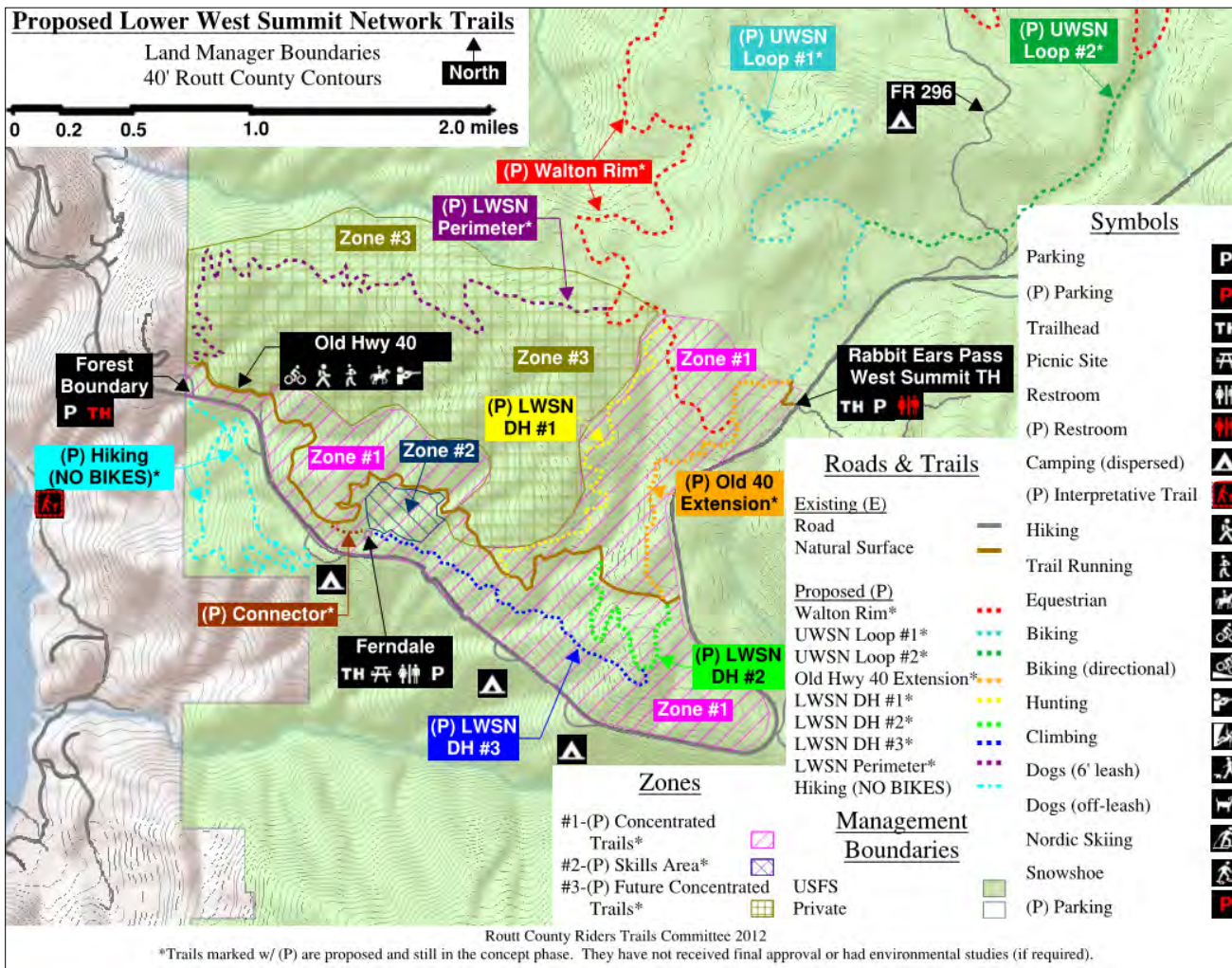
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: DIRECTIONAL TRAIL #1

**Project Description:** This is a purpose-built, directional, expert, mountain bike trail. Littered with jumps, berms, rollers, drops and wood features, this trail is 1.5 miles of adrenalin filled fun. This expert trail greatly reduces traffic on beginner and multi-use trails and therefore serves all trail users and improves everyone's trail experience.



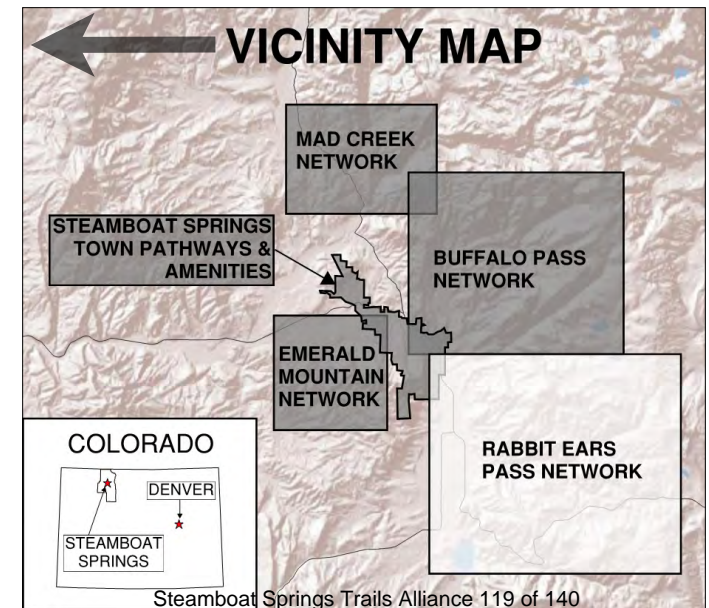
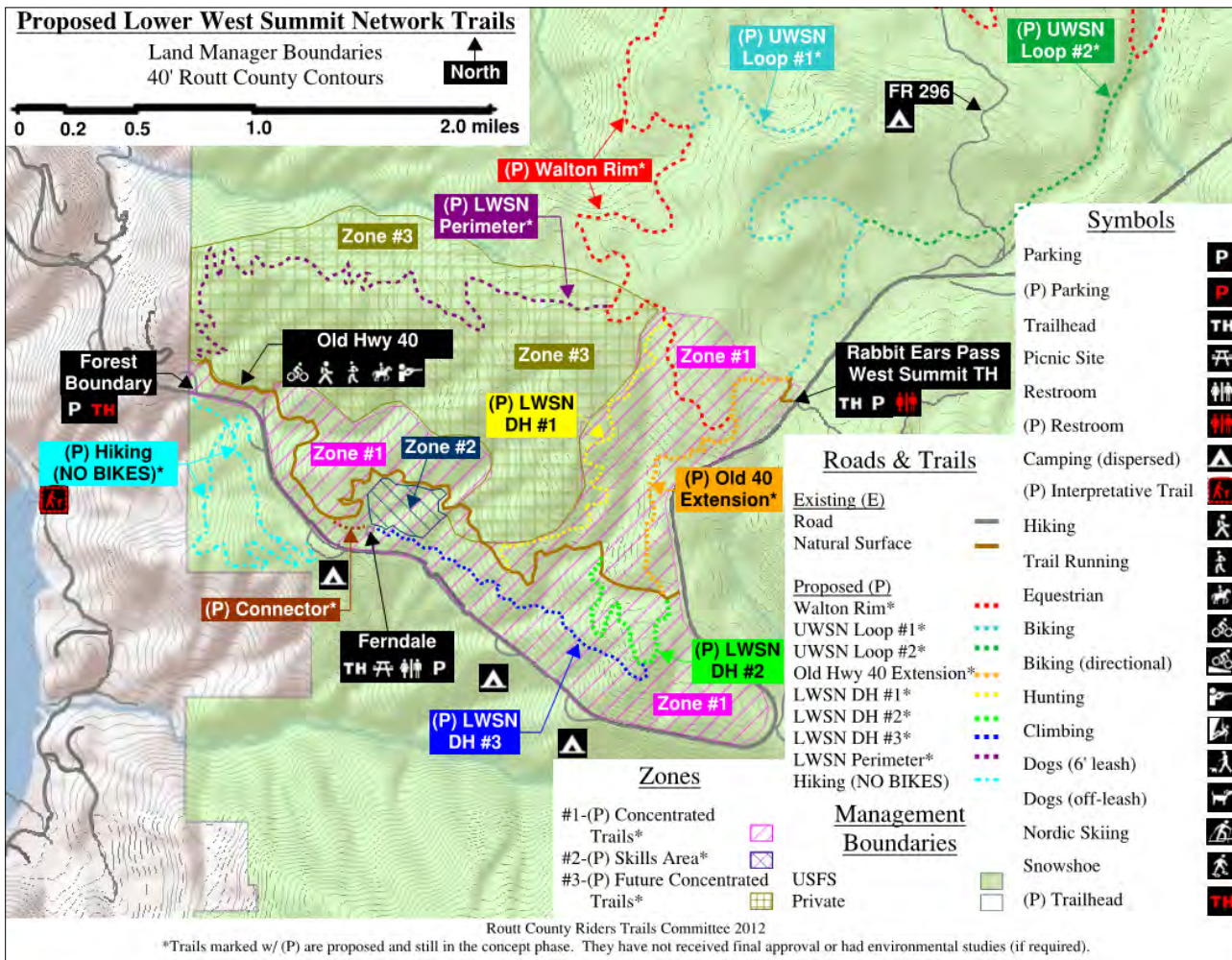
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: DIRECTIONAL TRAIL #2

**Project Description:** This short beginner trail turns off Old Highway 40 Trail and meanders through pines and aspens on a slight downhill slope before rejoining the entry level, Old Highway 40 Trail.



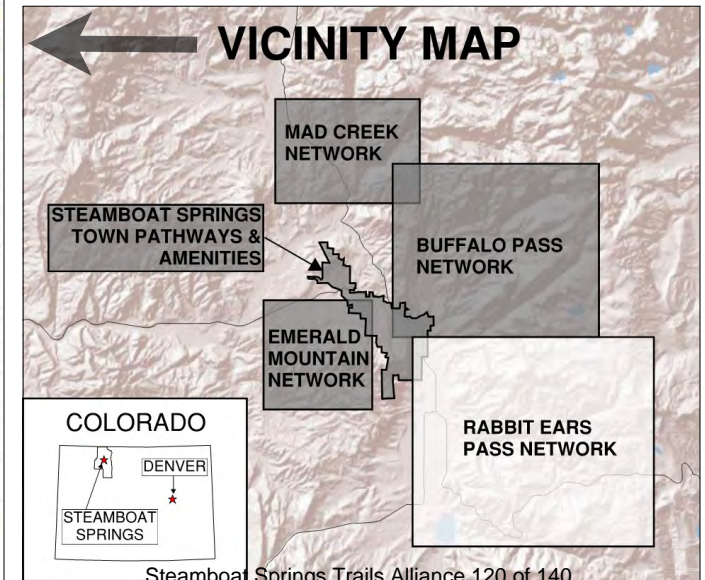
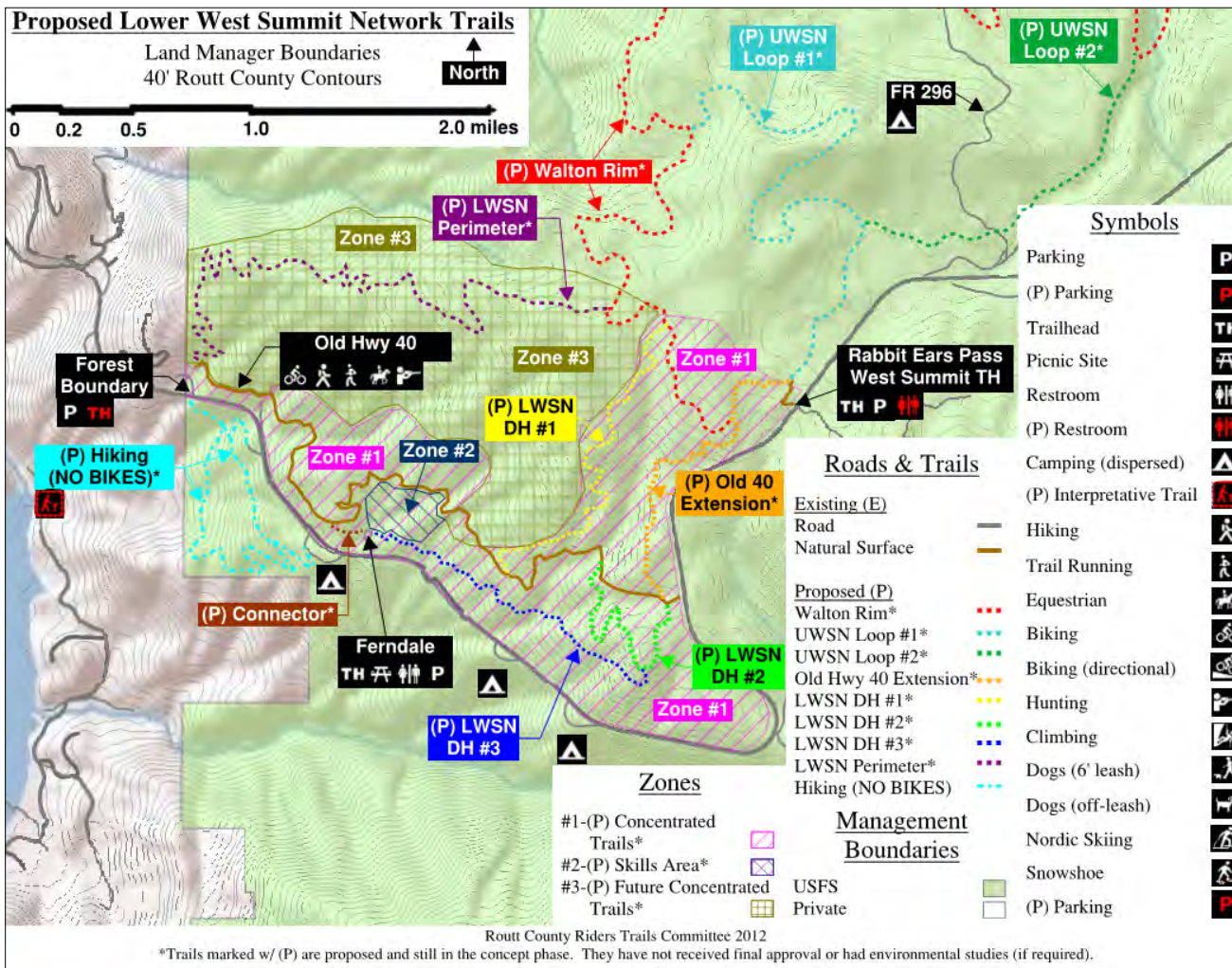
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: ZONE 2 (SKILLS AREA)

**Project Description:** Located above the Ferndale Picnic/Parking Area, this mountain bike riding zone features short skills trails that cater to a wide range of ability levels. With jumps and features that mimic those on the above directional trails, users have the option to learn and build skills in a concentrated and easily accessible area prior to riding the longer directional trails above.



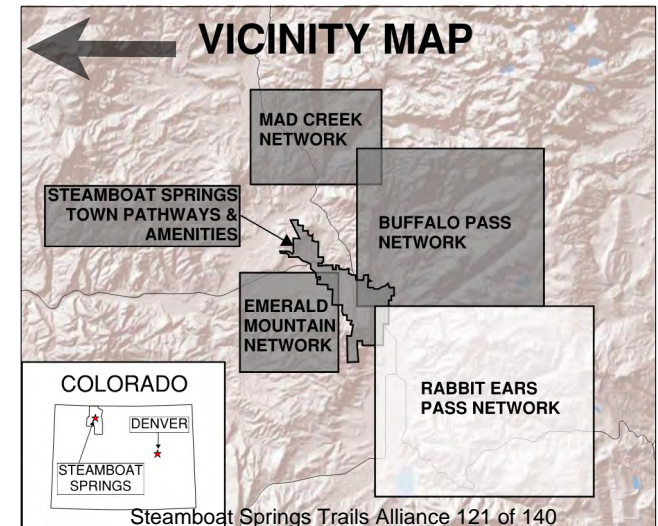
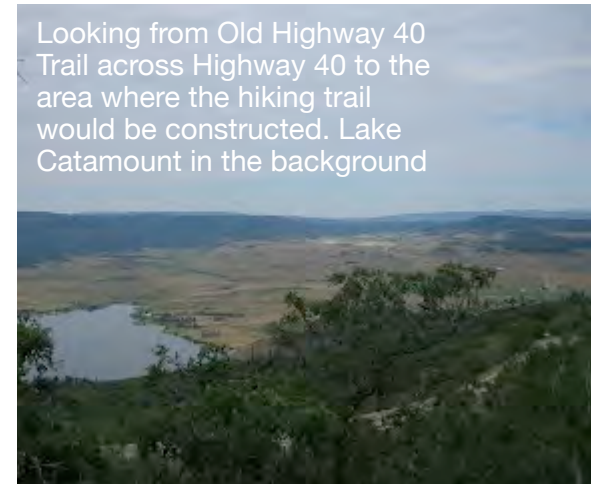
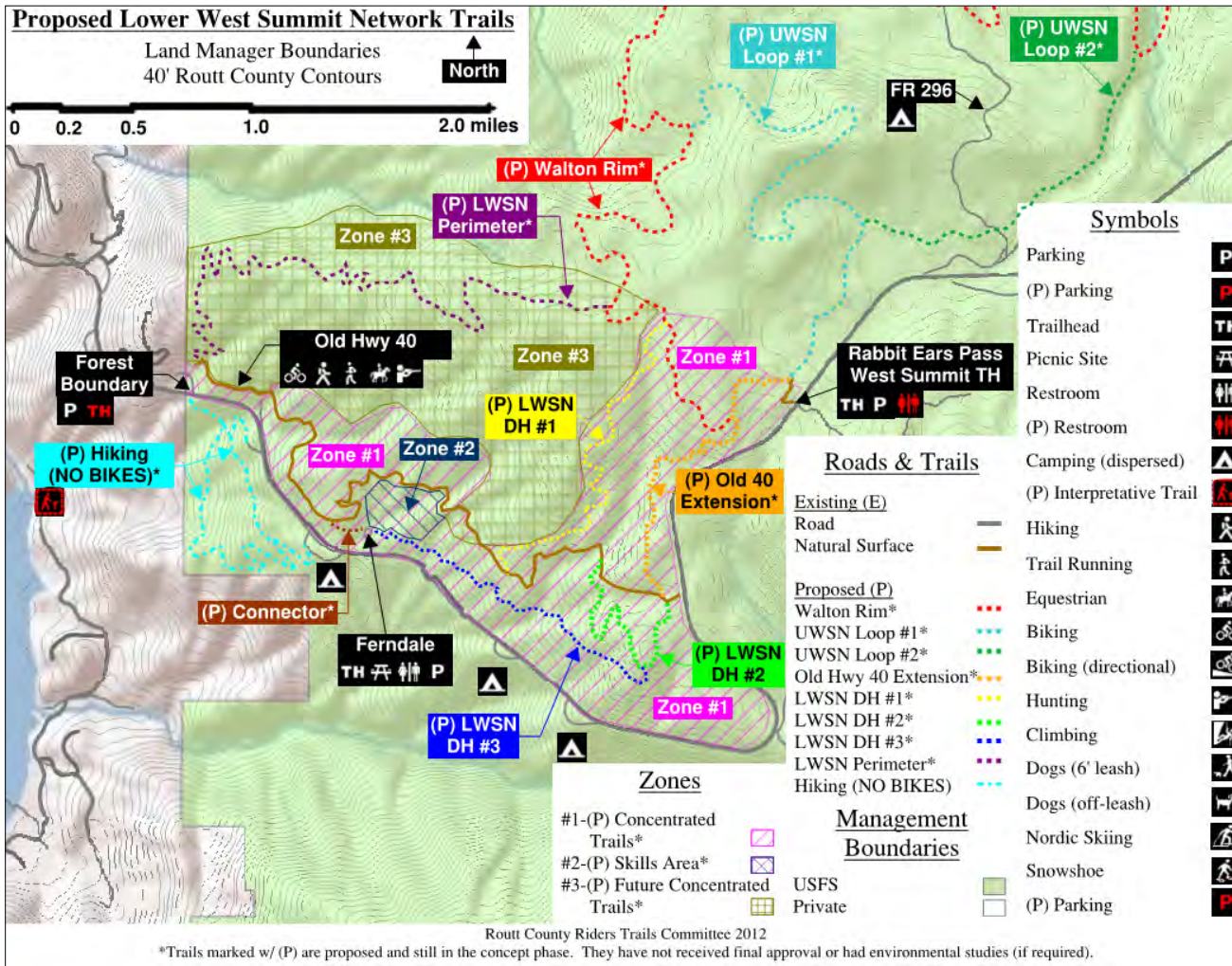
# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: ZONE #3 (POSSIBLE EXPANSION)

**Project Description:** This zone allows for future mountain bike expansion.



# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: HIKING ONLY TRAIL

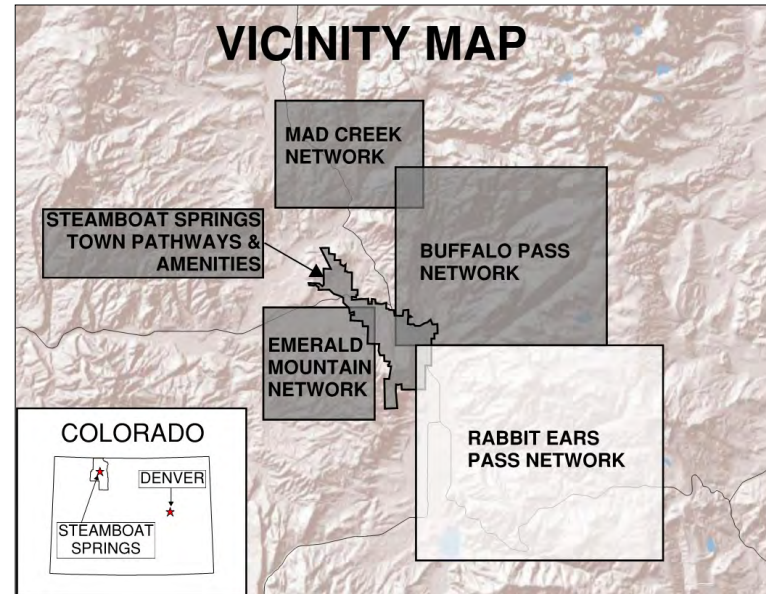
**Project Description:** A trail purpose-built for hiking (no bikes).



# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: FERNDALE AMENITIES

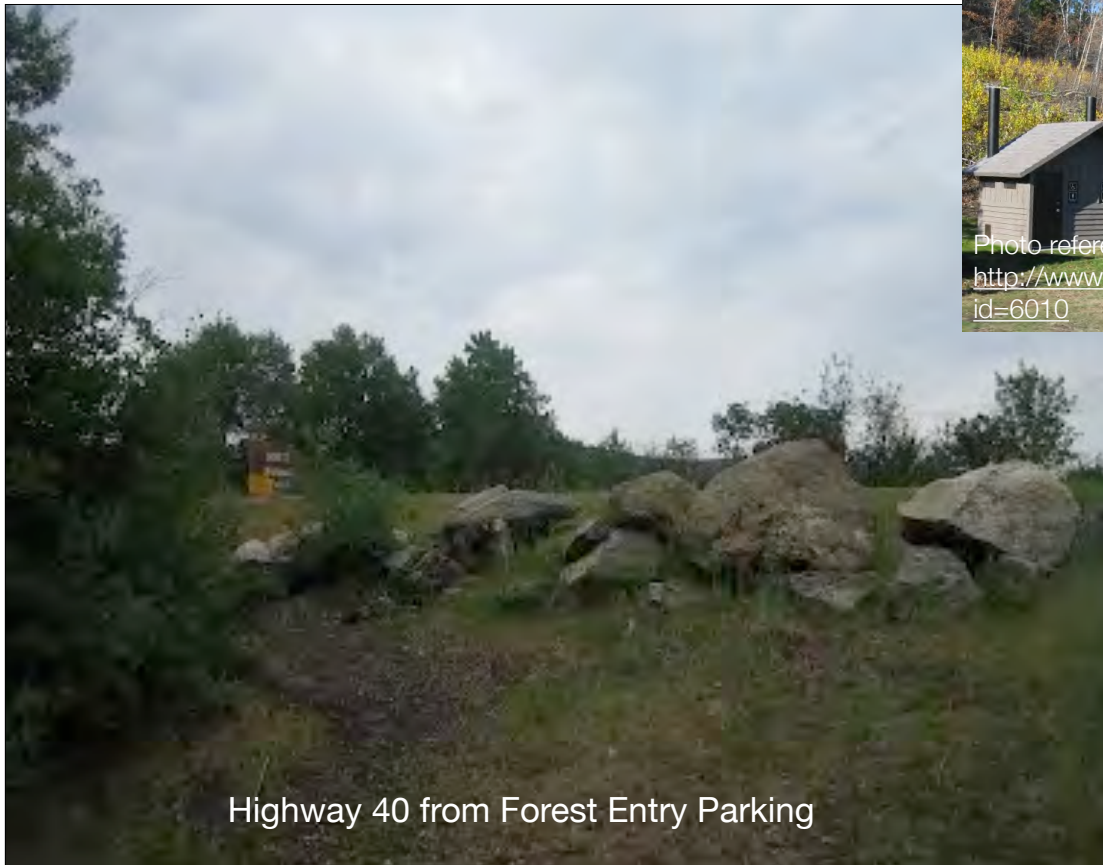
**Project Description:** This project includes increasing parking, improving restroom facilities and informational kiosks to enhance the user experience at the Ferndale Picnic/Parking Area on Highway 40/Rabbit Ears Pass.

Photos of existing facilities



# RABBIT EARS PASS: LOWER WEST SUMMIT NETWORK: FOREST ENTRY AMENITIES

**Project Description:** This project includes construction of restroom facilities for improved sanitation and information kiosks to enhance the user experience at the Routt National Forest Entry parking area on Highway 40 climbing east up Rabbit Ears Pass.



Highway 40 from Forest Entry Parking

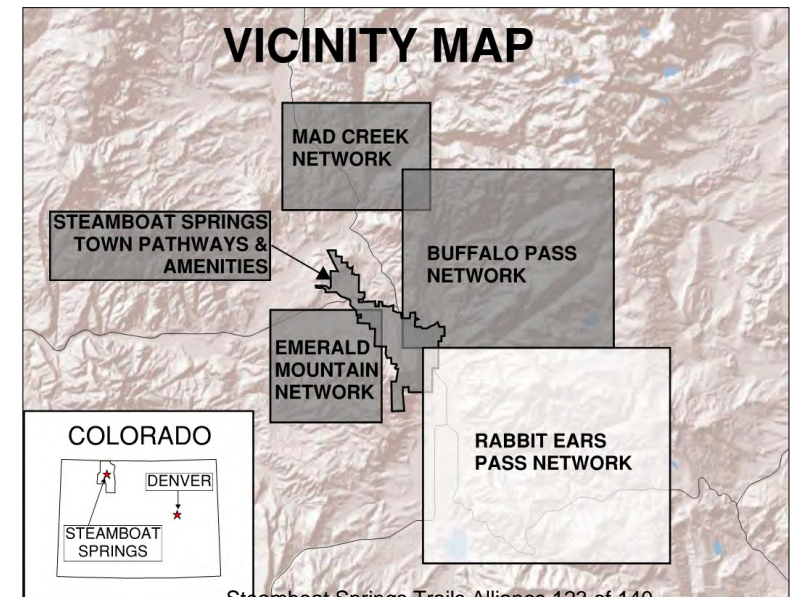


Photo reference  
<http://www.fs.fed.us/r9/ssrs/story?id=6010>



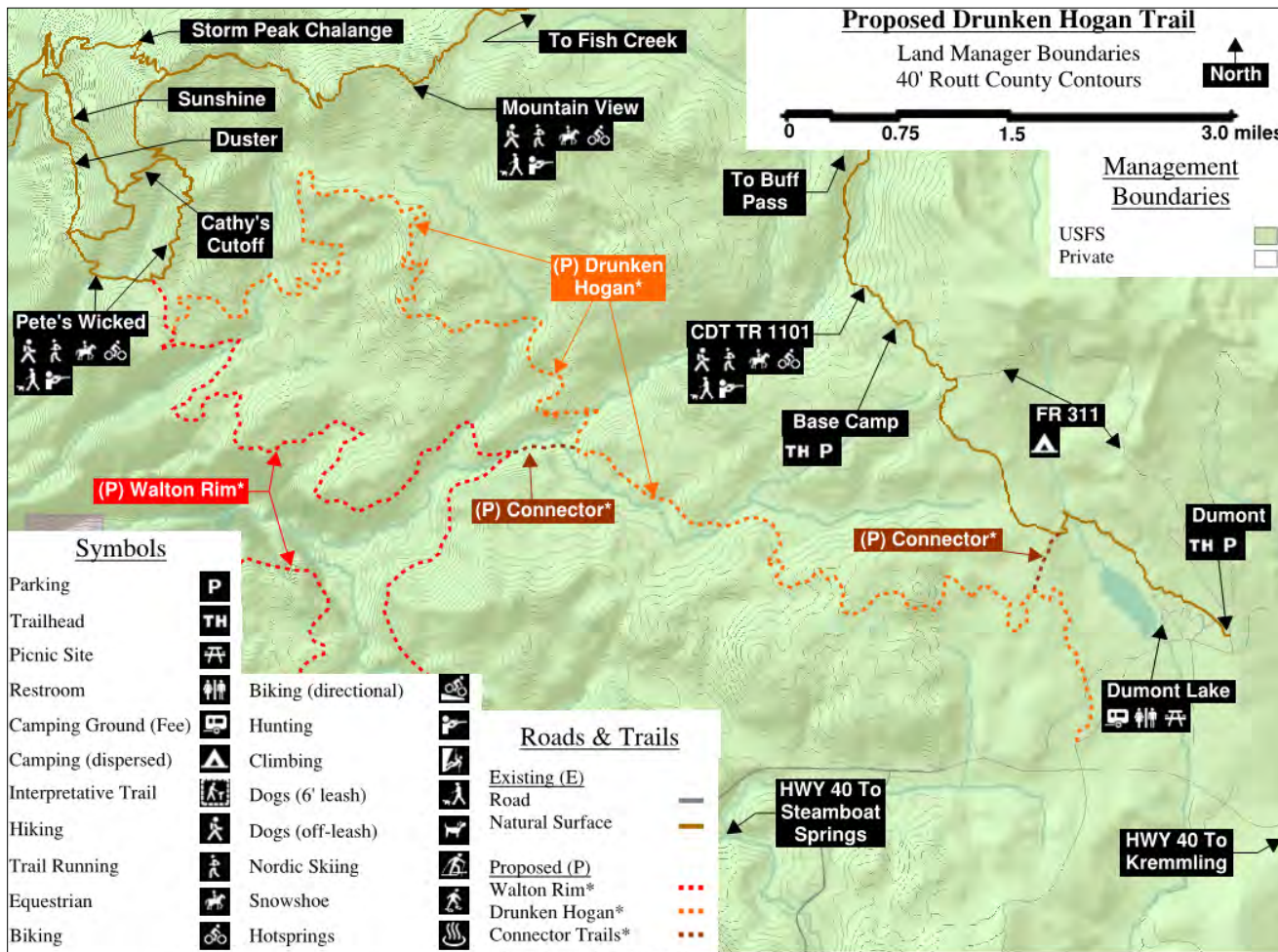
Photo reference  
<http://www.fs.fed.us/t-d/pubs/htmlpubs/em7100-15/page52.htm>

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



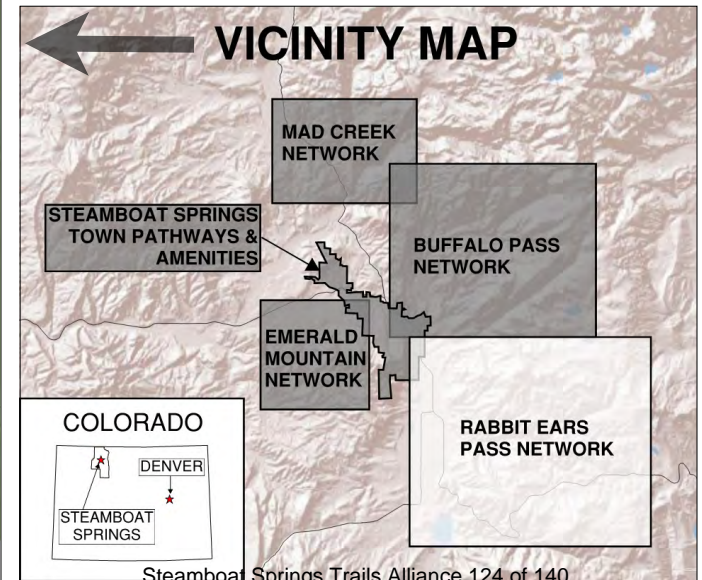
# RABBIT EARS PASS: DRUNKEN HOGAN TRAIL

**Project Description:** The primary purpose of the project is to provide an alternate route between the Steamboat Ski Area and the Dumont Lake Campground near Rabbit Ear Pass. This alternative will reduce pressure and resource damage on the popular Continental Divide Trail by dispersing users.



Routt County Riders Trails Committee 2012

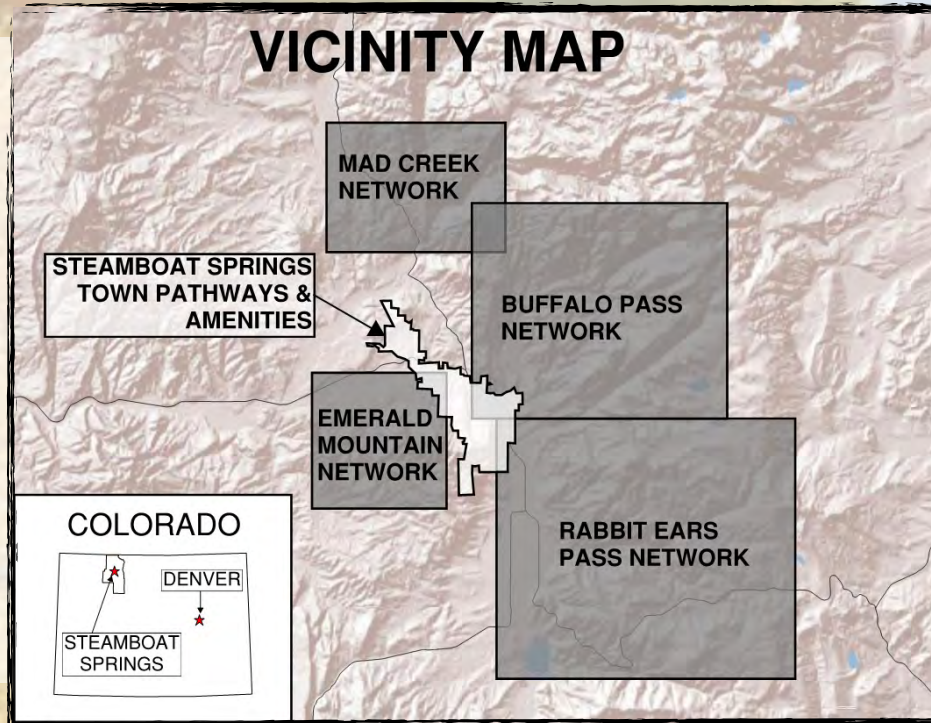
\*Trails marked w/ (P) are proposed and still in the concept phase. They have not received final approval or had environmental studies (if required).





PROJECT ZONE

# TOWN PATHWAYS & AMENITIES



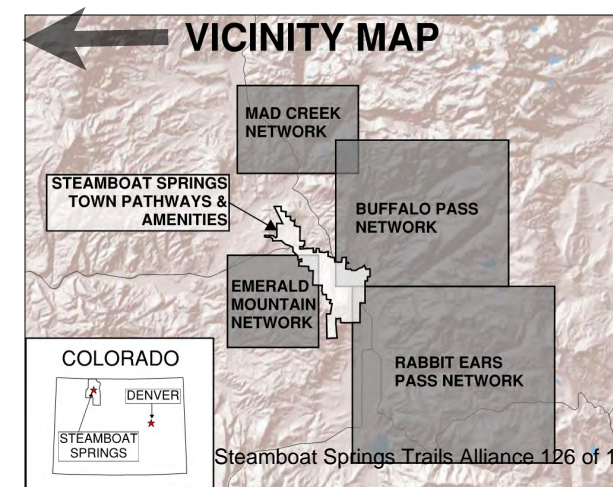
The community's in-town trail system offers a beautiful, family friendly, convenient central pathway through town with connections between commercial and residential areas as well as to trails at the Steamboat Ski Area and on Howelsen Hill/Emerald Mountain. As the in-town trail system was built to serve local residents, it has significant gaps when it comes to serving lodging properties and visitors. This project addresses visitor access to the in-town trail system, safety, and in-town cycling by constructing trail connections needed to connect lodging properties to existing biking trails and to increase safety at major trail and road intersections.

## TOWN PATHWAYS & AMENITIES PROJECTS:

**CORE TRAIL SOUTH: LEGACY RANCH, CORE TRAIL: WEST BEAR RIVER PARK, CORE TRAIL NORTH: STRAWBERRY PARK, CORE TRAIL CONNECTION: 12 ST. @ LITTLE TOOTS PARK, LODGING CONNECTION: WALTON CREEK, LODGING CONNECTION: MT. TO CORE TRAIL, LODGING CONNECTION: WHISTLER AREA, EMERALD AMENITIES: BLACKMER DR., STEHLEY PARK: BEGINNER PUMP TRACK, ENHANCED CROSSING: TO SPRING CREEK @ AMETHYST DR., ENHANCED CROSSING: TO BUTCHER KNIFE @ EAST MAPLE ST., ENHANCED CROSSING: CORE TRAIL @ 5TH ST., ENHANCED CROSSING: LODGING CONNECTION AT MT. WERNER CR., ENHANCED CROSSING: CORE TRAIL @ MT. WERNER RD.**

# TOWN PATHWAYS AND AMENITIES: CORE TRAIL SOUTH: LEGACY RANCH

**Project Description:** An attractive Southern terminus of the Yampa River Core Trail is a much needed amenity for tourist and residents of Steamboat Springs, Colorado. At present, the Core Trail and linking trails provide more than 35 miles of hard surface trail; many of those miles also include a parallel soft surface trail for mountain biking, jogging, and snowshoeing. The Core Trail connects to over 18 miles of public single track trails on Emerald Mountain and a gated gravel road that extends to near the top of Emerald Mountain; these trails connect to BLM trails on the backside of Emerald Mountain. It also links directly to the Steamboat Ski and Resort Corporation's 25-mile network of trails, which provides linkage to Forest Service Trails and the Continental Divide Trail. In the future, it will make up part of the 200-mile Yampa River Trail, extending from the Flattops Wilderness Area in Routt County to Dinosaur National Monument in Moffat County. *Continued on next page...*



## TOWN PATHWAYS AND AMENITIES: CORE TRAIL SOUTH: LEGACY RANCH

**Project Description Continued:** Trail surveys conducted in past years during spring, summer, and fall months indicate that as a whole, a minimum of 1,000 people utilize the core trail on any given day, with significantly higher use on weekends and holidays. Multiple trail users, trail user groups, community groups and businesses have a real interest in the trail. The community's mobility-impaired population makes extensive use of the Yampa River Core Trail, and several tourist-oriented athletic and cultural events, such as the annual pentathlon and Art in the Park, make use of the trail. Multiple use of the non-motorized trail is harmonious and there doesn't seem to be any particular trail user group issues or conflicts associated with it. A city-wide transportation survey noted that expanding the urban trail system gets strong to moderate support from 92% of local citizens.

At present, the southern reach of the Core Trail dead ends at Dougherty Lane, providing users an unrewarding turnaround point that is not visually pleasing, nor does it provide a glimpse into our area's pristine natural environment or historic heritage. Through his proposal, an attractive loop around the Legacy Ranch Hay Meadow would become the southern terminus of the trail, allowing trail users to visit a working ranch with open space preserved by a conservation easement, before heading back north.

In addition to providing for a recreational experience in a scenic working landscape, the trail extension will increase bird and wildlife watching viewing opportunities and create better access to many well-known and loved tourist attractions including the Yampa River both at the Chuck Lewis State Wildlife Area and beyond, providing additional opportunities for wildlife watching and fishing. It will link bicyclists more safely to River Road, a popular route for road bikers. It will provide safe access to the Haymaker Golf Course and Yampatika's Environmental Learning Center at Legacy Ranch, two popular City-owned assets. Currently, pedestrians and bikers wishing to visit these places are forced to utilize our main regional highway, Highway 40, to travel between town and the southern terminus of the trail. Safety concerns regarding the mix of vehicles, bikes, and pedestrians on the shoulder of Highway 40 has led to the high prioritization of this project. Colorado Department of Transportation studies show that Highway 40 is extremely busy and is near or at capacity in this area. Safety concerns over the mixed use of Highway 40 by vehicles and pedestrians in this developing area of our community has prioritized the need for this trail extension.

The Core Trail passes through historic and recreation sites, including ski jumping, rodeo, and hot springs spas. The Trail links local cultural and recreational amenities including the Steamboat Springs Art Depot/Visual Arts Center, the Werner Memorial Library, the Community Center, Howelsen Hill Park, Steamboat Springs Health and Recreation Association Swimming Pools, Emerald Youth Park, Weiss Park, Snake Island, and other valuable open space areas along the River Corridor, including Legacy project open space lands.

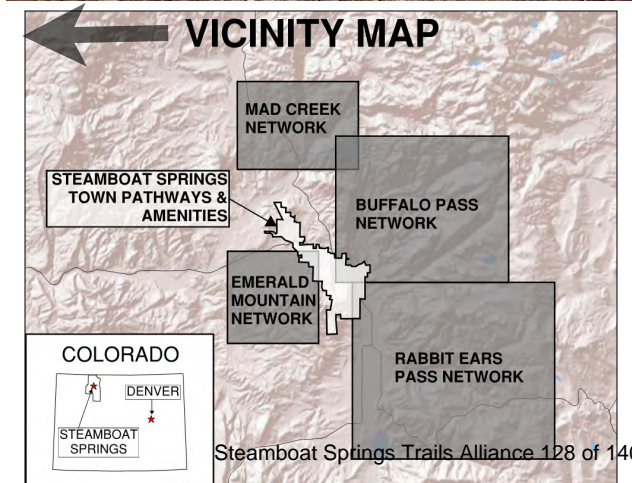
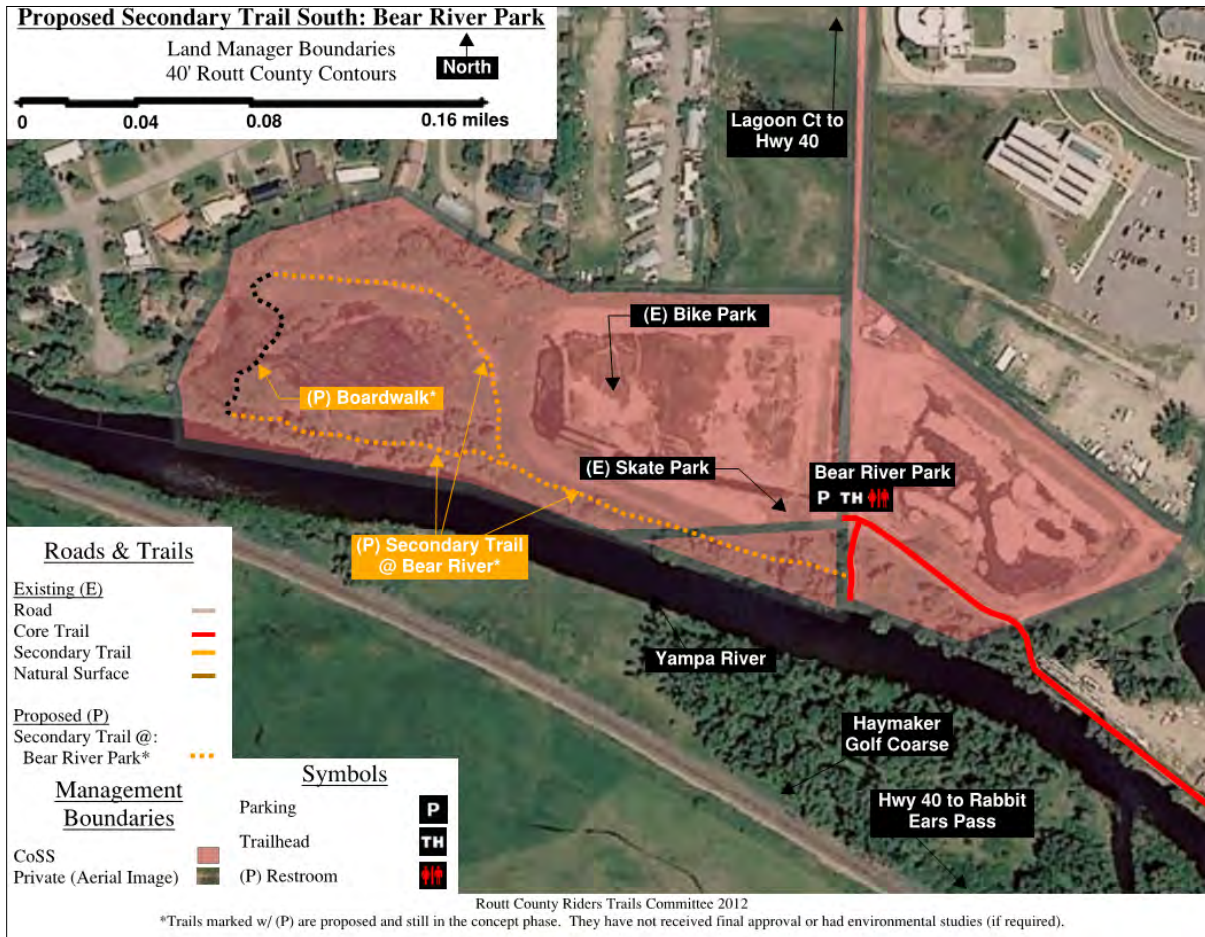
This project will extend the Core Trail approximately two miles to the south. Fencing will be installed around environmentally sensitive areas and a formal hard surface trail will be constructed providing for new, safe, access to an area that is heavily used for both pedestrian and bicycle commuting and recreational purposes. Project components include routing the trail on in-fill areas devoid of critical or valuable habitat or wildlife and away from potential nesting areas, fencing off sensitive environmental areas, trail and river bank stabilization, weed control and revegetation of disturbed areas with native vegetation. The project will mitigate negative impacts through directing recreational use within the corridor to the trail and away from sensitive areas using signage and fencing, establishing specific river access areas for boaters and fishermen, and creation of conservation areas, as needed, to protect sensitive vegetation and wildlife.

The hard surface portion of the trail is suitable for wheelchairs, strollers, bicycling, walking, skateboarding, roller skating/blading, and other non-motorized activities. Year round use is possible since the trails are cleared of snow and are not muddy. The adjacent soft surface trail is appropriate for runners, hikers, anglers, equestrians, cross-country skiers, mountain bikers, and snowshoers. In winter, the 4 foot wide soft surface trail is left unplowed for cross-country skiers and snowshoers. Trail users will experience multiple benefits from this project, including 1) Connecting users in South Steamboat to already developed segments of urban trail in Steamboat Springs; 2) Increasing commuter safety between South Steamboat and the community; 3) Providing additional recreational trail opportunities; 4) Providing public access to the Yampa River in an environmentally sensitive manner; 5) Providing watchable wildlife opportunities to the public. The entire Core Trail is a beginner trail that meets all standards for barrier-free accessibility, is designed to ensure full accessibility for all ability levels, addresses the needs of the physically challenged, and provides for the broadest possible use by all residents and visitors.

# TOWN PATHWAYS AND AMENITIES: CORE TRAIL WEST: BEAR RIVER PARK

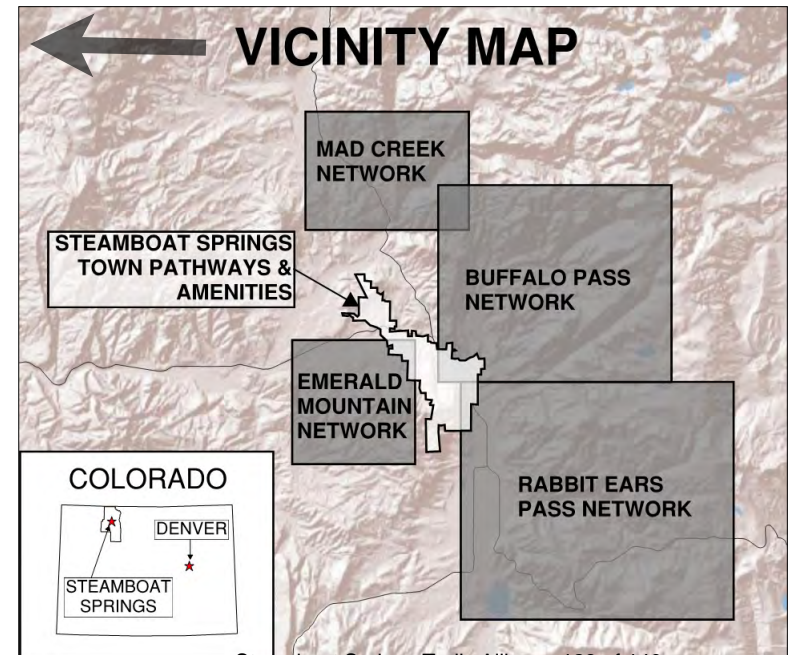
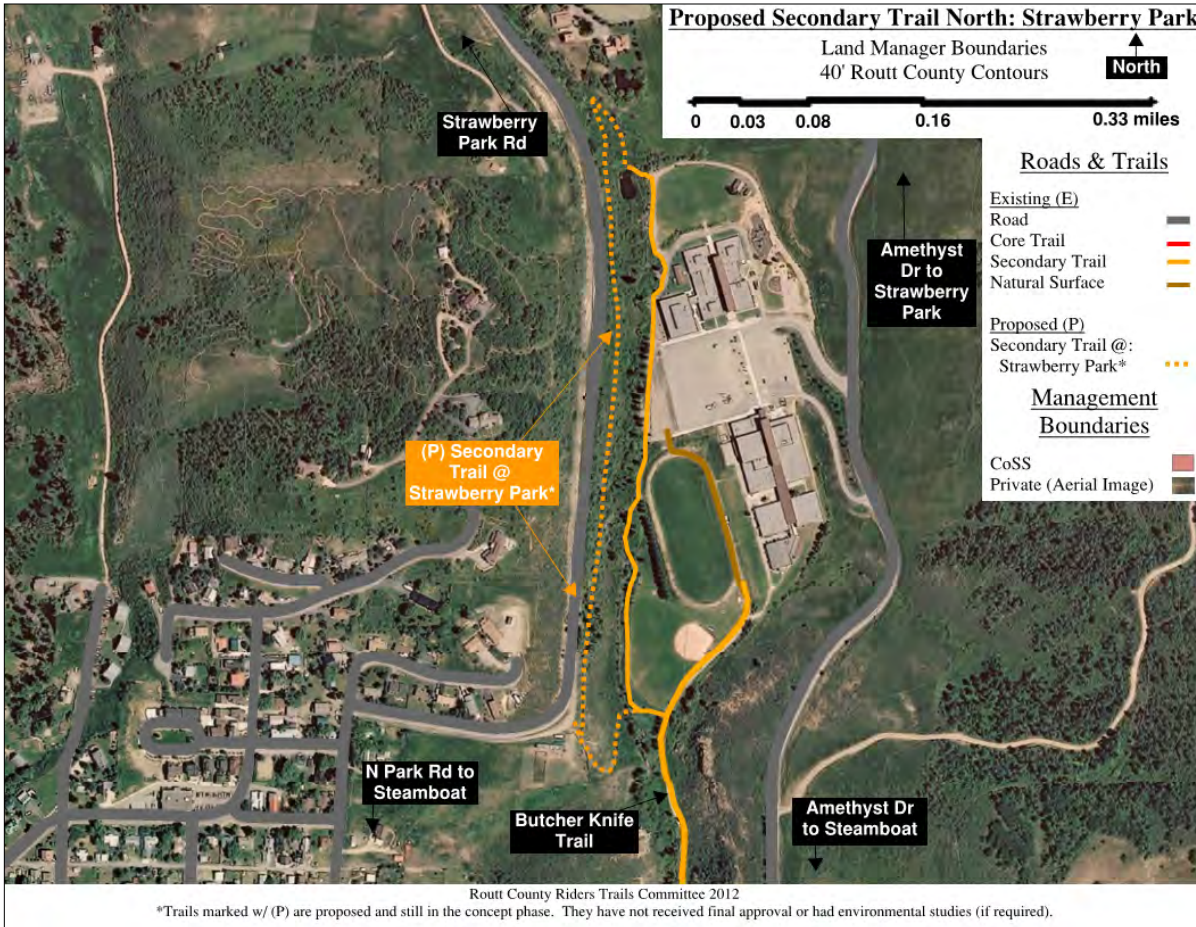
**Project Description:** This project provides a loop destination at the west end of the Core Trail until easements can be obtained to continue the Core Trail further west. A nature walk style trail including a boardwalk would provide an alternate activity for family members while others are utilizing the existing Skateboard & Bike Parks at Bear River Park.

At approximately 0.4 miles (including approximately 0.05 miles of boardwalk) in length and an average grade of approximately 3%, this trail provides an excellent loop with views of the Yampa River, Steamboat Ski Area & wetlands.



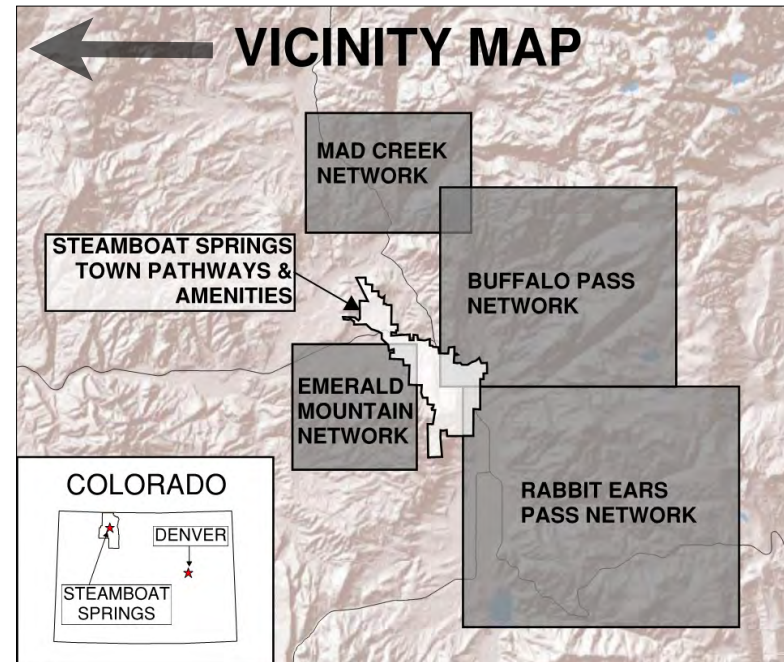
# TOWN PATHWAYS AND AMENITIES: CORE TRAIL NORTH: STRAWBERRY PARK

**Project Description:** This project provides a loop destination at the north end of Butcher Knife trail. Butcher Knife trail is a well used secondary gravel trail that parallels Butcher Knife Creek and currently dead ends just past the schools. By creating a loop on an old irrigation ditch on the hillside above the school, trail users will have a clear destination on an excellent beginner trail that originates downtown near Old Town Hot Springs and the Rabbit Ears Motel. At approximately 0.5 miles in length and an average grade of approximately 3%, this trail provides an excellent beginner loop with views back toward town that complement the existing trail which parallels Butcher Knife Creek.



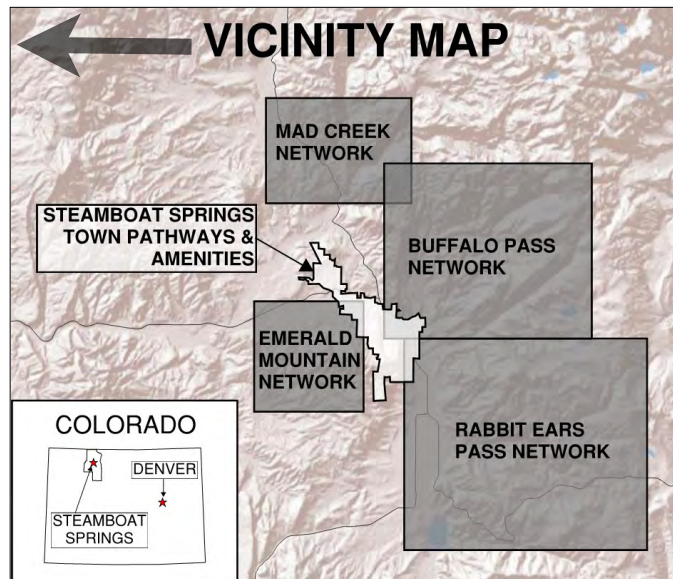
# TOWN PATHWAYS AND AMENITIES: CORE TRAIL CONNECTION: 12th St. @ Little Toots Park

**Project Description:** Construction of a paved sidewalk as identified in the City of Steamboat Springs Sidewalks Master Plan, along the southern border of Little Toots Park from Lincoln Ave. to the Core Trail, which will enhance visitor experience by providing a safe and easily navigable spur from the recreational opportunities along the Core Trail and Little Toots Park to downtown.



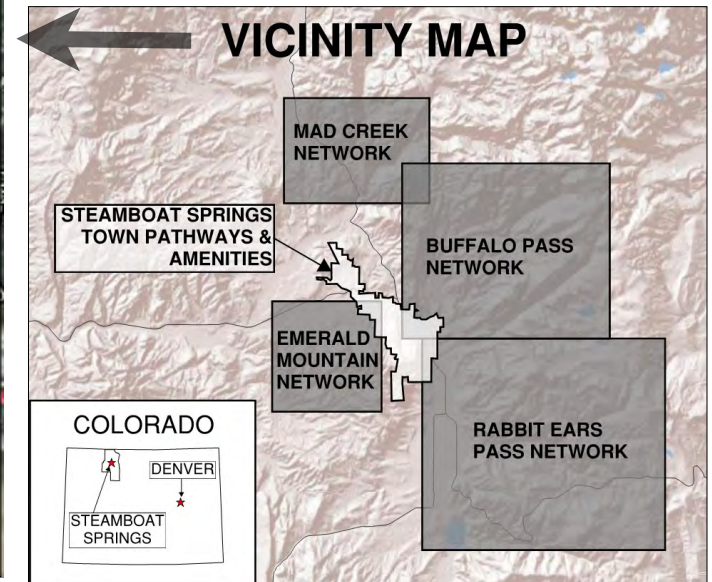
# TOWN PATHWAYS AND AMENITIES: LODGING CONNECTION: WALTON CREEK

**Project Description:** We propose the construction of a paved pathway paralleling US 40 (east side) from its southern terminus at the Fairfield Inn & Suites connecting to the Holiday Inn, La Quinta, and ending at a pedestrian bridge over Walton Creek at its northern terminus. With these improvements visitors will no longer have to compromise their safety by riding or walking along the heavily trafficked US 40 to connect to city trails. After crossing the proposed Walton Creek bridge, users will have the option to either connect to the existing Walton Creek underpass, linking to the Walton Creek Trail or Core Trail, or cross at the lighted intersection of US 40 and Walton Creek Road. On the western side of US 40 we propose the construction of a detached sidewalk from Dougherty Road to Walton Creek, which will provide access to the Core Trail from residential and lodging properties alike. These improvements will provide visitors with a seamless corridor via paved multi use pathways to access different recreational opportunities and amenities on the mountain and downtown.



# TOWN PATHWAYS AND AMENITIES: LODGING CONNECTION: MT. to CORE TRAIL

**Project Description:** Add underpass, or alternative connection from Mountain Area to Core Trail at US 40 between Anglers Drive and Pine Grove Road.

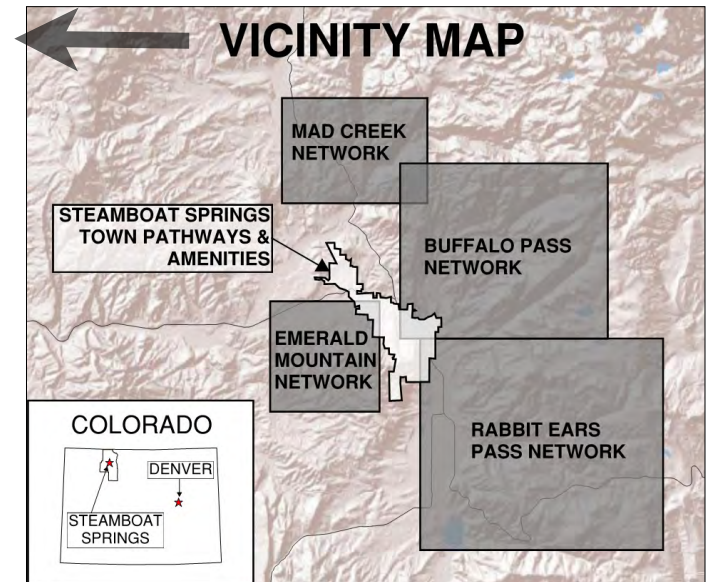
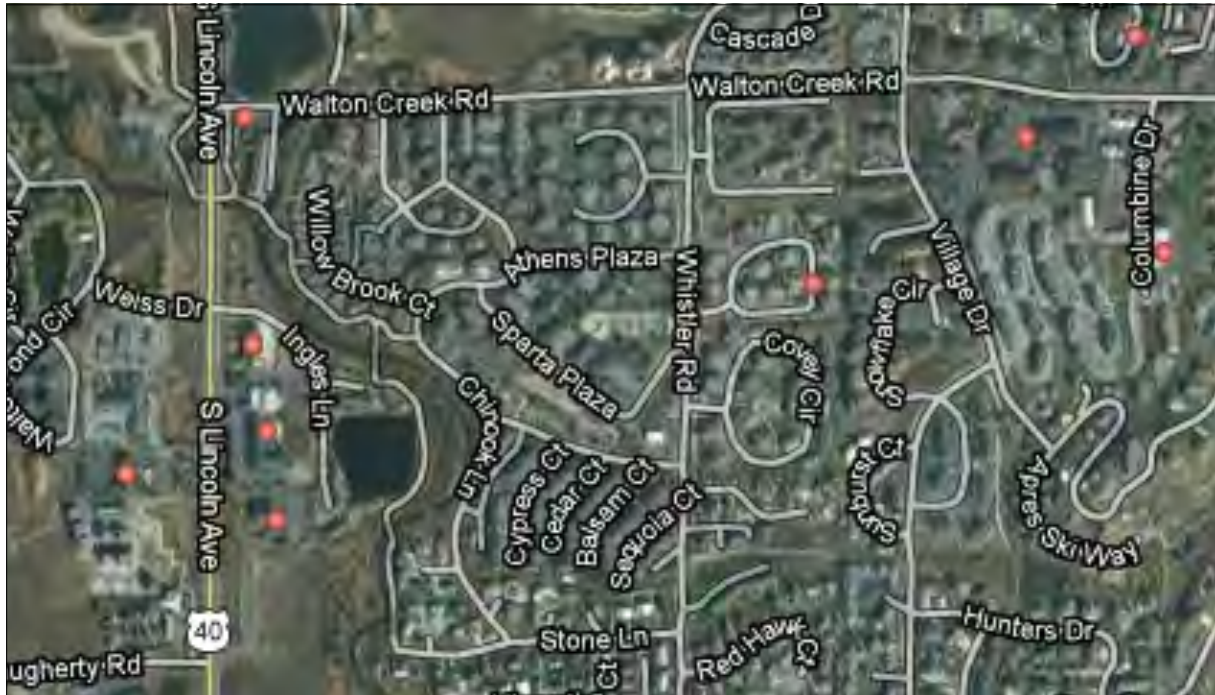




PROPOSED PROJECT

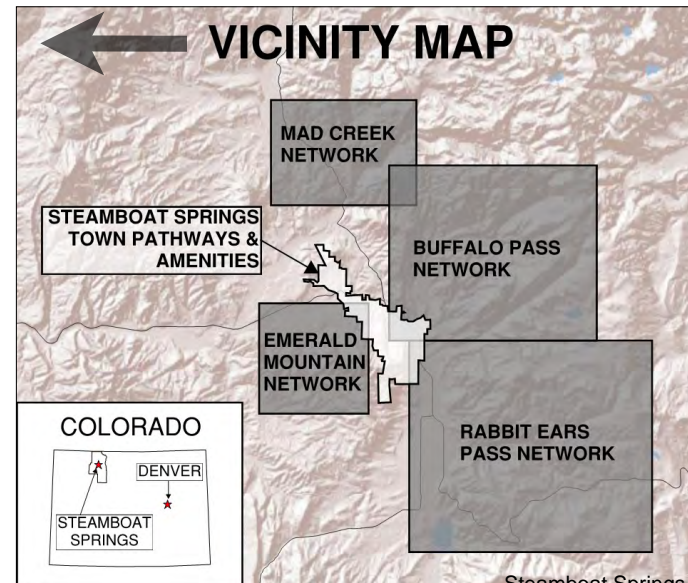
# TOWN PATHWAYS AND AMENITIES: LODGING CONNECTION: WHISTLER AREA

**Project Description:** Connect missing links from south lodging areas to Mountain.



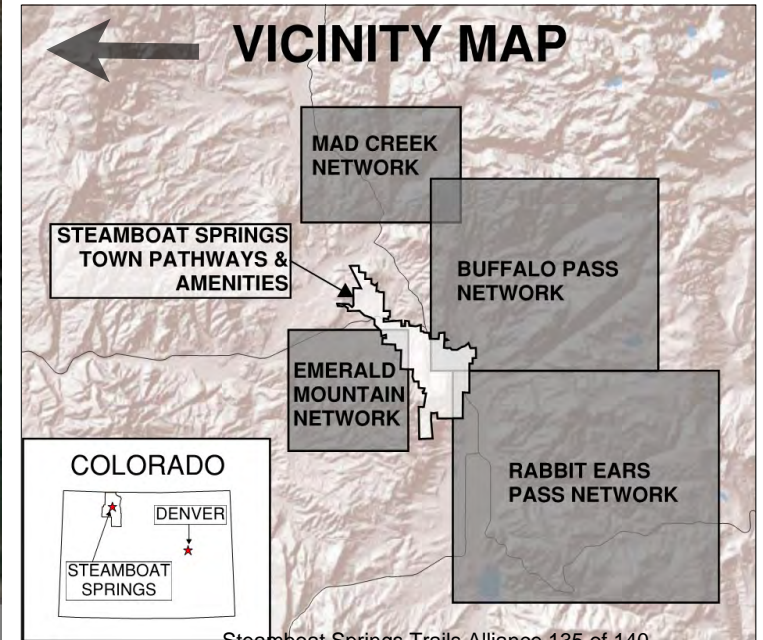
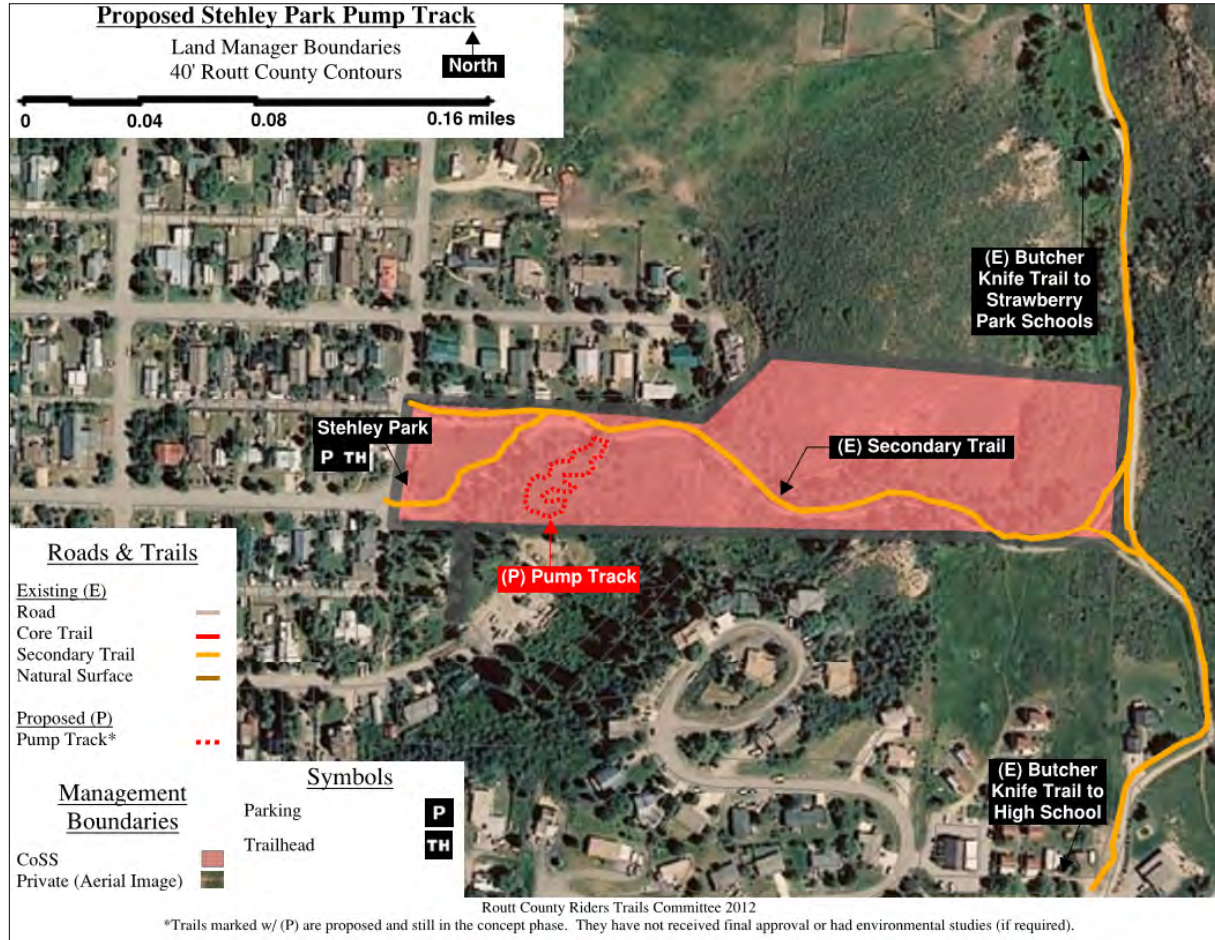
# TOWN PATHWAYS AND AMENITIES: EMERALD AMENITIES: BLACKMER DR.

**Project Description:** Currently, Emerald Mountain is accessible via three trailheads: The Stables at the Rodeo Grounds, Mile Run (adjacent to Howelsen Lodge), and Blackmer Drive. Both the Rodeo Grounds and Mile Run provide adequate parking for visitors, however these routes are limiting to families and beginner riders due to the steep grade of the trails. In contrast, Blackmer drive provides much easier access up Emerald's trail network. However, the current on-street parking situation on Fairview Street at the Blackmer trailhead limits opportunities for visitors and creates a congested bottleneck for the Fairview neighborhood. We propose construction of trailhead amenities at the junction of Blackmer Drive, Routt Stree and Fairview Drive. With two angled paved parking lots, new restroom, and a bike washing station this project will help alleviate resource damage and will enhance user experience.



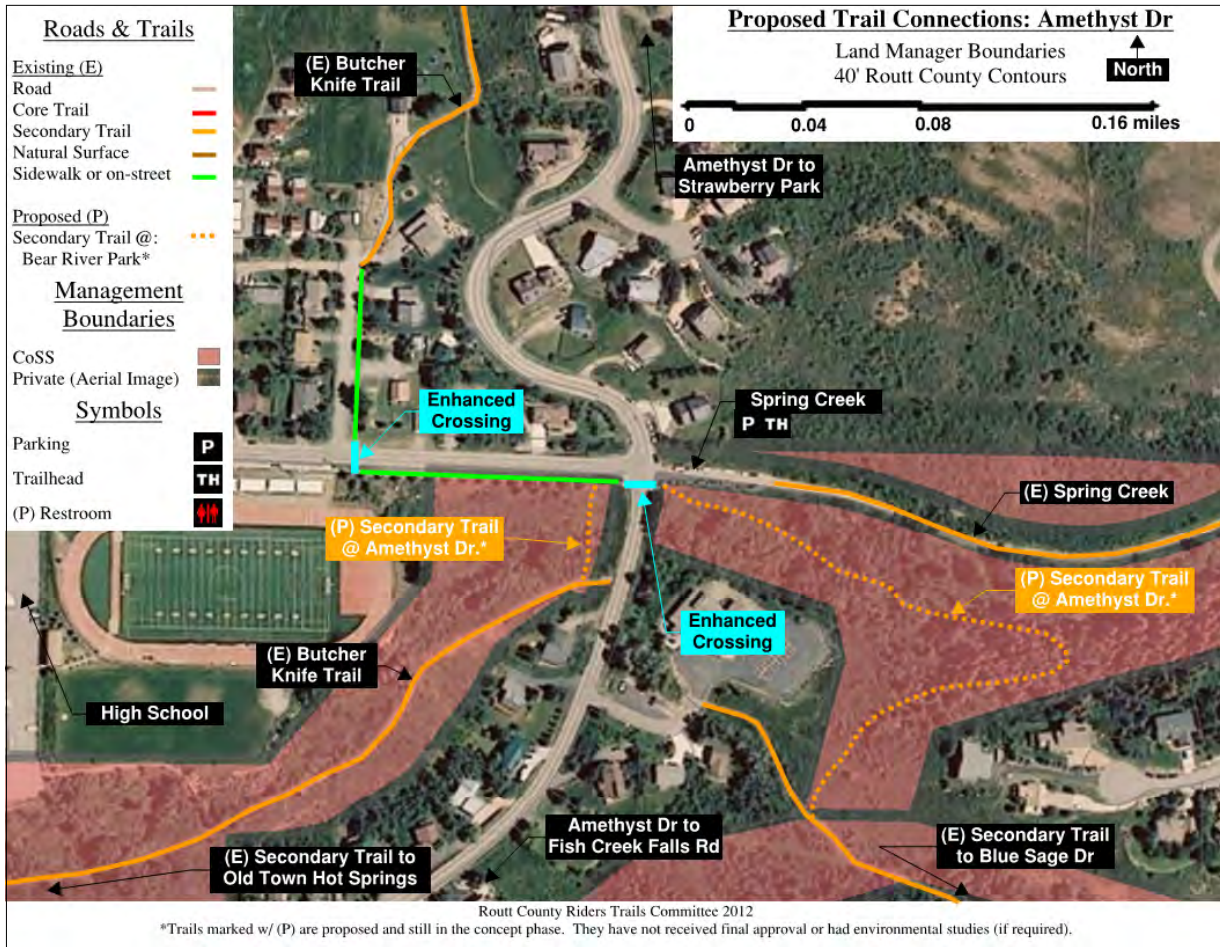
# TOWN PATHWAYS AND AMENITIES: STEHLEY PARK: BEGINNER PUMP TRACK

**Project Description:** This purpose-built pump track is designed to allow riders to cruise the entire course without pedaling, relying instead on pumping up and down the slopes to take advantage of gravity and momentum. This beginner friendly course is the ideal learning environment for children and families and can be ridden on strider bikes to full suspension mountain bikes.



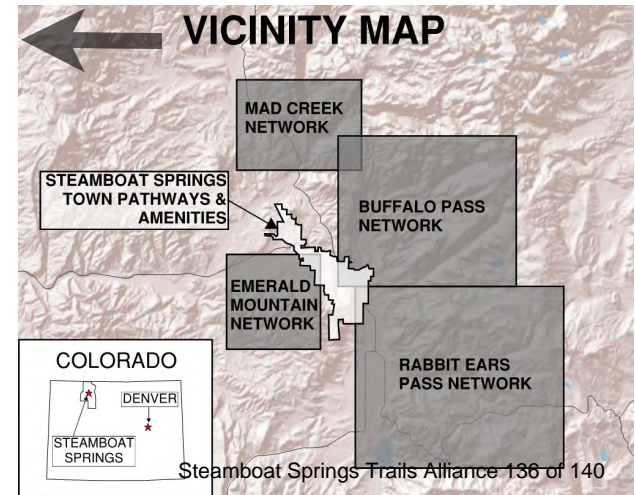
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: TO SPRING CREEK @ AMETHYST DR.

**Project Description:** This project increases user safety and wayfinding at an important trail hub at Amethyst Drive. Specifically, this project will increase visual awareness of pedestrian crossings at an important connection between the City of Steamboat Springs Pathway system and the backcountry trails system. Additionally this also will provide a key "Safe Routes to School" connection.



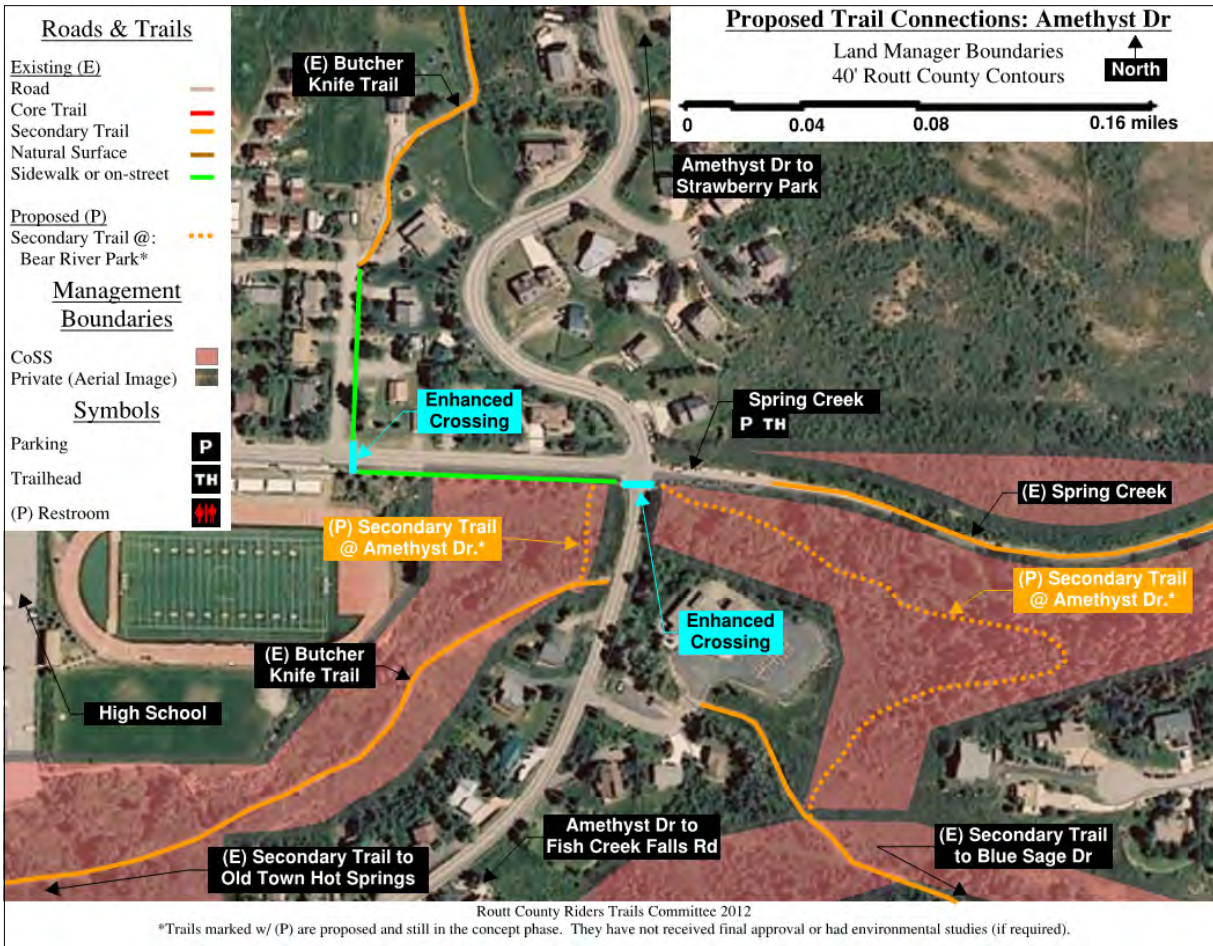
Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



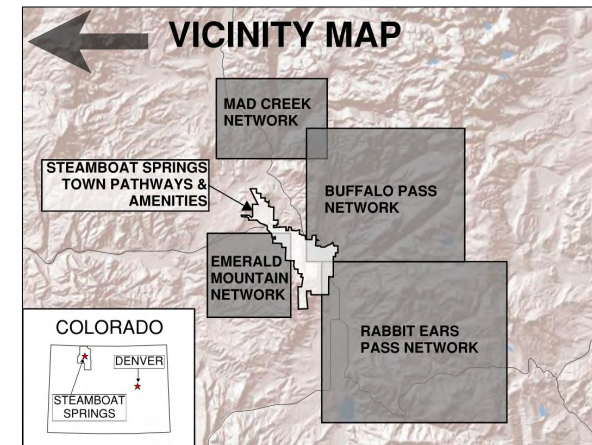
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: TO BUTCHER KNIFE @ EAST MAPPLE ST.

**Project Description:** This project increases user safety and wayfinding for trail users crossing East Maple Street. Specifically, this project will increase visual awareness of pedestrian crossings at an important connection between the City of Steamboat Springs Pathway system and the backcountry trails system. Additionally this also will provide a key "Safe Routes to School" connection.



Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



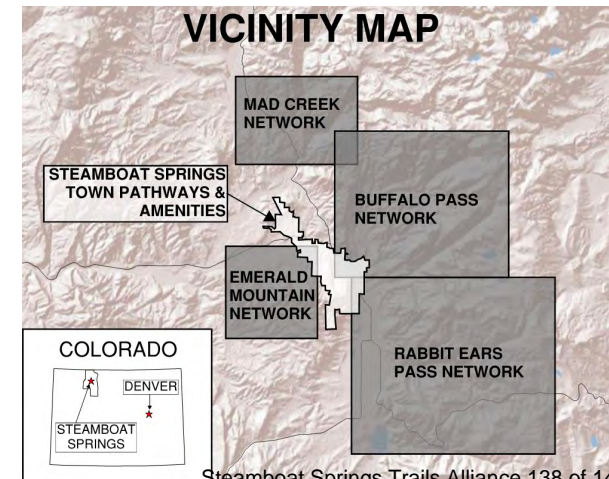
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: CORE TRAIL @ 5th ST.

**Project Description:** This project increases user safety and wayfinding for trail users crossing 5th Street to continue on the Core Trail.



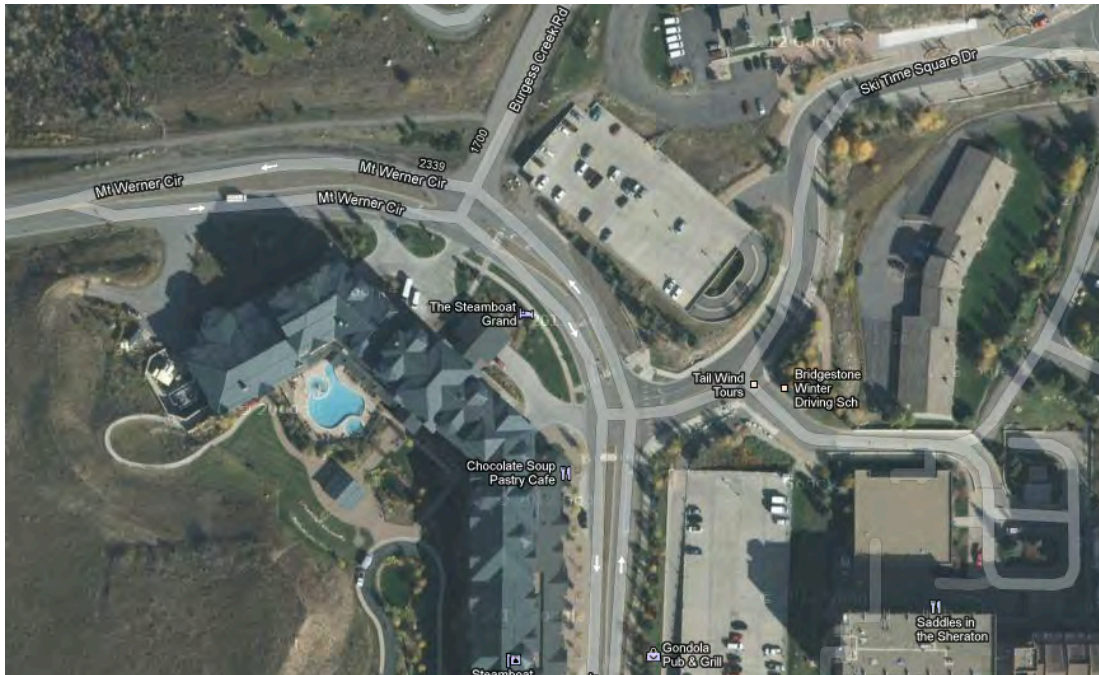
Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



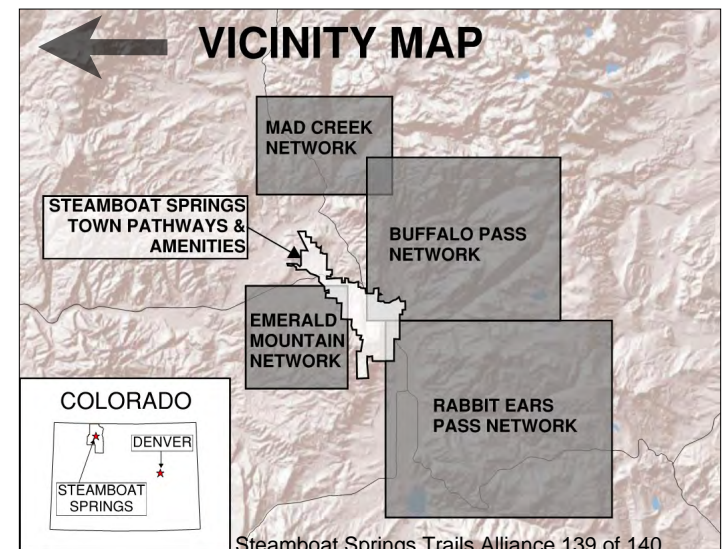
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: LODGING CONNECTION AT MT. WERNER CR.

**Project Description:** This project includes facilities sufficient enough to increase user safety and wayfinding for trail users crossing Mt. Werner Circle. Specifically, this project would increase visual awareness of pedestrian crossing from lodging properties to the Steamboat Ski Area trail system.



Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)



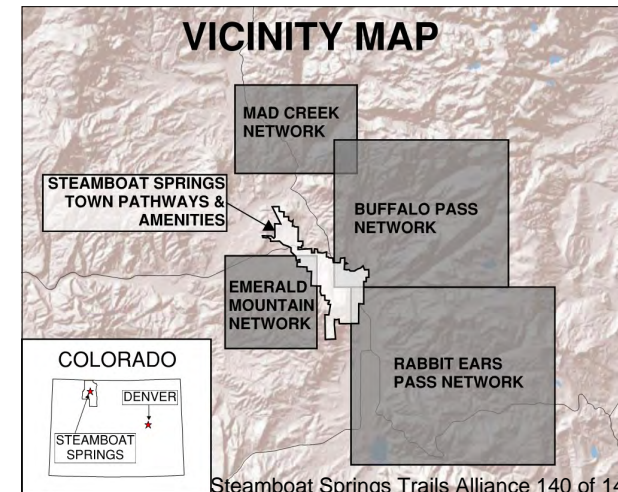
# TOWN PATHWAYS AND AMENITIES: ENHANCED CROSSING: CORE TRAIL @ MT. WERNER RD.

**Project Description:** This project includes facilities sufficient enough to increase user safety and wayfinding for trail users crossing Mt. Werner Road to continue on the Core Trail.



Photos: City of Boulder  
[www.bouldercolorado.gov](http://www.bouldercolorado.gov)

(Photos of facilities are just for reference and the Land Manager would have the final say on design of facility)







STEAMBOAT SPRINGS TRAILS ALLIANCE  
**APPENDIX**



## Spring Creek Alternate Trail

### Project Checklist:

- a. **Project Description:** Mountain bike traffic has increased on Buffalo Pass over the past few years, so has traffic on the multi-use Spring Creek Trail. In order to reduce user conflict and increase safety on the heavily used Spring Creek Trail, an alternate downhill route for bikers is essential.  
**Length:** Approximately 3 miles  
**Trail classification:** Intermediate/advanced, user-specific, directional flow trail
- b. **Individual Entities Involved:** USFS, City of Steamboat Springs & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** This trail parallels the existing Spring Creek Trail. A preliminary trail is shown in Map 1.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS & City of Steamboat Springs, approximately 33% & 67% respectively.  
**Amenity is managed by:** USFS & City of Steamboat Springs, approximately 33% & 67% respectively.
- d. **Total Cost is estimated to be:** \$219,414 for planning, construction & contingency. The detailed cost breakdown is found in Table 1.1.
- e. This project will not be phased and will take approximately 12 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$1,400/year based on percentage of ownership and current City trails maintenance expense estimated by Parks & Rec Staff. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 1.2.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Spring Creek Alternate Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail		
<b>Est. Trail Length (miles):</b>		3.0		
<b>Est. Build (\$/ft):</b>		\$ 10.70	<b>Est. Project (\$/ft):</b>	\$ 13.85
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	3.0	\$ 10.70
Other		signs	4	\$ 150.00
		bridges	0	\$ -
<b>Subtotal</b>				<b>\$ 170,088</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 15,308
Admin. & Construction Services		10%		\$ 17,009
Contingency		10%		\$ 17,009
<b>Subtotal</b>		<b>29%</b>		<b>\$ 49,326</b>
<b>Est. Total Project Cost</b>				<b>\$ 219,414</b>
<b>Est. Matching Funds or In-Kind</b>				<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 219,414</b>

Table 1.1: Estimated Overall Cost of Project for the Spring Creek Alternate Trail

Project pro forma (6 year) for City of Steamboat Springs							
<b>Project Name:</b>		Spring Creek Alternate Trail					
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail					
<b>Est. Trail Length (miles):</b>		3.0 Miles		<b>Land Manager [3]</b>		City	67%
						USFS	33%
		<b>Construction Phase</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Projected Revenue</b>		See the overall Proposal revenue estimates and sources					
<b>Projected Costs</b>							
<b>Capital [1]</b>							
Construction		\$ (218,639.52)	\$ -	\$ -	\$ -	\$ -	\$ -
Other: Signs		\$ (774.00)	\$ (51.86)	\$ (51.86)	\$ (51.86)	\$ (51.86)	\$ (51.86)
Other: Bridges		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>		<b>\$ (219,413.52)</b>	<b>\$ (51.86)</b>	<b>\$ (51.86)</b>	<b>\$ (51.86)</b>	<b>\$ (51.86)</b>	<b>\$ (51.86)</b>
<b>Operational [2]</b>							
Trail Maintenance		\$ -	\$ (1,374.32)	\$ (1,374.32)	\$ (1,374.32)	\$ (1,374.32)	\$ (1,374.32)
Sign Replacement		\$ -	\$ (25.93)	\$ (25.93)	\$ (25.93)	\$ (25.93)	\$ (25.93)
Bridge Maintenance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>		<b>\$ -</b>	<b>\$ (1,400.25)</b>	<b>\$ (1,400.25)</b>	<b>\$ (1,400.25)</b>	<b>\$ (1,400.25)</b>	<b>\$ (1,400.25)</b>
<b>Total Costs</b>		<b>\$ (219,413.52)</b>	<b>\$ (1,452.11)</b>	<b>\$ (1,452.11)</b>	<b>\$ (1,452.11)</b>	<b>\$ (1,452.11)</b>	<b>\$ (1,452.11)</b>
<b>Notes:</b>							
[1]	Assumptions for capital costs are detailed in the project pro forma section of the proposal.						
[2]	Assumptions for operational costs are detailed in the project pro forma section of the proposal.						
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).						

Table 1.2: Project pro forma (6 year) for City of Steamboat Springs for the Spring Creek Alternate Trail

## Buffalo Pass Alternate Trail (Buffalo Billy's)

### Project Checklist:

- a. **Project Description:** This 5 mile user-specific directional trail is purpose built for gravity mountain biking and offers a fun and sustainable alternative to the unauthorized trails that currently exist on Buffalo Pass. With good cell coverage and easy access to Buffalo Pass road this trail provides a superior alternate to the existing unauthorized trails. Furthermore, this trail will reduce traffic and resource damage associated with the unsustainable trails in the area.

**Length:** Approximately 5 miles

**Trail classification:** Advanced/expert dirt jump trail

- b. **Individual Entities Involved:** USFS & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** This trail parallels Routt County Road 38 to Buffalo Pass on the south side of the road. A preliminary trail is shown in Map 2.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** USFS

**Amenity is managed by:** USFS

- d. **Total Cost is estimated to be:** \$365,560 for planning, construction & contingency. The detailed cost breakdown is found in Table 2.1.
- e. This project will not be phased and will take approximately 24 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Buffalo Pass Alternate Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail		
<b>Est. Trail Length (miles):</b>		5.0		
<b>Est. Build (\$/ft):</b>		\$ 10.70	<b>Est. Project (\$/ft):</b>	\$ 13.85
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	5.0	\$ 10.70
Other		signs	6	\$ 150.00
		bridges	0	\$ -
<b>Subtotal</b>				<b>\$ 283,380.00</b>
Design/Admin./Contingency				
Planning, Design & Construction Documents		9%		\$ 25,504.20
Admin. & Construction Services		10%		\$ 28,338.00
Contingency		10%		\$ 28,338.00
<b>Subtotal</b>		<b>29%</b>		<b>\$ 82,180.20</b>
<b>Est. Total Project Cost</b>				<b>\$ 365,560</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 365,560</b>

**Table 2.1: Estimated Overall Cost of Project for the Buffalo Pass Alternate Trail**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Gunn Creek Trail

### Project Checklist:

- a. **Project Description:** This 8 mile multi-use trail provides a critical link allowing trail users to ride from town all the way to the Mad Creek Trail System without using any roads. This connection from town reduces vehicle traffic and bike traffic on Elk River Road.

**Length:** Approximately 8 miles

**Trail classification:** Beginner/intermediate Single-track

- b. **Individual Entities Involved:** USFS & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** In the Gunn Creek drainage connecting Dry Lake parking lot on Buffalo Pass to Bear Creek Trail. A preliminary trail is shown in Map 3.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** USFS

**Amenity is managed by:** USFS

- d. **Total Cost is estimated to be:** \$454,092 for planning and construction. The detailed cost breakdown is found in Table 3.1
- e. This project will not be phased and will take approximately 28 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Gunn Creek Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Single-track		
<b>Est. Trail Length (miles):</b>		8.0		
<b>Est. Build (\$/ft):</b>		\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 10.75
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	8.0	\$ 5.35
Other		signs	2	\$ 150.00
		bridges	1	\$ 125,725.00
<b>Subtotal</b>				<b>\$ 352,009</b>
Design/Admin./Contingency				
Planning, Design & Construction Documents		9%		\$ 31,681
Admin. & Construction Services		10%		\$ 35,201
Contingency		10%		\$ 35,201
<b>Subtotal</b>		<b>29%</b>		<b>\$ 102,083</b>
<b>Est. Total Project Cost</b>				<b>\$ 454,092</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 454,092</b>
<b>Table 3.1: Estimated Overall Cost of Project for the Gunn Creek Trail</b>				

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.



## Buffalo Pass Unauthorized Trails

### Project Checklist:

- a. **Project Description:** These unauthorized trails are not part of the Forest Service's System of Trails. Trail work and possible re-routes are needed to make this network sustainable and worthy of inclusion into a sanctioned trail system. The Forest Service has requested assistance in this regard and has ultimate authority in determining if, or when these trails will be included in the system. As trail stewards we do not condone the construction of these unauthorized trails, but rather wish to work with our land managers to alleviate resource damage on our public lands. A proposed "Buffalo Pass Alternate Trail" will help reduce pressure on existing unauthorized trails and in turn help reduce resource damage.

**Length:** Approximately 12 miles

**Trail classification:** Advanced/expert single-track

- b. **Individual Entities Involved:** USFS & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Between Buffalo Pass Road and the Zirkel Wilderness boundary. A preliminary trail is shown in Map 4.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** USFS

**Amenity is managed by:** USFS

- d. **Total Cost is estimated to be:** \$220,962 for planning and construction. The detailed cost breakdown is found in Table 4.1.
- e. This project will not be phased and will take approximately 16 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Unauthorized Trails		
<b>Project Type:</b>		Backcountry: Existing Single-track (Rehab)		
<b>Est. Trail Length (miles):</b>		12.0		
<b>Est. Build (\$/ft):</b>		\$ 2.68	<b>Est. Project (\$/ft):</b>	\$ 3.49
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	12.0	\$ 2.68
Other		signs	12	\$ 150.00
		bridges	0	\$ -
<b>Subtotal</b>				<b>\$ 171,288</b>
Design/Admin./Contingency				
Planning, Design & Construction Documents		9%		\$ 15,416
Admin. & Construction Services		10%		\$ 17,129
Contingency		10%		\$ 17,129
<b>Subtotal</b>		<b>29%</b>		<b>\$ 49,674</b>
<b>Est. Total Project Cost</b>				<b>\$ 220,962</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 220,962</b>

**Table 4.1: Estimated Overall Cost of Project for the Unauthorized Trails**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Uranium Mine Extension

### Project Checklist:

- a. **Project Description:** This trail provides an epic descent for the expert downhill mountain biker and connects Buffalo Pass Road, Rocky Flats and Buffalo Mountain with the existing Uranium Mine Trail and Fish Creek Falls Road.  
**Length:** Approximately 5 miles  
**Trail classification:** Advanced/expert single-track with features
- b. **Individual Entities Involved:** USFS & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Primarily in the north fork drainage of Fish Creek Falls, this trail leaves Buffalo Pass Road near Rocky Flats and connects to the existing Uranium Mine Trail. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS  
**Amenity is managed by:** USFS
- d. **Total Cost is estimated to be:** \$547,373 for planning and construction. The detailed cost breakdown is found in Table 5.1 below.
- e. This project will not be phased and will take approximately 20 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Uranium Mine Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features		
<b>Est. Trail Length (miles):</b>		5.0		
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.73
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	5.0	\$ 16.05
Other		signs	4	\$ 150.00
		bridges	0	\$ -
<b>Subtotal</b>				<b>\$ 424,320</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 38,189
Admin. & Construction Services		10%		\$ 42,432
Contingency		10%		\$ 42,432
<b>Subtotal</b>		<b>29%</b>		<b>\$ 123,053</b>
<b>Est. Total Project Cost</b>				<b>\$ 547,373</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 547,373</b>

**Table 5.1: Estimated Overall Cost of Project for the Uranium Mine Trail**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Wild Rose Trail

### Project Checklist:

- a. **Project Description:** This project provides an alternate route to the Beall & Ridge trails (avoiding the upper sections of Stairway to Heaven) with more sustainable and beginner friendly design and construction. This trail reduces the increased traffic that the upper section of Stairway to Heaven has seen in recent years from events and recreational riders accessing the Beall & Ridge trails. This trail makes it possible to access the trails on the backside of Emerald Mountain entirely on single track.  
**Length:** Approximately 2 miles  
**Trail classification:** Single-track, beginner
- b. **Individual Entities Involved:** Bureau of Land Management (BLM), Emerald Mountain Park (EMP) City of Steamboat Springs (CoSS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** The front side of Emerald Mountain primarily on BLM managed land in BLM Management Zone 1 with a couple hundred feet on CoSS owned and EMP managed land. A preliminary trail is shown in Map 6.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** BLM & EMP, approximately 97% & 3% respectively.  
**Amenity is managed by:** BLM & EMP, approximately 97% & 3% respectively.
- d. **Total Cost is estimated to be:** \$54,490 for planning and construction. The detailed cost breakdown is found in Table 6.1.
- e. This project will not be phased and will take approximately 6 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs are: negligible based on partial sign replacement. A detailed analysis of anticipated future capital cost can be found in the 6 year pro forma detailed in Table 6.2.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$32.00/year based on percentage of ownership and current city trails maintenance expense estimated by Parks & Rec Staff. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 6.2.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Wild Rose Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Single-track		
<b>Est. Trail Length (miles):</b>		1.5		
<b>Est. Build (\$/ft):</b>		\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 6.95
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	1.5	\$ 5.35
Other		signs	2	\$ 150.00
		bridges	0	\$ -
<b>Subtotal</b>				<b>\$ 42,672.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 3,840.48
Admin. & Construction Services		10%		\$ 4,267.20
Contingency		10%		\$ 4,267.20
<b>Subtotal</b>		<b>29%</b>		<b>\$ 12,374.88</b>
<b>Est. Total Project Cost</b>				<b>\$ 55,046.88</b>
<b>Est. Matching Funds or In-Kind</b>			TBD	<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 55,046.88</b>

Table 6.1: Estimated Overall Cost of Project for the Wild Rose Trail

Project pro forma (6 year) for City of Steamboat Springs							
<b>Project Name:</b>		Wild Rose Trail					
<b>Project Type:</b>		Backcountry: Purpose-built Single-track					
<b>Est. Trail Length (miles):</b>		1.5 Miles		<b>Land Manager [3]</b>		City	3%
						BLM	97%
<b>Construction Phase</b>							
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
<b>Projected Revenue</b>		See the overall Proposal revenue estimates and sources					
<b>Projected Costs</b>							
<b>Capital [1]</b>							
Construction		\$ (54,659.88)	\$ -	\$ -	\$ -	\$ -	\$ -
Other: Signs		\$ (387.00)	\$ (1.16)	\$ (1.16)	\$ (1.16)	\$ (1.16)	\$ (1.16)
Other: Bridges		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>		<b>\$ (55,046.88)</b>	<b>\$ (1.16)</b>	<b>\$ (1.16)</b>	<b>\$ (1.16)</b>	<b>\$ (1.16)</b>	<b>\$ (1.16)</b>
<b>Operational [2]</b>							
Trail Maintenance		\$ -	\$ (30.77)	\$ (30.77)	\$ (30.77)	\$ (30.77)	\$ (30.77)
Sign Replacement		\$ -	\$ (0.58)	\$ (0.58)	\$ (0.58)	\$ (0.58)	\$ (0.58)
Bridge Maintenance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>		<b>\$ -</b>	<b>\$ (31.35)</b>	<b>\$ (31.35)</b>	<b>\$ (31.35)</b>	<b>\$ (31.35)</b>	<b>\$ (31.35)</b>
<b>Total Costs</b>		<b>\$ (55,046.88)</b>	<b>\$ (32.51)</b>	<b>\$ (32.51)</b>	<b>\$ (32.51)</b>	<b>\$ (32.51)</b>	<b>\$ (32.51)</b>
<b>Notes:</b>							
[1]	Assumptions for capital costs are detailed in the project pro forma section of the proposal.						
[2]	Assumptions for operational costs are detailed in the project pro forma section of the proposal.						
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).						

Table 6.2: Project pro forma (6 year) for City of Steamboat Springs for the Wild Rose Trail

## Upper Rotary Trail

### Project Checklist:

- a. **Project Description:** The primary purpose of this project is to provide a more advanced and purpose-built upper trail loop on the backside of Emerald Mountain. The trail will feature berms, grade dips and optional features similar to existing Rotary trail features. The upper loop will differ from the Rotary trail, as the features will be built with more frequency and at a larger scale to engage the more advanced trail user.

**Length:** Approximately 2 miles

**Trail classification:** Intermediate/advanced single-track with features

- b. **Individual Entities Involved:** Bureau of Land Management (BLM), City of Steamboat Springs & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.

- c. **Project location:** The back side of Emerald Mountain on BLM managed land in BLM Management Zone 1. A preliminary trail is shown in Map 7.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** BLM

**Amenity is managed by:** BLM

- d. **Total Cost is estimated to be:** \$164,67 for planning and construction. The detailed cost breakdown is found in Table 7.1.
- e. This project will not be phased and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Upper Rotary Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features		
<b>Est. Trail Length (miles):</b>		1.5		
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.75
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	1.5	\$ 16.05
Other		signs	2	\$ 150.00
		bridges	0	\$ -
		<b>Subtotal</b>		<b>\$ 127,416.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 11,467.44
Admin. & Construction Services		10%		\$ 12,741.60
Contingency		10%		\$ 12,741.60
		<b>Subtotal</b>	<b>29%</b>	<b>\$ 36,950.64</b>
<b>Est. Total Project Cost</b>				<b>\$ 164,366.64</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommdations Tax Required</b>				<b>\$ 164,366.64</b>

**Table 7.1: Estimated Overall Cost of Project for the Upper Rotary Trail**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.



## Ridge Trailhead Facilities

### Project Checklist:

- a. **Project Description:** The primary purpose of this project is to improve user experience. Improvements include a restroom and enhanced parking options. The project will improve sanitation and provide greater accessibility for trail users without four wheel drive and or high clearance vehicles, which are currently needed to access the trailhead.

**Details:** The preliminary design has been completed. Once constructed the trailhead facilities will include approximately: 15 improved parking spots, 1 accessible parking spot complete with concrete pad, 4 pull through trailer parking spaces, a toilet facility & picnic site.

- b. **Individual Entities Involved:** Bureau of Land Management (BLM), City of Steamboat Springs (CoSS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** The back side of Emerald Mountain on BLM managed land in BLM Management Zone 1. A preliminary design is shown in Map 8.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** BLM

**Amenity is managed by:** BLM

- d. **Total Cost is estimated to be:** \$123,000 for planning and construction. The engineering and design have been completed and paid for by the BLM. The BLM is willing to discuss matching funds to complete the construction phase of this project. The detailed cost breakdown is found in Table 8.1.
- e. This project will not be phased and will take approximately 6 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Ridge Trail Head Amenities		
<b>Project Type:</b>		Facility		
<b>Est. Trail Length (miles):</b>		0.0		
<b>Est. Build:</b>		\$100,000.00	<b>Est. Project (\$/ft):</b>	n/a
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	0.0	\$ 100,000.00
Other		signs	1	\$ 2,500.00
		bridges	0	\$ -
		<b>Subtotal</b>		<b>\$ 102,500.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents			0%	\$ -
Admin. & Construction Services			10%	\$ 10,250.00
Contingency			10%	\$ 10,250.00
		<b>Subtotal</b>	<b>20%</b>	<b>\$ 20,500.00</b>
<b>Est. Total Project Cost</b>				<b>\$ 123,000.00</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 123,000.00</b>
<b>Table 8.1: Estimated Overall Cost of Project for the Ridge Trail Head Amenities</b>				

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Emerald Directional Trails #1

### Project Checklist:

- a. **Project Description:** The primary purpose of this project is to provide a directional trail option on Emerald Mountain. Directional trails reduce user conflict and promote safety by providing alternate uphill, or downhill only access for trail users.  
**Length:** Approximately 2 miles  
**Trail classification:** Advanced/expert dirt jump trail
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** The front side of Emerald Mountain on CoSS managed land. A preliminary trail is shown in Map 9.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$220,187 for planning and construction. The detailed cost breakdown is found in Table 9.1.
- e. This project may be phased (start with dual slalom project and extend up Emerald to top of Blackmer Dr. if trail is successful, if a need is shown for Directional Trail #2 it would be after Directional Trail #1) and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs are: \$155/year based on sign replacement. A detailed analysis of anticipated future capital cost can be found in the 6 year pro forma detailed in Table 9.2.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$1,445/year based on percentage of ownership and current city trails maintenance expense estimated by Parks & Rec Staff. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 9.2.

Estimated Overall Cost of Project				
Project Name:		Emerald Directional Trail #1		
Project Type:		Backcountry: Purpose-built Flow Trail w/ Features		
Est. Trail Length (miles):		2.0		
Est. Build (\$/ft):		\$ 16.05	Est. Project (\$/ft):	\$ 20.85
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	2.0	\$ 16.05
Other		signs	8	\$ 150.00
		bridges	0	\$ -
		<b>Subtotal</b>		<b>\$ 170,688.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 15,361.92
Admin. & Construction Services		10%		\$ 17,068.80
Contingency		10%		\$ 17,068.80
		<b>Subtotal</b>	<b>29%</b>	<b>\$ 49,499.52</b>
<b>Est. Total Project Cost</b>				<b>\$ 220,187.52</b>
<b>Est. Matching Funds or In-Kind</b>				<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 220,187.52</b>

**Table 9.1: Estimated Overall Cost of Project for the Emerald Directional Trail #1**

Project Pro forma (6 year) for City of Steamboat Springs								
Project Name:		Emerald Directional Trail #1						
Project Type:		Backcountry: Purpose-built Flow Trail w/ Features						
Est. Trail Length (miles):		2.0 Miles		Land Manager [3]		City	100%	
						-	0%	
<b>Construction</b>								
<b>Phase</b>								
<b>Year 1      Year 2      Year 3      Year 4      Year 5      Year 6</b>								
Projected Revenue								
See the overall Proposal revenue estimates and sources								
Projected Costs								
Capital [1]								
Construction		\$ (218,639.52)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other: Signs		\$ (1,548.00)	\$ (154.80)	\$ (154.80)	\$ (154.80)	\$ (154.80)	\$ (154.80)	\$ (154.80)
Other: Bridges		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal		\$ (220,187.52)	\$ (154.80)	\$ (154.80)	\$ (154.80)	\$ (154.80)	\$ (154.80)	\$ (154.80)
Operational [2]								
Trail Maintenance		\$ -	\$ (1,367.49)	\$ (1,367.49)	\$ (1,367.49)	\$ (1,367.49)	\$ (1,367.49)	\$ (1,367.49)
Sign Replacement		\$ -	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)
Bridge Maintenance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal		\$ -	\$ (1,444.89)	\$ (1,444.89)	\$ (1,444.89)	\$ (1,444.89)	\$ (1,444.89)	\$ (1,444.89)
<b>Total Costs</b>		<b>\$ (220,187.52)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>
Notes:								
[1]	Assumptions for capital costs are detailed in the project Pro forma section of the proposal.							
[2]	Assumptions for operational costs are detailed in the project Pro forma section of the proposal.							
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial							

**Table 9.2: Project Pro forma (6 year) for City of Steamboat Springs for the Emerald Directional Trail #1**

## Emerald Directional Trails #2

### Project Checklist:

- a. **Project Description:** The primary purpose of this project is to provide a directional trail option on Emerald Mountain. Directional trails reduce user conflict and promote safety by providing alternate uphill, or downhill only access for trail users.  
**Length:** Approximately 2 miles  
**Trail classification:** Directional beginner/intermediate dirt jump trail
- b. **Individual Entities Involved:** City of Steamboat Springs, Emerald Mountain Partnership & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** The front side of Emerald Mountain on City of Steamboat Springs managed land. A preliminary trail is shown in Map 10.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** Emerald Mountain Partnership
- d. **Total Cost is estimated to be:** \$147,308 for planning and construction. The detailed cost breakdown is found in: Table 10.1.
- e. This project may be phased (start with dual slalom project and extend up Emerald to top of Blackmer Dr. if trail is successful, if a need is shown for Directional trail #2 it would be after DT#1) and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs are: \$155/year based on sign replacement. A detailed analysis of anticipated future capital cost can be found in the 6 year pro forma detailed in Table 10.2.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$1,445/year based on percentage of ownership and current city trails maintenance expense estimated by Parks & Rec Staff. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 10.2.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Emerald Directional Trail #2		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail		
<b>Est. Trail Length (miles):</b>		2.0		
<b>Est. Build (\$/ft):</b>		\$ 10.70	<b>Est. Project (\$/ft):</b>	\$ 13.95
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	2.0	\$ 10.70
Other		signs	8	\$ 150.00
		bridges	0	\$ -
<b>Subtotal</b>				<b>\$ 114,192.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 10,277.28
Admin. & Construction Services		10%		\$ 11,419.20
Contingency		10%		\$ 11,419.20
<b>Subtotal</b>		<b>29%</b>		<b>\$ 33,115.68</b>
<b>Est. Total Project Cost</b>				<b>\$ 147,307.68</b>
<b>Est. Matching Funds or In-Kind</b>			TBD	<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 147,307.68</b>

Table 10.1: Estimated Overall Cost of Project for the Emerald Directional Trail #2

Project Pro forma (6 year) for City of Steamboat Springs							
<b>Project Name:</b>		Emerald Directional Trail #2					
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail					
<b>Est. Trail Length (miles):</b>		2.0 Miles		<b>Land Manager [3]</b>		<b>City/EMP</b>	<b>100%</b>
						-	0%
		<b>Construction Phase</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Projected Revenue</b>		See the overall Proposal revenue estimates and sources					
<b>Projected Costs</b>							
<b>Capital [1]</b>							
Construction		\$ (145,759.68)	\$ -	\$ -	\$ -	\$ -	\$ -
Other: Signs		\$ (1,548.00)	\$ (154.80)	\$ (154.80)	\$ (154.80)	\$ (154.80)	\$ (154.80)
Other: Bridges		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>		<b>\$ (147,307.68)</b>	<b>\$ (154.80)</b>	<b>\$ (154.80)</b>	<b>\$ (154.80)</b>	<b>\$ (154.80)</b>	<b>\$ (154.80)</b>
<b>Operational [2]</b>							
Trail Maintenance		\$ -	\$ (1,367.49)	\$ (1,367.49)	\$ (1,367.49)	\$ (1,367.49)	\$ (1,367.49)
Sign Replacement		\$ -	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)
Bridge Maintenance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>		<b>\$ -</b>	<b>\$ (1,444.89)</b>	<b>\$ (1,444.89)</b>	<b>\$ (1,444.89)</b>	<b>\$ (1,444.89)</b>	<b>\$ (1,444.89)</b>
<b>Total Costs</b>		<b>\$ (147,307.68)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>	<b>\$ (1,599.69)</b>
<b>Notes:</b>							
[1]	Assumptions for capital costs are detailed in the project Pro forma section of the proposal.						
[2]	Assumptions for operational costs are detailed in the project Pro forma section of the proposal.						
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).						

Table 10.2: Project Pro forma (6 year) for City of Steamboat Springs for the Emerald Directional Trail #2

## Emerald Dual Slalom

### Project Checklist:

- a. **Project Description:** The primary purpose of this project is to provide a purpose built course for slalom-style mountain bike riding. This trail will offer a similar experience as the juxtaposing alpine slide where riders can ride side by side through berms and over rollers and jumps while racing each other to the bottom. This will also provide yet another competition venue.  
**Length:** Approximately 1 mile  
**Trail classification:** Intermediate/advanced dirt jump trail
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** The front side of Emerald Mountain near Mile Run. A preliminary trail is shown in Map 11.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$109,707 for planning and construction. The detailed cost breakdown is found in Table 11.1
- e. This project will not be phased and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$704/year based on percentage of ownership and current city trails maintenance expense estimated by Parks & Rec Staff. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 11.2.

Estimated Overall Cost of Project				
Project Name:		Dual Slalom Coarse Trails		
Project Type:		Backcountry: Purpose-built Flow Trail w/ Features		
Est. Trail Length (miles):		1.0		
Est. Build (\$/ft):		\$ 16.05	Est. Project (\$/ft):	\$ 20.78
Description of Cost		Units	Quantity	Unit Price (\$0.00)
Construction		miles	1.0	\$ 16.05
Other		signs	2	\$ 150.00
		bridges	0	\$ -
Subtotal				\$ 85,044.00
Design/Admin./Contingency				
Planning, Design & Construction Documents		9%		\$ 7,653.96
Admin. & Construction Services		10%		\$ 8,504.40
Contingency		10%		\$ 8,504.40
Subtotal		29%		\$ 24,662.76
Est. Total Project Cost				\$ 109,706.76
Est. Matching Funds or In-Kind		TBD		TBD
Est. Accommodations Tax Required				\$ 109,706.76

Table 11.1: Estimated Overall Cost of Project for the Dual Slalom Coarse Trails

Project Pro forma (6 year) for City of Steamboat Springs							
Project Name:		Dual Slalom Coarse Trails					
Project Type:		Backcountry: Purpose-built Flow Trail w/ Features					
Est. Trail Length (miles):		1.0 Miles		Land Manager [3]		City	100%
						-	0%
		Construction Phase		Year 1	Year 2	Year 3	Year 4
				Year 5	Year 6		
Projected Revenue		See the overall Proposal revenue estimates and sources					
Projected Costs							
Capital [1]							
Construction		\$ (109,319.76)	\$ -	\$ -	\$ -	\$ -	\$ -
Other: Signs		\$ (387.00)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)
Other: Bridges		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal		\$ (109,706.76)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)
Operational [2]							
Trail Maintenance		\$ -	\$ (683.74)	\$ (683.74)	\$ (683.74)	\$ (683.74)	\$ (683.74)
Sign Replacement		\$ -	\$ (19.35)	\$ (19.35)	\$ (19.35)	\$ (19.35)	\$ (19.35)
Bridge Maintenance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal		\$ -	\$ (703.09)	\$ (703.09)	\$ (703.09)	\$ (703.09)	\$ (703.09)
Total Costs		\$ (109,706.76)	\$ (741.79)	\$ (741.79)	\$ (741.79)	\$ (741.79)	\$ (741.79)
Notes:							
[1]		Assumptions for capital costs are detailed in the project Pro forma section of the proposal.					
[2]		Assumptions for operational costs are detailed in the project Pro forma section of the proposal.					
[3]		Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).					

Table 11.2: Project Pro forma (6 year) for City of Steamboat Springs for the Dual Slalom Coarse Trails



## Morning Gloria Trail

### Project Checklist:

- a. **Project Description:** The Morning Gloria Trail is named in honor of the late Gloria Gossard, a longtime Steamboat resident and philanthropist who gifted 120 acres to protect Emerald Mountain. The primary purpose of this trail is to provide a more accessible route and easier grade to the top of Emerald Mountain. Morning Gloria's 5 miles of multi-use trail will help disperse the growing number of users on Emerald Mountain, reducing both resource damage and user conflict.

**Length:** Approximately 4 miles

**Trail classification:** Intermediate single-track

- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** The front side of Emerald Mountain on City of Steamboat Springs managed land. A preliminary trail is shown in Map 12.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** City of Steamboat Springs

**Amenity is managed by:** City of Steamboat Springs

- d. **Total Cost is estimated to be:** \$182,973 for planning and construction. The detailed cost breakdown is found in Table 12.1.
- e. This project will not be phased and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs are: \$78.00/year based on sign replacement. A detailed analysis of anticipated future capital cost can be found in the 6 year pro forma detailed in Table 10.2.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$3,458/year based on percentage of ownership and current city trails maintenance expense estimated by Parks & Rec Staff. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 12.2.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Morning Gloria Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Single-track		
<b>Est. Trail Length (miles):</b>		5.0		
<b>Est. Build (\$/ft):</b>		\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 6.93
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	5.0	\$ 5.35
Other		signs	4	\$ 150.00
		bridges	0	\$ -
<b>Subtotal</b>				<b>\$ 141,840.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 12,765.60
Admin. & Construction Services		10%		\$ 14,184.00
Contingency		10%		\$ 14,184.00
<b>Subtotal</b>		<b>29%</b>		<b>\$ 41,133.60</b>
<b>Est. Total Project Cost</b>				<b>\$ 182,973.60</b>
<b>Est. Matching Funds or In-Kind</b>			TBD	TBD
<b>Est. Accommodations Tax Required</b>				<b>\$ 182,973.60</b>

**Table 12.1: Estimated Overall Cost of Project for the Morning Gloria Trail**

Project Pro forma (6 year) for City of Steamboat Springs								
<b>Project Name:</b>		Morning Gloria Trail						
<b>Project Type:</b>		Backcountry: Purpose-built Single-track						
<b>Est. Trail Length (miles):</b>		5.0 Miles	<b>Land Manager [3]</b>		City	100%		
					-	0%		
		<b>Construction Phase</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
<b>Projected Revenue</b>		See the overall Proposal revenue estimates and sources						
<b>Projected Costs</b>								
<b>Capital [1]</b>								
Construction		\$ (182,199.60)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other: Signs		\$ (774.00)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)
Other: Bridges		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>		<b>\$ (182,973.60)</b>	<b>\$ (77.40)</b>	<b>\$ (77.40)</b>	<b>\$ (77.40)</b>	<b>\$ (77.40)</b>	<b>\$ (77.40)</b>	<b>\$ (77.40)</b>
<b>Operational [2]</b>								
Trail Maintenance		\$ -	\$ (3,418.72)	\$ (3,418.72)	\$ (3,418.72)	\$ (3,418.72)	\$ (3,418.72)	\$ (3,418.72)
Sign Replacement		\$ -	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)
Bridge Maintenance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>		<b>\$ -</b>	<b>\$ (3,457.42)</b>	<b>\$ (3,457.42)</b>	<b>\$ (3,457.42)</b>	<b>\$ (3,457.42)</b>	<b>\$ (3,457.42)</b>	<b>\$ (3,457.42)</b>
<b>Total Costs</b>		<b>\$ (182,973.60)</b>	<b>\$ (3,534.82)</b>	<b>\$ (3,534.82)</b>	<b>\$ (3,534.82)</b>	<b>\$ (3,534.82)</b>	<b>\$ (3,534.82)</b>	<b>\$ (3,534.82)</b>
<b>Notes:</b>								
[1]	Assumptions for capital costs are detailed in the project Pro forma section of the proposal.							
[2]	Assumptions for operational costs are detailed in the project Pro forma section of the proposal.							
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).							

**Table 12.2: Project Pro forma (6 year) for City of Steamboat Springs for the Morning Gloria Trail**

## Mad Creek Unauthorized Trails

### Project Checklist:

- a. **Project Description:** These unauthorized trails are not part of the Forest Service’s System of Trails. Trail work and possible re-routes are needed to make this network sustainable and worthy of inclusion into a sanctioned trail system. The Forest Service has requested assistance in this regard and has ultimate authority in determining if, or when these trails will be included in the system. As trail stewards we do not condone the construction of these unauthorized trails, but rather wish to work with our land managers to alleviate resource damage on our public lands.  
**Length:** Approximately 6 miles  
**Trail classification:** Advanced/expert single-track
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities’ background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** From Bear Creek Trail to the Mad Creek network. A preliminary trail is shown in Map 13.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$110,481 for planning and construction. The detailed cost breakdown is found in Table 13.1.
- e. This project will not be phased and will take approximately 10 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled “Overall Proposal Projected Revenue”.
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset

Estimated Overall Cost of Project				
<b>Project Name:</b>		Unauthorized Trails		
<b>Project Type:</b>		Backcountry: Existing Single-track (Rehab)		
<b>Est. Trail Length (miles):</b>		6.0		
<b>Est. Build (\$/ft):</b>		\$ 2.68	<b>Est. Project (\$/ft):</b>	\$ 3.49
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	6.0	\$ 2.68
Other		signs	6	\$ 150.00
		bridges	0	\$ -
		<b>Subtotal</b>		<b>\$ 85,644.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 7,707.96
Admin. & Construction Services		10%		\$ 8,564.40
Contingency		10%		\$ 8,564.40
		<b>Subtotal</b>	<b>29%</b>	<b>\$ 24,836.76</b>
<b>Est. Total Project Cost</b>				<b>\$ 110,480.76</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 110,480.76</b>

**Table 13.1: Estimated Overall Cost of Project for the Unauthorized Trails**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Red Dirt to Swamp Park Trail

### Project Checklist:

- a. **Project Description:** The primary purpose of this project is to provide a connection between existing Swamp Park Trail (near where it enters the Mount Zirkel Wilderness) to the Red Dirt trail (near where it enters Mount Zirkel Wilderness).  
**Length:** Approximately 3 miles  
**Trail classification:** Intermediate/advanced single-track
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** In the Mad Creek network from Red Dirt Trail to the Swamp Park Trail. A preliminary trail is shown in Map 14.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$109,707 for planning and construction. The detailed cost breakdown is found in Table 14.1.
- e. This project will not be phased and will take approximately 12 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Red Dirt 2 Swamp Park Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Single-track		
<b>Est. Trail Length (miles):</b>		3.0		
<b>Est. Build (\$/ft):</b>		\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 6.93
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	3.0	\$ 5.35
Other		signs	2	\$ 150.00
		bridges	0	\$ -
		<b>Subtotal</b>		<b>\$ 85,044.00</b>
Design/Admin./Contingency				
Planning, Design & Construction Documents		9%		\$ 7,653.96
Admin. & Construction Services		10%		\$ 8,504.40
Contingency		10%		\$ 8,504.40
		<b>Subtotal</b>	<b>29%</b>	<b>\$ 24,662.76</b>
<b>Est. Total Project Cost</b>				<b>\$ 109,706.76</b>
<b>Est. Matching Funds or In-Kind</b>				<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 109,706.76</b>

**Table 14.1: Estimated Overall Cost of Project for the Red Dirt 2 Swamp Park Trail**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Walton Rim Trail

### Project Checklist:

- a. **Project Description:** This 20 mile, multi-use trail connects the West Summit of Rabbit Ears Pass to Pete's Wicked Trail on the Steamboat Ski Area. At roughly 9,200 feet, the trail has very little elevation gain, or loss, making it very beginner friendly from both directions, or as an out and back. Its name comes from Walton Creek Canyon, which the trail circumnavigates as it cruises along the canyon's north and south rim. The Walton Rim Trail also offers grand vistas of the canyon and Yampa Valley below

**Length:** Approximately 20 miles

**Trail classification:** Single-track, beginner

- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass, West Summit to the Steamboat Ski Area. A preliminary trail is shown in Map 15.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)

**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District

- d. **Total Cost is estimated to be:** \$2,919,586 for planning and construction. The detailed cost breakdown is found in Table 15.1.
- e. This project will not be phased and will take approximately 80 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project					
<b>Project Name:</b>		Walton Rim Trail			
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail			
<b>Est. Trail Length (miles):</b>		20.0			
<b>Est. Build (\$/ft):</b>		\$ 10.70	<b>Est. Project (\$/ft):</b>	\$ 27.65	
Description of Cost		Units	Quantity	Unit Price (\$0.00)	Amount (\$0.00)
Construction		miles	20.0	\$ 10.70	\$ 1,129,920.00
Other		signs	12	\$ 150.00	\$ 1,800.00
		bridges	9	\$ 125,725.00	\$ 1,131,525.00
<b>Subtotal</b>					<b>\$ 2,263,245.00</b>
Design/Admin./Contingency					
Planning, Design & Construction Documents		9%			\$ 203,692.05
Admin. & Construction Services		10%			\$ 226,324.50
Contingency		10%			\$ 226,324.50
<b>Subtotal</b>		<b>29%</b>			<b>\$ 656,341.05</b>
<b>Est. Total Project Cost</b>					<b>\$ 2,919,586.05</b>
<b>Est. Matching Funds or In-Kind</b>		TBD			<b>TBD</b>
<b>Est. Accommodations Tax Required</b>					<b>\$ 2,919,586.05</b>

**Table 15.1: Estimated Overall Cost of Project for the Walton Rim Trail**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.



## Upper West Summit Network: Loop #1

### Project Checklist:

- a. **Project Description:** This 6 mile loop begins and ends at the West Summit of Rabbit Ears Pass. The loop utilizes the first 3 miles of the beginner-friendly Walton Rim Trail before turning and climbing 500 vertical feet to a small peak with commanding views. The loop then gradually descends from its apex at nearly 10,000 feet to the parking lot on flowing intermediate single-track.  
**Length:** Approximately 6 miles  
**Trail classification:** Intermediate/advanced single track
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit parking area. A preliminary trail is shown in Map 16.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$109,707 for planning and construction. The detailed cost breakdown is found in Table 16.1.
- e. This project will not be phased and will take approximately 12 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		UWSN: Loop Trail #1		
<b>Project Type:</b>		Backcountry: Purpose-built Single-track		
<b>Est. Trail Length (miles):</b>		3.0		
<b>Est. Build (\$/ft):</b>		\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 6.93
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	3.0	\$ 5.35
Other		signs	2	\$ 150.00
		bridges	0	\$ -
		<b>Subtotal</b>		<b>\$ 85,044.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 7,653.96
Admin. & Construction Services		10%		\$ 8,504.40
Contingency		10%		\$ 8,504.40
		<b>Subtotal</b>	<b>29%</b>	<b>\$ 24,662.76</b>
<b>Est. Total Project Cost</b>				<b>\$ 109,706.76</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 109,706.76</b>

Table 16.1: Estimated Overall Cost of Project for the UWSN: Loop Trail #1

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Upper West Summit Network: Loop #2

### Project Checklist:

- a. **Project Description:** This 11 mile loop uses the first 7 miles of the beginner friendly Walton Rim Trail before returning to the West Summit parking lot via a 4 mile connecting trail with minimal elevation change. Smooth and wide, this beginner friendly loop is appropriate for all users and provides scenic high alpine vistas.  
**Length:** Approximately 11 miles  
**Trail classification:** Beginner, single-track
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit parking area. A preliminary trail is shown in Map 17.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$146,147 for planning and construction. The detailed cost breakdown is found in Table 17.1.
- e. This project will not be phased and will take approximately 16 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		UWSN: Loop Trail #2		
<b>Project Type:</b>		Backcountry: Purpose-built Single-track		
<b>Est. Trail Length (miles):</b>		4.0		
<b>Est. Build (\$/ft):</b>		\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 6.92
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	4.0	\$ 5.35
Other		signs	2	\$ 150.00
		bridges	0	\$ -
<b>Subtotal</b>				<b>\$ 113,292.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 10,196.28
Admin. & Construction Services		10%		\$ 11,329.20
Contingency		10%		\$ 11,329.20
<b>Subtotal</b>		<b>29%</b>		<b>\$ 32,854.68</b>
<b>Est. Total Project Cost</b>				<b>\$ 146,146.68</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 146,146.68</b>

Table 17.1: Estimated Overall Cost of Project for the UWSN: Loop Trail #2

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

### Upper West Summit Network: Loop #3

#### Project Checklist:

- a. **Project Description:** This short, 2.5 mile loop provides access to the Walton Rim Trail via two existing parking areas. Additionally, the trail expands the stacked loop options giving users more choice over route length and difficulty.  
**Length:** Approximately 2.5 miles  
**Trail classification:** Beginner, single-track
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit parking area. A preliminary trail is shown in Map 18.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$91,487 for planning and construction. The detailed cost breakdown is found in Table 18.1.
- e. This project will not be phased and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project					
<b>Project Name:</b>		UWSN: Loop Trail #3			
<b>Project Type:</b>		Backcountry: Purpose-built Single-track			
<b>Est. Trail Length (miles):</b>		2.5			
<b>Est. Build (\$/ft):</b>		\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 6.93	
Description of Cost		Units	Quantity	Unit Price (\$0.00)	Amount (\$0.00)
Construction		miles	2.5	\$ 5.35	\$ 70,620.00
Other		signs	2	\$ 150.00	\$ 300.00
		bridges	0	\$ -	\$ -
		<b>Subtotal</b>			<b>\$ 70,920.00</b>
Design/Admin./Contingency					
Planning, Design & Construction Documents			9%		\$ 6,382.80
Admin. & Construction Services			10%		\$ 7,092.00
Contingency			10%		\$ 7,092.00
		<b>Subtotal</b>	<b>29%</b>		<b>\$ 20,566.80</b>
<b>Est. Total Project Cost</b>					<b>\$ 91,486.80</b>
<b>Est. Matching Funds or In-Kind</b>			TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>					<b>\$ 91,486.80</b>
<b>Table 18.1: Estimated Overall Cost of Project for the UWSN: Loop Trail #3</b>					

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Upper West Summit Network: West Summit Amenities

### Project Checklist:

- a. **Project Description:** This project includes construction of restroom facilities for improved sanitation and informational kiosks to enhance the user experience.
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. West Summit parking area. A preliminary trail is shown in Map 19.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$109,650 for planning and construction. The detailed cost breakdown is found in Table 19.1.
- e. This project will not be phased and will take approximately 4 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		UWSN: West Summit Amenities		
<b>Project Type:</b>		Facility		
<b>Est. Trail Length (miles):</b>		n/a		
<b>Est. Build (\$/ft):</b>		\$ 80,000.00	<b>Est. Project (\$/ft):</b>	n/a
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		restrooms	1.0	\$ 80,000.00
Other		kiosks & signs	2	\$ 2,500.00
				\$ -
<b>Subtotal</b>				<b>\$ 85,000.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 7,650.00
Admin. & Construction Services		10%		\$ 8,500.00
Contingency		10%		\$ 8,500.00
<b>Subtotal</b>		<b>29%</b>		<b>\$ 24,650.00</b>
<b>Est. Total Project Cost</b>				<b>\$ 109,650.00</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 109,650.00</b>

**Table 19.1: Estimated Overall Cost of Project for the UWSN: West Summit Amenities**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.



## Lower West Summit Network: Old Hwy 40 Trail

### Project Checklist:

- a. **Project Description:** At 3.5 miles, Trail 299 is the old Highway 40 tread. Between 15 and 20 feet wide and never exceeding a 7% grade, this old road surface provides the ultimate beginner mountain bike trail as well as access for emergency/construction vehicles. The trail's wide nature easily allows for two way bicycle traffic and even leaves room for small, beginner features on the trails edge. The whole family can enjoy this trail as grandma rides next to her grand kids who play on features and jumps while she enjoys a smooth, wide and easy ride.

**Length:** Approximately 3.5 miles

**Trail classification:** Beginner, graveled, all-weather secondary trail

- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit parking area, past Ferndale to USFS entry. A preliminary trail is shown in Map 20.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)

**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District

- d. **Total Cost is estimated to be:** \$383,393 for planning and construction. The detailed cost breakdown is found in Table 20.1.
- e. This project will not be phased and will take approximately 24 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		LWSN: Old Hwy 40 Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features		
<b>Est. Trail Length (miles):</b>		3.5		
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.75
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	3.5	\$ 16.05
Other		signs	4	\$ 150.00
		bridges	-	\$ -
<b>Subtotal</b>				<b>\$ 297,204.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 26,748.36
Admin. & Construction Services		10%		\$ 29,720.40
Contingency		10%		\$ 29,720.40
<b>Subtotal</b>		<b>29%</b>		<b>\$ 86,189.16</b>
<b>Est. Total Project Cost</b>				<b>\$ 383,393.16</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 383,393.16</b>

Table 20.1: Estimated Overall Cost of Project for the LWSN: Old Hwy 40 Trail

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Lower West Summit Network: Old Hwy 40 Extension

### Project Checklist:

- a. **Project Description:** This 1.5 mile extension to the Old Highway Trail creates a connection to the West Summit parking area and extends the ultimate beginner mountain bike trail to 5 miles.  
**Length:** Approximately 1.5 miles  
**Trail classification:** Beginner, graveled, all-weather secondary trail
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit parking area to top of Old Hwy 40 Trail. A preliminary trail is shown in Map 21.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$164,367 for planning and construction. The detailed cost breakdown is found in Table 21.1.
- e. This project will not be phased and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		LWSN: Old Hwy 40 Extension Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features		
<b>Est. Trail Length (miles):</b>		1.5		
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.75
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	1.5	\$ 16.05
Other		signs	2	\$ 150.00
		bridges	-	\$ -
		<b>Subtotal</b>		<b>\$ 127,416.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents			9%	\$ 11,467.44
Admin. & Construction Services			10%	\$ 12,741.60
Contingency			10%	\$ 12,741.60
		<b>Subtotal</b>	<b>29%</b>	<b>\$ 36,950.64</b>
<b>Est. Total Project Cost</b>				<b>\$ 164,366.64</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 164,366.64</b>
<b>Table 21.1: Estimated Overall Cost of Project for the LWSN: Old Hwy 40 Extension Trail</b>				

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Lower West Summit Network: Old Hwy 40 Perimeter Trail

### Project Checklist:

- a. **Project Description:** This 4 mile, intermediate trail connects the West Summit parking area to the bottom of Old Highway 40 Trail, providing a 9 mile loop option that provides access to the directional, user specific bike trails. This multi-directional bike trail has a 1,500 vertical elevation gain, providing a more strenuous cycling experience and adding to the stacked loop system of the Upper West Summit Network.  
**Length:** Approximately 4 miles  
**Trail classification:** Intermediate, single-track
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit parking area to bottom of Old Hwy 40 Trail. A preliminary trail is shown in Map 22.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$146,147 for planning and construction. The detailed cost breakdown is found in Table 22.1.
- e. This project will not be phased and will take approximately 16 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>	LWSN: Old Hwy 40 Perimeter Trail			
<b>Project Type:</b>	Backcountry: Purpose-built Single-track			
<b>Est. Trail Length (miles):</b>	4.0			
<b>Est. Build (\$/ft):</b>	\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 6.92	
<b>Description of Cost</b>	<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>	<b>Amount (\$0.00)</b>
Construction	miles	4.0	\$ 5.35	\$ 112,992.00
Other	signs	2	\$ 150.00	\$ 300.00
	bridges	-		\$ -
	<b>Subtotal</b>			<b>\$ 113,292.00</b>
Design/Admin./Contingency				
Planning, Design & Construction Documents		9%		\$ 10,196.28
Admin. & Construction Services		10%		\$ 11,329.20
Contingency		10%		\$ 11,329.20
	<b>Subtotal</b>	<b>29%</b>		<b>\$ 32,854.68</b>
<b>Est. Total Project Cost</b>				<b>\$ 146,146.68</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 146,146.68</b>

**Table 22.1: Estimated Overall Cost of Project for the LWSN: Old Hwy 40 Perimeter Trail**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Lower West Summit Network: Directional Trail #1

### Project Checklist:

- a. **Project Description** This is a purpose-built, directional, expert, mountain bike trail. Littered with jumps, berms, rollers, drops and wood features, this trail is 1.5 miles of adrenalin filled fun. This expert trail could greatly reduce traffic on beginner and multi-use trails, thereby serving all trail users and improving everyone's trail experience.  
**Length:** Approximately 1.5 miles  
**Trail classification:** Expert dirt jump and feature trail
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit to Ferndale. A preliminary trail is shown in Map 23.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$164,367 for planning and construction. The detailed cost breakdown is found in Table 23.1.
- e. This project will not be phased and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		LWSN: Directional Trail #1		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features		
<b>Est. Trail Length (miles):</b>		1.5		
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.75
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	1.5	\$ 16.05
Other		signs	2	\$ 150.00
		bridges	-	\$ -
<b>Subtotal</b>				<b>\$ 127,416.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 11,467.44
Admin. & Construction Services		10%		\$ 12,741.60
Contingency		10%		\$ 12,741.60
<b>Subtotal</b>		<b>29%</b>		<b>\$ 36,950.64</b>
<b>Est. Total Project Cost</b>				<b>\$ 164,366.64</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		TBD
<b>Est. Accommodations Tax Required</b>				<b>\$ 164,366.64</b>

Table 23.1: Estimated Overall Cost of Project for the LWSN: Directional Trail #1

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.



## Lower West Summit Network: Directional Trail #2

### Project Checklist:

- a. **Project Description:** This short beginner trail turns off Old Highway 40 Trail and meanders through pines and aspens on a slight downhill slope before rejoining the entry level, Old Highway 40 Trail.  
**Length:** Approximately one mile  
**Trail classification:** Beginner single-track flow trail
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From Old Hwy 40 trail. A preliminary trail is shown in Map 24.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$219,027 for planning and construction. The detailed cost breakdown is found in Table 24.1.
- e. This project will not be phased and will take approximately 4 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		LWSN: Directional Trail #2		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features		
<b>Est. Trail Length (miles):</b>		2.0		
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.74
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	2.0	\$ 16.05
Other		signs	2	\$ 150.00
		bridges	-	\$ -
<b>Subtotal</b>				<b>\$ 169,788.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Design & Construction Documents		9%		\$ 15,280.92
Admin. & Construction Services		10%		\$ 16,978.80
Contingency		10%		\$ 16,978.80
<b>Subtotal</b>		<b>29%</b>		<b>\$ 49,238.52</b>
<b>Est. Total Project Cost</b>				<b>\$ 219,026.52</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 219,026.52</b>

**Table 24.1: Estimated Overall Cost of Project for the LWSN: Directional Trail #2**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

### Lower West Summit Network: Directional Trail #3

#### Project Checklist:

- a. **Project Description:** This 1.5 mile intermediate trail is a progressive flow trail. With dirt rollers, rhythm sections, jumps and berms from top to bottom, this trail is like riding a roller coaster on a bike. Wide and smooth, this trail can be ridden on almost any bike.  
**Length:** Approximately 1.5 miles  
**Trail classification:** Intermediate dirt jump flow trail
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit to Ferndale. A preliminary trail is shown in Map 25.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$164,367 for planning and construction. The detailed cost breakdown is found in Table 25.1.
- e. This project will not be phased and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project					
<b>Project Name:</b>		LWSN: Directional Trail #3			
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features			
<b>Est. Trail Length (miles):</b>		1.5			
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.75	
Description of Cost		Units	Quantity	Unit Price (\$0.00)	Amount (\$0.00)
Construction		miles	1.5	\$ 16.05	\$ 127,116.00
Other		signs	2	\$ 150.00	\$ 300.00
		bridges	-		\$ -
		<b>Subtotal</b>			<b>\$ 127,416.00</b>
Design/Admin./Contingency					
Planning, Design & Construction Documents			9%		\$ 11,467.44
Admin. & Construction Services			10%		\$ 12,741.60
Contingency			10%		\$ 12,741.60
		<b>Subtotal</b>	<b>29%</b>		<b>\$ 36,950.64</b>
<b>Est. Total Project Cost</b>					<b>\$ 164,366.64</b>
<b>Est. Matching Funds or In-Kind</b>			TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>					<b>\$ 164,366.64</b>

**Table 25.1: Estimated Overall Cost of Project for the LWSN: Directional Trail #3**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Lower West Summit Network: Directional Trail #4

### Project Checklist:

- a. **Project Description:** This is the pro line, the trail that experts can push themselves on, and the trail where down-hillers can use their travel. The trail would be designed by walking through the woods to find and connect every rock feature and natural drop. Then technical trail features of wood and rock would be built in between the natural features for an adrenalin pumped ride from top to bottom.  
**Length:** Approximately 1.5 miles  
**Trail classification:** Expert/pro DH feature trail
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit to Ferndale. A preliminary trail is shown in Map 26.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$164,367 for planning and construction. The detailed cost breakdown is found in Table 26.1.
- e. This project will not be phased and will take approximately 8 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		LWSN: Directional Trail #4		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features		
<b>Est. Trail Length (miles):</b>		1.5		
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.75
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b> <b>Amount (\$0.00)</b>
Construction		miles	1.5	\$ 16.05 \$ 127,116.00
Other		signs	2	\$ 150.00 \$ 300.00
		bridges	-	\$ -
<b>Subtotal</b>				<b>\$ 127,416.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Preliminary Design & Construction Documents			9%	\$ 11,467.44
Admin. & Construction Services			10%	\$ 12,741.60
Contingency			10%	\$ 12,741.60
<b>Subtotal</b>			<b>29%</b>	<b>\$ 36,950.64</b>
<b>Est. Total Project Cost</b>				<b>\$ 164,366.64</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 164,366.64</b>
<b>Table 26.1: Estimated Overall Cost of Project for the LWSN: Directional Trail #4</b>				

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Lower West Summit Network: Zone 2 (Skills Area)

### Project Checklist:

- a. **Project Description:** Located above the Ferndale Picnic/Parking Area, this mountain bike riding zone features short skills trails that cater to a wide-range of ability levels. With jumps and features that mimic those on the above direction trails, users have the option to learn and build skills in a concentrated and easily accessible area prior to riding the longer directional trails above.

**Length:** Less than one mile

**Trail classification:** Beginner/intermediate/advanced/expert dirt jump & feature trails

- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.

- c. **Project location:** Rabbit Ears Pass. At Ferndale Picnic Area. A preliminary trail is shown in Map 27.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)

**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District

- d. **Total Cost is estimated to be:** \$66,435 for planning and construction. The detailed cost breakdown is found in Table 27.1.

- e. This project will not be phased and will take approximately 12 work weeks to build.

- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.

- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.

- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".

- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		LWSN: Skills Area		
<b>Project Type:</b>		Other		
<b>Est. Trail Length (miles):</b>		0.0		
<b>Est. Build (\$/ft):</b>		\$ 45,000.00	<b>Est. Project (\$/ft):</b>	#DIV/0!
Description of Cost	Units	Quantity	Unit Price (\$0.00)	Amount (\$0.00)
Construction	miles	1.0	\$ 45,000.00	\$ 45,000.00
Other	signs	10	\$ 150.00	\$ 1,500.00
	kiosks	2	\$ 2,500.00	\$ 5,000.00
	<b>Subtotal</b>			<b>\$ 51,500.00</b>
Design/Admin./Contingency				
	Planning, Preliminary Design & Construction Documents		9%	\$ 4,635.00
	Admin. & Construction Services		10%	\$ 5,150.00
	Contingency		10%	\$ 5,150.00
	<b>Subtotal</b>		<b>29%</b>	<b>\$ 14,935.00</b>
<b>Est. Total Project Cost</b>				<b>\$ 66,435.00</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 66,435.00</b>

Table 27.1: Estimated Overall Cost of Project for the LWSN: Skills Area

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.



### Lower West Summit Network: Zone #3 (Possible Expansion)

#### Project Checklist:

- a. **Project Description:** This zone allows for future directional mountain bike trail expansion.  
**Length:** Approximately 15 miles (10 trails at 1.5 miles each)  
**Trail classification:** Beginner, intermediate, advanced, expert & pro directional trails
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From West Summit parking area to lower Old Hwy 40 Trail and USFS entry. A preliminary trail is shown in Map 28.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$1,643,667 for planning and construction. The detailed cost breakdown is found in Table 28.1.
- e. This project will not be phased and will take approximately 80 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		LWSN: Expansion Zone		
<b>Project Type:</b>		Backcountry: Purpose-built Flow Trail w/ Features		
<b>Est. Trail Length (miles):</b>		15.0		
<b>Est. Build (\$/ft):</b>		\$ 16.05	<b>Est. Project (\$/ft):</b>	\$ 20.75
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	15.0	\$ 16.05
Other		signs	20	\$ 150.00
		bridges	-	\$ -
<b>Subtotal</b>				<b>\$ 1,274,160.00</b>
Design/Admin./Contingency				
Planning, Preliminary Design & Construction Documents		9%		\$ 114,674.40
Admin. & Construction Services		10%		\$ 127,416.00
Contingency		10%		\$ 127,416.00
<b>Subtotal</b>		<b>29%</b>		<b>\$ 369,506.40</b>
<b>Est. Total Project Cost</b>				<b>\$ 1,643,666.40</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 1,643,666.40</b>
<b>Table 28.1: Estimated Overall Cost of Project for the LWSN: Expansion Zone</b>				

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Lower West Summit Network: Hiking Only Trail

### Project Checklist:

- a. **Project Description:** A trail purpose-built for hiking (no bikes).  
**Length:** Approximately 3 miles  
**Trail classification:** Beginner/intermediate hiking only trail
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** South side of West Rabbit Ears Pass below Hwy 40. A preliminary trail is shown in Map 29.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$55,821 for planning and construction. The detailed cost breakdown is found in Table 29.1.
- e. This project will not be phased and will take approximately 10 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project					
<b>Project Name:</b>		LWSN: Hiking Only Trail			
<b>Project Type:</b>		Backcountry: Hiking			
<b>Est. Trail Length (miles):</b>		3.0			
<b>Est. Build (\$/ft):</b>		\$ 2.68	<b>Est. Project (\$/ft):</b>	\$ 3.52	
Description of Cost		Units	Quantity	Unit Price (\$0.00)	Amount (\$0.00)
Construction		miles	3.0	\$ 2.68	\$ 42,372.00
Other		signs	6	\$ 150.00	\$ 900.00
		bridges	-		\$ -
		<b>Subtotal</b>			<b>\$ 43,272.00</b>
Design/Admin./Contingency					
Planning, Preliminary Design & Construction Documents			9%		\$ 3,894.48
Admin. & Construction Services			10%		\$ 4,327.20
Contingency			10%		\$ 4,327.20
		<b>Subtotal</b>	<b>29%</b>		<b>\$ 12,548.88</b>
<b>Est. Total Project Cost</b>					<b>\$ 55,820.88</b>
<b>Est. Matching Funds or In-Kind</b>			TBD		TBD
<b>Est. Accommodations Tax Required</b>					<b>\$ 55,820.88</b>

**Table 29.1: Estimated Overall Cost of Project for the LWSN: Hiking Only Trail**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Lower West Summit Network: Ferndale Amenities

### Project Checklist:

- a. **Project Description:** This project includes increasing parking, improving restroom facilities and informational kiosks to enhance the user experience at the Ferndale Picnic/Parking Area on Highway 40/Rabbit Ears Pass.
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. A preliminary trail is shown in Map 30.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)  
**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District
- d. **Total Cost is estimated to be:** \$322,500 for planning, design and construction. The detailed cost breakdown is found in Table 30.1.
- e. This project will not be phased and will take approximately 4 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>	LWSN: Ferndale Amenities			
<b>Project Type:</b>	Facility			
<b>Est. Trail Length (miles):</b>	n/a			
<b>Est. Build (\$):</b>	\$250,000.00		<b>Est. Project (\$/ft):</b>	n/a
<b>Description of Cost</b>	<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>	<b>Amount (\$0.00)</b>
Construction	restroom	1	\$ 80,000.00	\$ 80,000.00
	parking	1	\$ 165,000.00	\$ 165,000.00
Other	signs & kiosks	2	\$ 2,500.00	\$ 5,000.00
	<b>Subtotal</b>			<b>\$ 250,000.00</b>
Design/Admin./Contingency				
	Planning, Preliminary Design & Construction Documents		9%	\$ 22,500.00
	Admin. & Construction Services		10%	\$ 25,000.00
	Contingency		10%	\$ 25,000.00
	<b>Subtotal</b>		<b>29%</b>	<b>\$ 72,500.00</b>
<b>Est. Total Project Cost</b>				<b>\$ 322,500.00</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 322,500.00</b>

**Table 30.1: Estimated Overall Cost of Project for the LWSN: Ferndale Amenities**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

## Lower West Summit Network: Forest Entry Amenities

### Project Checklist:

- a. **Project Description:** This project includes construction of restroom facilities for improved sanitation and information kiosks to enhance the user experience at the Routt National Forest Entry parking area on Highway 40 climbing east up Rabbit Ears Pass.
- b. **Individual Entities Involved:** US Forest Service (USFS) & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. At USFS entry point and bottom of Old Hwy 40 Trail. This is shown in Map 31.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** USFS (Medicine Bow-Routt National Forests & Thunder Basin National Grassland)

**Amenity is managed by:** Hahns Peak/Bears Ears Ranger District

- d. **Total Cost is estimated to be:** \$645,000 for planning and construction. The detailed cost breakdown is found in Table 31.1.
- e. This project will not be phased and will take approximately 6 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		LWSN: Forest Entry Amenities		
<b>Project Type:</b>		Facility		
<b>Est. Trail Length (miles):</b>		n/a		
<b>Est. Build (\$):</b>		\$500,000.00	<b>Est. Project (\$/ft):</b>	n/a
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		restroom	1	\$ 80,000.00
		Parking	0	\$ 150.00
Other		signs & kiosks	2	\$ 2,500.00
		<b>Subtotal</b>		<b>\$ 500,000.00</b>
Design/Admin./Contingency				
Planning, Preliminary Design & Construction Documents			9%	\$ 45,000.00
Admin. & Construction Services			10%	\$ 50,000.00
Contingency			10%	\$ 50,000.00
		<b>Subtotal</b>	<b>29%</b>	<b>\$ 145,000.00</b>
<b>Est. Total Project Cost</b>				<b>\$ 645,000.00</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 645,000.00</b>

**Table 31.1: Estimated Overall Cost of Project for the LWSN: Forest Entry Amenities**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.



## Drunken Hogan

### Project Checklist:

- a. **Project Description:** The primary purpose of the project is to provide an alternate route between the Steamboat Ski Area and the Dumont Lake Campground near Rabbit Ear Pass. This alternative will reduce pressure and resource damage on the popular Continental Divide Trail by dispersing users.  
**Length:** Approximately 15 miles  
**Trail classification:** Advanced technical single-track
- b. **Individual Entities Involved:** USFS & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Rabbit Ears Pass. From Dumont Lake to the Steamboat Ski Area. A preliminary trail is shown in Map 32.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** USFS  
**Amenity is managed by:** USFS
- d. **Total Cost is estimated to be:** \$1,196,888 for planning and construction. The detailed cost breakdown is found in Table 32.1. Bridges are a large percentage of this cost and priority will be given to reduce and minimize potential bridges during final design.
- e. This project will not be phased and will take approximately 44 work weeks to build.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$0.00/year based on percentage of ownership. Pro formas are not being provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.

Estimated Overall Cost of Project				
<b>Project Name:</b>		Drunken Hogan Trail		
<b>Project Type:</b>		Backcountry: Purpose-built Single-track		
<b>Est. Trail Length (miles):</b>		15.0		
<b>Est. Build (\$/ft):</b>		\$ 5.35	<b>Est. Project (\$/ft):</b>	\$ 15.11
<b>Description of Cost</b>		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
Construction		miles	15.0	\$ 5.35
Other		signs	8	\$ 150.00
		bridges	4	\$ 125,725.00
<b>Subtotal</b>				<b>\$ 927,820.00</b>
Design/Admin./Contingency				
Planning, Preliminary Design & Construction Documents			9%	\$ 83,503.80
Admin. & Construction Services			10%	\$ 92,782.00
Contingency			10%	\$ 92,782.00
<b>Subtotal</b>			<b>29%</b>	<b>\$ 269,067.80</b>
<b>Est. Total Project Cost</b>				<b>\$ 1,196,887.80</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 1,196,887.80</b>

**Table 32.1: Estimated Overall Cost of Project for the Drunken Hogan Trail**

Pro formas are not provided for projects on public land managed by government entities other than the City of Steamboat Springs as the managing entity would take on the operational costs of the trail or other asset.



## **Southbound on the Yampa River Core Trail**

**Proposed by:**

**Yampatika**

**925 Weiss Drive Steamboat Springs**

**Colorado 80487**

**[www.yampatika.org](http://www.yampatika.org)**

**(970) 871-9151 (phone) (970) 870-2284 (fax)**

**Sonja Macys, Executive Director**

**[sonja@yampatika.org](mailto:sonja@yampatika.org)**

**Description of the Project including: a description of the Project that enhances the brief description supplied in the RFI response.**

An attractive Southern terminus of the Yampa River Core Trail is a much needed amenity for tourist and residents of Steamboat Springs, Colorado. At present, the Core Trail and linking trails provide more than 35 miles of hard surface trail; many of those miles also include a parallel soft surface trail for mountain biking, jogging, and snowshoeing. The Core Trail connects to over 18 miles of public single track trails on Emerald Mountain and a gated gravel road that extends to near the top of Emerald Mountain; these trails connect to BLM trails on the backside of Emerald Mountain. It also links directly to the Steamboat Ski and Resort Corporation's 25-mile network of trails, which provides linkage to Forest Service Trails and the Continental Divide Trail. In the future, it will make up part of the 200-mile Yampa River Trail, extending from the Flattops Wilderness Area in Routt County to Dinosaur National Monument in Moffat County.

Trail surveys conducted in past years during spring, summer, and fall months indicate that as a whole, a minimum of 1,000 people utilize the core trail on any given day, with significantly higher use on weekends and holidays. Multiple trail users, trail user groups, community groups and businesses have a real interest in the trail. The community's mobility-impaired population makes extensive use of the Yampa River Core Trail, and several tourist-oriented athletic and cultural events, such as the annual pentathlon and Art in the Park, make use of the trail. Multiple

use of the non-motorized trail is harmonious and there doesn't seem to be any particular trail user group issues or conflicts associated with it. A city-wide transportation survey noted that expanding the urban trail system gets strong to moderate support from 92% of local citizens.

At present, the southern reach of the Core Trail dead ends at Dougherty Lane, providing users an unrewarding turnaround point that is not visually pleasing, nor does it provide a glimpse into our area's pristine natural environment or historic heritage. Through his proposal, an attractive loop around the Legacy Ranch Hay Meadow would become the southern terminus of the trail, allowing trail users to visit a working ranch with open space preserved by a conservation easement, before heading back north.

In addition to providing for a recreational experience in a scenic working landscape, the trail extension will increase bird and wildlife watching viewing opportunities and create better access to many well-known and loved tourist attractions including the Yampa River both at the Chuck Lewis State Wildlife Area and beyond, providing additional opportunities for wildlife watching and fishing. It will link bicyclists more safely to River Road, a popular route for road bikers. It will provide safe access to the Haymaker Golf Course and Yampatika's Environmental Learning Center at Legacy Ranch, two popular City-owned assets. Currently, pedestrians and bikers wishing to visit these places are forced to utilize our main regional highway, Highway 40, to travel between town and the southern terminus of the trail. Safety concerns regarding the mix of vehicles, bikes, and pedestrians on the shoulder of Highway 40 has led to the high prioritization of this project. Colorado Department of Transportation studies show that Highway 40 is extremely busy and is near or at capacity in this area. Safety concerns over the mixed use of Highway 40 by vehicles and recreationalists in this developing area of our community has prioritized the need for this trail extension.

The Core Trail passes through historic and recreation sites, including ski jumping, rodeo, and hot springs spas. The Trail links local cultural and recreational amenities including the Steamboat Springs Art Depot/Visual Arts Center, the Werner Memorial Library, the Community Center, Howelsen Hill Park, Steamboat Springs Health and Recreation Association Swimming Pools, Emerald Youth Park, Weiss Park, Snake Island, and other valuable open space areas along the River Corridor, including Legacy project open space lands.

This project will extend the Core Trail approximately two miles to the south. Fencing will be installed around environmentally sensitive areas and a formal hard surface trail will be constructed providing for new, safe, access to an area that is heavily used for both pedestrian and bicycle commuting and recreational purposes. Project components include routing the trail on in-fill areas devoid of critical or valuable habitat or wildlife and away from potential nesting areas, fencing off sensitive environmental areas, trail and river bank stabilization, weed control and revegetation of disturbed areas with native vegetation. The project will mitigate negative impacts through directing recreational use within the corridor to the trail and away from sensitive

areas using signage and fencing, establishing specific river access areas for boaters and fishermen, and creation of conservation areas, as needed, to protect sensitive vegetation and wildlife.

The hard surface portion of the trail is suitable for wheelchairs, strollers, bicycling, walking, skateboarding, roller skating/blading, and other non-motorized activities. Year round use is possible since the trails are cleared of snow and are not muddy. The adjacent soft surface trail is appropriate for runners, hikers, fisherpersons, equestrians, cross-country skiers, mountain bikers, and snowshoers. In winter, the 4 foot wide soft surface trail is left unplowed for cross-country skiers and snowshoers. Trail users will experience multiple benefits from this project, including 1) Connecting users in South Steamboat to already developed segments of urban trail in Steamboat Springs; 2) Increasing commuter safety between South Steamboat and the community; 3) Providing additional recreational trail opportunities; 4) Providing public access to the Yampa River in an environmentally sensitive manner; 5) Providing watchable wildlife opportunities to the public. The entire Core Trail is a beginner trail that meets all standards for barrier-free accessibility, is designed to ensure full accessibility for all ability levels, addresses the needs of the physically challenged, and provides for the broadest possible use by all residents and visitors

This trail segment is identified in both the Steamboat Springs Area Plan (2004), the Mountain Town Sub-Area Plan (1999), and the Steamboat Springs Trail system Master Plan (1991) - each plan has been approved and adopted by the City of Steamboat Springs. The project directly ties to three of the four strategic actions identified by the City's Parks & Recreation Department. In constructing a new trail, the project ties to Strategic Action #1: to deliver outdoor experiences that people want. Through use of Yampatika Volunteers to revegetate and build the trail, the project also ties to Strategic Action #3: community engagement in stewardship of public lands and resources, and to issue #6 which specifically sets the goal of encouraging public participation in stewardship through youth outreach

**List of entities involved with the development of the Project, background of the entities, specific current and future interest of the entities including roles and responsibility of each.**

Yampatika, a not-for profit organization whose mission is to inspire environmental stewardship through education has partnered with the City of Steamboat springs over the past twenty years to develop programming that connects residents and visitors to the City's natural and cultural resources. Since 2009, Yampatika has been the site steward of the City-owned Legacy Ranch. Since that time, Yampatika has worked to reconnect the City to landowners in the south valley whose cooperation is critical to the extension of the Core Trail. Most recently, Yampatika has facilitated conversations that have led to donated easements from landowners adjacent to the Legacy Ranch.

Development of this trail project is a high priority for the City. The City's *Open Space and Trails Master Plan (2008)* specifically notes that "completing key links within the existing trails system is a primary focus for expanding the system" and that "linking existing trails as a contiguous system is an important strategy to utilize to enhance and expand our existing trails system". "Enhancing and expanding our existing trail system" is identified in the Steamboat Springs Area Community Plan and this trail project is specifically identified on the map of Community Plan's map of proposed trails. The 2002 Community Survey found that developing more trails and bike paths was the second most important capital project for the City, behind acquisition of additional open space. This trails project is also supported by the *Mountain Town Subarea Plan (1999)*.

The trail has been designed by the City's Director of Parks, Recreation and Open Space and the City's Supervisor of Trails and Open Space with assistance from Civil Design Consultants, the engineers of record for the Yampa River Core Trail. The project area has been surveyed for sensitive vegetation and habitat and three trail alignments have been proposed and discussed with landowners. Because a particular alignment has not yet been chosen, there will be no maps included with this proposal to delineate the precise trail alignment between Dougherty Road and the City-owned Legacy Ranch. Should final landowner approval be given to a certain route within the time frame of the accommodations tax granting procedure, maps delineating the final choice will be made available.

City staff have walked the proposed trail corridor and have identified the trail location using GIS information. The trail segment will continue the urban core trail specification for a 10-foot wide trail and a parallel 4-foot soft-surface trail. Given high anticipated use of the trail, the trail has been designed as parallel hard and soft surface trails to ensure sustainability. Development of the trail extension will include building bridge abutments, installing the bridge, developing the trail with sub-base material and the concrete and gravel fines surface, and stabilizing the soil and trail corridor through landscaping and revegetation. Trail design and planning follows guidelines from the American Association of State Highway and Transportation Officials Guide for the Development of Bicycle Facilities, the Planning Trails with Wildlife in Mind handbook and has been designed in accordance with the Steamboat Springs Trail system Master Plan (revised 1991) and the Yampa River Outdoor Recreation Conceptual Plan (1993).

As with other reaches of the Core Trail, this segment will be maintained on an annual basis as a year-round non-motorized, multiple-use trail according to the City of Steamboat Springs Trail system Maintenance Manual (1994). Trail maintenance is built into the City's annual budget and into the Parks, Recreation and Open Space Department's annual work plan. City Departments share maintenance duties: The Police Department provides security and enforcement; the Parks and Trails Divisions have a preventative maintenance schedule and removes snow and scoria from the hard-surface trail in winter (snow is left on the soft-surface trail for skiing and snowshoeing) and maintains the surface of the soft surface and concrete trails.

The City owns the Legacy Ranch property and the Yampa Valley Land Trust worked with the City to “bank” a trail on the property. The Yampa Valley Land Trust will work with the City to site the trail in the appropriate location on the Legacy Ranch site. Yampatika will “adopt” the trail from Legacy Ranch to its current terminus at Dougherty Lane, conducting routine patrols. Additional groups involved in the project will include Volunteers for Outdoor Colorado (VOC) who have assisted with trail building projects with the City of Steamboat Springs in the past. Beneficiaries of the project, or user groups and sites that will receive more attention and visitation thanks to the addition of the Core Trail include: The Haymaker Golf Course, Colorado Parks and Wildlife’s Chuck Lewis, Trout Unlimited/Yampa Valley Fly Fishers, the Yampa Valley Birding Club and the Colorado Crane Coalition.

**Project location. If the project is to be constructed, indicate whether the land to be used will need to be purchased and the details of that expected purchase. Disclose who will own the completed project and who will manage the amenity. Will the amenity be purchased or leased? Please provide the details of the transaction.**

Land tenure will be described for two reaches of the trail, the portion that stretches from Dougherty Lane (Segment A) and the loop at Legacy Ranch (Segment B). For Segment A, discussions are currently underway with landowners to secure easements for the trail. The three alignments proposed provide maximum flexibility in securing a site for the trail assuming varied levels of commitments from landowners. These discussions have occurred over the past year and will conclude in spring 2013. Landowners have agreed to donation of easements for the trail that will be held in perpetuity by the City. Segment owned by the City, with a conservation easement held by the Yampa Valley Land Trust. A trail is “banked” on the property. The Yampa Valley Land Trust will work with the City to site the trail in the appropriate location on the Legacy Ranch site. Yampatika will “adopt” the trail from Legacy Ranch to its current terminus at Dougherty Lane, conducting routine patrols.

**Estimated overall cost of the project. Include detail of the costs. For example, if construction is involved, please identify the per square foot cost of construction, the cost to prepare the site, the cost of permitting, tap fees, etc.**

Again, costs will be described for two segments of the trail, the portion that stretches from Dougherty Lane (Segment A) and the loop at Legacy Ranch (Segment B). Detailed cost estimates are available for the three different alignments that have been proposed for Segment A. However, as previously noted, because the landowners involved have not settled on a final alignment for the Core Trail, these are not included in this proposal although they are available at the Parks & Rec. Department. The linear feet of trail to be constructed in this segment range between 3,850 and 4,430, depending on the final alignment of the trail. Cost estimates that have been secured for Segment A range from \$1,240,291-\$2,163,258 with an average cost per linear foot of all estimates being \$223.35. Based on that cost estimate, Segment B (the loop at Legacy Ranch) which is approximately 10,000 linear feet would add a cost of \$2,233,467. The total project cost is estimated at between \$3,473,758 and \$4,396,725, again, depending on the

alignment of Segment A. Accommodations tax dollars would be used to leverage matching funds from GOCO to secure the balance of trail construction costs.

These estimates *include* the following: clearing and grading the trail area, laying a base course, and providing wetland crossing, bridges and culverts as needed. They also *include* signage, topsoil, revegetation, fencing and vegetative screening. Cost estimates *include* a 15% contingency. They *do not include* legal or permitting fees, engineering or surveying costs, and materials testing.

**A timeline showing the phasing of the project, from inception through construction to operations. If the project can be phased over a number of years, please indicate the contemplated phases and the timing of phases.**

TASK	2013		2014		2015	
	Winter-Spring	Summer-Fall	Winter-Spring	Summer-Fall	Winter-Spring	Summer-Fall
Secure easements & finalize construction costs for trail segment A.	X					
Secure commitment for accommodations tax funding.		X				
Pursue Grants from GOCO and other sources for trail construction.			X	X		
Construct trail- segment A					X	X
Construct trail- segment B					X	X

**Infrastructure needed to complete the project. For example, will a road need to be built to the project? Will utilities need to be relocated?**

No conflict with existing infrastructure has been identified.

**Future capital needs of the project. This should include expected replacement costs, and the method of funding future costs.**

Please see project proforma, Table 33.2.



**The anticipated ongoing annual *operational* revenue generation of the project, and its anticipated annual *operational* costs. Provide a multi-year (minimum 6-year) financial pro-forma.**

The Core Trail is a free amenity. As such it does not generate operational revenue per se. However, having multiple use recreational trails provides additional opportunities to tourist with interest in hiking, biking, wildlife watching, and fishing. Based on partner estimates these projects at maturity could generate \$81 million for the local economy.

As with other reaches of the Core Trail, this segment will be maintained on an annual basis as a year-round non-motorized, multiple-use trail according to the City of Steamboat Springs Trail system Maintenance Manual (1994). Trail maintenance is built into the City’s annual budget and into the Parks, Recreation and Open Space Department’s annual work plan and approximate annual maintenance cost to the City is \$47, 577.34. City Departments share maintenance duties: The Police Department provides security and enforcement; the Parks and Trails Divisions have a preventative maintenance schedule and removes snow and scoria from the hard-surface trail in winter (snow is left on the soft-surface trail for skiing and snowshoeing) and maintains the surface of the soft surface and concrete trails.

**Maps of the proposed Project area showing both current conditions and conceptual rendering of the proposed Project in its anticipated condition.**



Estimated Overall Cost of Project				
<b>Project Name:</b>		Core Trail S - Legacy Ranch		
<b>Project Type:</b>		Core Trail		
<b>Est. Trail Length (miles):</b>		3.3		
<b>Est. Build (\$/ft):</b>		\$ 144.45	<b>Est. Project (\$/ft):</b>	\$ 186.45
<b>Description of Cost</b>	<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>	<b>Amount (\$0.00)</b>
Construction	miles	3.3	\$ 144.45	\$ 2,501,296.20
Other	signs	10	\$ 150.00	\$ 1,500.00
	bridges	-		\$ -
<b>Subtotal</b>				<b>\$ 2,502,796.20</b>
<b>Design/Admin./Contingency</b>				
Planning, Preliminary Design & Construction Documents		9%		\$ 225,251.66
Admin. & Construction Services		10%		\$ 250,279.62
Contingency		10%		\$ 250,279.62
<b>Subtotal</b>		<b>29%</b>		<b>\$ 725,810.90</b>
<b>Est. Total Project Cost</b>				<b>\$ 3,228,607.10</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 3,228,607.10</b>

**Table 33.1: Estimated Overall Cost of Project for the Core Trail S - Legacy Ranch**

Project Pro forma (6 year) for City of Steamboat Springs							
<b>Project Name:</b>		Core Trail S - Legacy Ranch					
<b>Project Type:</b>		Core Trail					
<b>Est. Trail Length (miles):</b>		3.3 Miles		<b>Land Manager [3]</b>		City	100%
						-	0%
		<b>Construction Phase</b>	<b>Year1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year4</b>	<b>Year5</b>
<b>Projected Revenue</b>		See the overall Proposal revenue estimates and sources					
<b>Projected Costs</b>							
<b>Capital [1]</b>							
Construction	\$ (3,226,672.10)	\$ (83,376.54)	\$ (83,376.54)	\$ (83,376.54)	\$ (83,376.54)	\$ (83,376.54)	\$ (83,376.54)
Other: Trail Amenities	\$ (50,000.00)	\$ (5,000.00)	\$ (5,000.00)	\$ (5,000.00)	\$ (5,000.00)	\$ (5,000.00)	\$ (5,000.00)
Other: Bridges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ (3,276,672.10)</b>	<b>\$ (88,376.54)</b>	<b>\$ (88,376.54)</b>	<b>\$ (88,376.54)</b>	<b>\$ (88,376.54)</b>	<b>\$ (88,376.54)</b>	<b>\$ (88,376.54)</b>
<b>Operational [2]</b>							
Trail Maintenance	\$ -	\$ (45,077.34)	\$ (45,077.34)	\$ (45,077.34)	\$ (45,077.34)	\$ (45,077.34)	\$ (45,077.34)
Amenity Replacement	\$ -	\$ (2,500.00)	\$ (2,500.00)	\$ (2,500.00)	\$ (2,500.00)	\$ (2,500.00)	\$ (2,500.00)
Bridge Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ (47,577.34)</b>	<b>\$ (47,577.34)</b>	<b>\$ (47,577.34)</b>	<b>\$ (47,577.34)</b>	<b>\$ (47,577.34)</b>	<b>\$ (47,577.34)</b>
<b>Total Costs</b>	<b>\$ (3,276,672.10)</b>	<b>\$ (135,953.88)</b>	<b>\$ (135,953.88)</b>	<b>\$ (135,953.88)</b>	<b>\$ (135,953.88)</b>	<b>\$ (135,953.88)</b>	<b>\$ (135,953.88)</b>
<b>Notes:</b>							
[1]	Assumptions for capital costs are detailed in the project Pro forma section of the proposal.						
[2]	Assumptions for operational costs are detailed in the project Pro forma section of the proposal.						
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).						

**Table 33.2: Project Pro forma (6 year) for City of Steamboat Springs for the Core Trail S - Legacy Ranch**

## Core Trail West: Bear River Park

### Project Checklist:

- a. **Project Description:** This project provides a loop destination at the west end of the Core Trail until easements can be obtained to continue the Core Trail further west. A nature walk style trail including a boardwalk would provide an alternate activity for family members while others are utilizing the existing Skateboard & Bike Parks at Bear River Park.  
**Length:** approximately 0.4 miles (including approximately 0.05 miles of boardwalk)  
**Trail classification:** Core Trail (Cost could be reduced as a Secondary Trail)
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** This trail is on the west side of town at the City's Bear River Park. A preliminary trail is shown in Map 34.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$611,908 for planning, construction & contingency. The detailed cost breakdown is found in Table 34.1.
- e. This project will not be phased and will take place within one year scheduled to minimize impact on wetland environment during construction.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs are: \$16,762/year based on replacement of the trail & trail amenities (signs, trash cans, fencing).
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$8,103/year based on percentage of ownership and current City trails maintenance expense estimated by Parks & Rec Staff. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 34.2.

Estimated Overall Cost of Project				
Project Name:		Core Trail W - Bear River Park		
Project Type:		Core Trail		
Est. Trail Length (miles):		0.5		
Est. Build (\$/ft):		\$ 144.45	Est. Project (\$/ft):	\$ 231.78
<b>Description of Cost</b>				
		<b>Units</b>	<b>Quantity</b>	<b>Unit Price (\$0.00)</b>
				<b>Amount (\$0.00)</b>
Construction		miles	0.5	\$ 144.45
Other		amenities	4	\$ 150.00
		boardwalk	0.05	\$ 350.00
		<b>Subtotal</b>		<b>\$ 474,348.00</b>
<b>Design/Admin./Contingency</b>				
Planning, Preliminary Design & Construction Documents			9%	\$ 42,691.32
Admin. & Construction Services			10%	\$ 47,434.80
Contingency			10%	\$ 47,434.80
		<b>Subtotal</b>	<b>29%</b>	<b>\$ 137,560.92</b>
<b>Est. Total Project Cost</b>				<b>\$ 611,908.92</b>
<b>Est. Matching Funds or In-Kind</b>				<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 611,908.92</b>

**Table 34.1: Estimated Overall Cost of Project for the Core Trail W - Bear River Park**

Project Pro forma (6 year) for City of Steamboat Springs								
Project Name:		Core Trail W - Bear River Park						
Project Type:		Core Trail						
Est. Trail Length (miles):		0.5 Miles		Land Manager [3]		City	100%	
						-	0%	
Construction Phase								
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
Projected Revenue		See the overall Proposal revenue estimates and sources						
Projected Costs								
Capital [1]								
Construction		\$ (491,938.92)	\$ (12,711.60)	\$ (12,711.60)	\$ (12,711.60)	\$ (12,711.60)	\$ (12,711.60)	\$ (12,711.60)
Other: Amenities		\$ (774.00)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)
Other: Boardwalk		\$ (119,196.00)	\$ (3,973.20)	\$ (3,973.20)	\$ (3,973.20)	\$ (3,973.20)	\$ (3,973.20)	\$ (3,973.20)
Subtotal		\$ (611,908.92)	\$ (16,762.20)	\$ (16,762.20)	\$ (16,762.20)	\$ (16,762.20)	\$ (16,762.20)	\$ (16,762.20)
Operational [2]								
Trail Maintenance		\$ -	\$ (6,872.50)	\$ (6,872.50)	\$ (6,872.50)	\$ (6,872.50)	\$ (6,872.50)	\$ (6,872.50)
Amenity Replacement		\$ -	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)
Boardwalk Maintenance		\$ -	\$ (1,191.96)	\$ (1,191.96)	\$ (1,191.96)	\$ (1,191.96)	\$ (1,191.96)	\$ (1,191.96)
Subtotal		\$ -	\$ (8,103.16)	\$ (8,103.16)	\$ (8,103.16)	\$ (8,103.16)	\$ (8,103.16)	\$ (8,103.16)
<b>Total Costs</b>		<b>\$ (611,908.92)</b>	<b>\$ (24,865.36)</b>	<b>\$ (24,865.36)</b>	<b>\$ (24,865.36)</b>	<b>\$ (24,865.36)</b>	<b>\$ (24,865.36)</b>	<b>\$ (24,865.36)</b>
Notes:								
[1]	Assumptions for capital costs are detailed in the project Pro forma section of the proposal.							
[2]	Assumptions for operational costs are detailed in the project Pro forma section of the proposal.							
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).							

**Table 34.2: Project Pro forma (6 year) for City of Steamboat Springs for the Core Trail W - Bear River Park**

## Secondary Trail North: Strawberry Park

### Project Checklist:

- a. **Project Description:** This project provides a loop destination at the north end of Butcher Knife trail. Butcher Knife trail is a well-used secondary gravel trail that parallels Butcher Knife Creek and currently dead ends just past the schools. By creating a loop on an old irrigation ditch on the hillside above the school, trail users will have a clear destination on an excellent beginner trail that originates downtown near Old Town Hot Springs and the Rabbit Ears Motel.  
**Length:** approximately 0.5 miles  
**Trail classification:** Secondary or Core Trail
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance. The entities' background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** This trail is on the north side of town at the Butcher Knife Trail to the Steamboat Springs School District property at Steamboat Middle School. A preliminary trail is shown in Map 35.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$365,173 for planning, construction & contingency. The detailed cost breakdown is found in Table 35.1.
- e. This project will not be phased and will take place within one year scheduled to minimize impact on wetland environment during construction.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs are: \$78.00/year based on sign replacement.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$525.00/year based on percentage of ownership and current City trails maintenance expense estimated by Parks & Rec Staff. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 35.2.

Estimated Overall Cost of Project				
Project Name:	Core Trail N - Strawberry Park			
Project Type:	Secondary Trail			
Est. Trail Length (miles):	0.5			
Est. Build (\$/ft):	\$ 107.00	Est. Project (\$/ft):	\$	138.32
Description of Cost	Units	Quantity	Unit Price (\$0.00)	Amount (\$0.00)
Construction	miles	0.5	\$ 107.00	\$ 282,480.00
Other	signs	4	\$ 150.00	\$ 600.00
	bridges	-		\$ -
	<b>Subtotal</b>			<b>\$ 283,080.00</b>
Design/Admin./Contingency				
Planning, Preliminary Design & Construction Documents		9%		\$ 25,477.20
Admin. & Construction Services		10%		\$ 28,308.00
Contingency		10%		\$ 28,308.00
	<b>Subtotal</b>	<b>29%</b>		<b>\$ 82,093.20</b>
<b>Est. Total Project Cost</b>				<b>\$ 365,173.20</b>
<b>Est. Matching Funds or In-Kind</b>				<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 365,173.20</b>

**Table 35.1: Estimated Overall Cost of Project for the Core Trail N - Strawberry Park**

Project Pro forma (6 year) for City of Steamboat Springs								
Project Name:	Core Trail N - Strawberry Park							
Project Type:	Secondary Trail							
Est. Trail Length (miles):	0.5 Miles							
				<b>Land Manager [3]</b>	<b>City</b>	<b>100%</b>		
					-	0%		
	<b>Construction Phase</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	
Projected Revenue								See the overall Proposal revenue estimates and sources
Projected Costs								
Capital [1]								
Construction	\$ (364,399.20)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other: Amenities	\$ (774.00)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)
Other: Boardwalk	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ (365,173.20)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)	\$ (77.40)
Operational [2]								
Trail Maintenance	\$ -	\$ (485.91)	\$ (485.91)	\$ (485.91)	\$ (485.91)	\$ (485.91)	\$ (485.91)	\$ (485.91)
Amenity Replacement	\$ -	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)	\$ (38.70)
Bridge Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ (524.61)	\$ (524.61)	\$ (524.61)	\$ (524.61)	\$ (524.61)	\$ (524.61)	\$ (524.61)
<b>Total Costs</b>	<b>\$ (365,173.20)</b>	<b>\$ (602.01)</b>	<b>\$ (602.01)</b>	<b>\$ (602.01)</b>	<b>\$ (602.01)</b>	<b>\$ (602.01)</b>	<b>\$ (602.01)</b>	<b>\$ (602.01)</b>
Notes:								
[1]	Assumptions for capital costs are detailed in the project Pro forma section of the proposal.							
[2]	Assumptions for operational costs are detailed in the project Pro forma section of the proposal.							
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).							

**Table 35.2: Project Pro forma (6 year) for City of Steamboat Springs for the Core Trail N - Strawberry Park**

## Core Connection: 12<sup>th</sup> Street at Little Toots Park

### Project Checklist:

- a. **Project Description:** Construction of a paved sidewalk as identified in the City of Steamboat Springs Sidewalks Master Plan, along the southern border of Little Toots Park from Lincoln Ave. to the Core Trail, which will enhance visitor experience by providing a safe and easily navigable spur from the recreational opportunities along the Core Trail and Little Toots Park to downtown.  
**Length:** approximately 0.1 miles  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** This trail is on the north side of town out the Butcher Knife Trail to the Steamboat Springs School District property at Steamboat Middle School. This is shown in Map 36.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$33,012 for planning, construction & contingency. The detailed cost breakdown is found in Table 36.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$1,651.

<b>Downtown to Core Trail Connections (12th Street walk)</b>				
Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls	1	\$ 1,200.00	\$ 1,200
Easement Recording	ac			\$ -
<b>ROW Subtotal</b>				<b>\$ 1,200</b>
<b>Construction or Project Elements</b>				
sidewalk construction	lf	400	\$ 60.00	\$ 24,000
<b>Construction/Project Elements Subtotal</b>				<b>\$ 24,000</b>
<b>ROW/ Construction or Project Elements Total</b>				<b>\$ 25,200</b>
Design		6%		\$ 1,512
Permitting		4%		\$ 1,008
Project Mgt/ Construction Mgt		5%		\$ 1,260
Construction Surveying		3%		\$ 756
Engineering/Testing		2%		\$ 504
Erosion Control		2%		\$ 504
Traffic Control		1%		\$ 252
Utility		3%		\$ 756
Contingency		5%		\$ 1,260
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 7,812</b>
<b>Total</b>				<b>\$ 33,012</b>

**Table 36.1:** Estimated Overall Cost for the Core Connection along 12<sup>th</sup> Street at Little Toots Park.



## Lodging Connection: Walton Creek

### Project Checklist:

- a. **Project Description:** We propose the construction of a paved pathway paralleling US 40 (east side) from its southern terminus at the Fairfield Inn & Suites connecting to the Holiday Inn, La Quinta, and ending at a pedestrian bridge over Walton Creek at its northern terminus. With these improvements visitors will no longer have to compromise their safety by riding or walking along the heavily trafficked US 40 to connect to city trails. After crossing the proposed Walton Creek bridge, users will have the option to either connect to the existing Walton Creek underpass, linking to the Walton Creek Trail or Core Trail, or cross at the lighted intersection of US 40 and Walton Creek Road. On the western side of US 40 we propose the construction of a detached sidewalk from Dougherty Road to Walton Creek, which will provide access to the Core Trail from residential and lodging properties alike.

**Length:** approximately 0.5 miles

**Trail classification:** Connection

- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** This trail is on the north side of town out the Butcher Knife Trail to the Steamboat Springs School District property at Steamboat Middle School. A preliminary trail is shown in Map 37.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$336,677 for planning, construction & contingency. The detailed cost breakdown is found in Table 37.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year..
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$16,834.

## Walton Creek to Downtown Trail Connections

Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls	1	\$ 3,100.00	\$ 3,100
Land Acquisition				\$ -
<b>ROW Subtotal</b>				<b>\$ 3,100</b>
<b>Construction or Project Elements</b>				
sidewalk construction	lf	2700	\$ 60.00	\$ 162,000
bridge construction	ls	2	\$ 50,000.00	\$ 100,000
<b>Construction/Project Elements Subtotal</b>				<b>\$ 262,000</b>
<b>ROW/ Construction or Project Elements Total</b>				
				<b>\$ 265,100</b>
<b>Design</b>		<b>6%</b>		\$ 15,906
<b>Permitting</b>		<b>1%</b>		\$ 2,651
<b>Project Mgt/ Construction Mgt</b>		<b>5%</b>		\$ 13,255
<b>Construction Surveying</b>		<b>3%</b>		\$ 7,953
<b>Engineering/Testing</b>		<b>2%</b>		\$ 5,302
<b>Erosion Control</b>		<b>2%</b>		\$ 5,302
<b>Traffic Control</b>		<b>1%</b>		\$ 2,651
<b>Utility</b>		<b>2%</b>		\$ 5,302
<b>Contingency</b>		<b>5%</b>		\$ 13,255
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 71,577</b>
<b>Total</b>				
				<b>\$ 336,677</b>

**Table 37.1:** Estimated Overall Cost of Project for the Walton Creek to Downtown Trail Connection.

## Lodging Connection: Mountain to Core Trail

### Project Checklist:

- a. **Project Description:** This project includes underpass modification and construction of sidewalk where Fish Creek crosses Hwy 40.  
**Length:** approximately 0.25 miles  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Fish Creek & Hwy 40. A preliminary trail is shown in Map 38.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$449,228 for planning, construction & contingency. The detailed cost breakdown is found in Table 38.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$22,462.

## Mtn Area Lodging to Core Trail

Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls	1	\$ 3,500.00	\$ 3,500
Easement Acquisition	ls	1	\$ 5,000.00	\$ 5,000
<b>ROW Subtotal</b>				<b>\$ 8,500</b>
<b>Construction or Project Elements</b>				
underpass modification	ls	1	\$ 250,000.00	\$ 250,000
sidewalk construction	ls	1300	\$ 60.00	\$ 78,000
<b>Construction/Project Elements Subtotal</b>				<b>\$ 328,000</b>
<b>ROW/ Construction or Project Elements Total</b>				
				<b>\$ 336,500</b>
<b>Design</b>		<b>10%</b>		\$ 33,650
<b>Permitting</b>		<b>3%</b>		\$ 10,095
<b>Project Mgt/ Construction Mgt</b>		<b>5%</b>		\$ 16,825
<b>Construction Surveying</b>		<b>1%</b>		\$ 3,365
<b>Engineering/Testing</b>		<b>2%</b>		\$ 6,730
<b>Erosion Control</b>		<b>2%</b>		\$ 6,730
<b>Traffic Control</b>		<b>0.5%</b>		\$ 1,683
<b>Utility</b>		<b>5%</b>		\$ 16,825
<b>Contingency</b>		<b>5%</b>		\$ 16,825
<b>Design/Permitting/Construction Mgt Subtotal</b>		<b>34%</b>		<b>\$ 112,728</b>
<b>Total</b>				
				<b>\$ 449,228</b>

**Table 38.1:** Estimated Overall Cost of Project for the Mtn Area Lodging to Core Trail Connection.

## Lodging Connection: Whistler Area Lodging to Mtn

### Project Checklist:

- a. **Project Description:** Connect missing links from south lodging areas to Mountain; includes missing sidewalk segments on Whistler Road, Whistler/Walton Creek crossing.  
**Length:** approximately 0.2 miles  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Whistler Road and Whistler/Walton Creek Area. Project is shown in Map 39.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$113,157 for planning, construction & contingency. The detailed cost breakdown is found in Table 39.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$5,658.

## Whistler Area Lodging to Mtn Connections

Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls	1	\$ 3,100.00	\$ 3,100
Land Acquisition				\$ -
<b>ROW Subtotal</b>				<b>\$ 3,100</b>
<b>Construction or Project Elements</b>				
sidewalk construction	lf	1100	\$ 60.00	\$ 66,000
corossing enhancements	ls	1	\$ 20,000.00	\$ 20,000
<b>Construction/Project Elements Subtotal</b>				<b>\$ 86,000</b>
<b>ROW/ Construction or Project Elements Total</b>				<b>\$ 89,100</b>
Design		6%		\$ 5,346
Permitting		1%		\$ 891
Project Mgt/ Construction Mgt		5%		\$ 4,455
Construction Surveying		3%		\$ 2,673
Engineering/Testing		2%		\$ 1,782
Erosion Control		2%		\$ 1,782
Traffic Control		1%		\$ 891
Utility		2%		\$ 1,782
Contingency		5%		\$ 4,455
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 24,057</b>
<b>Total</b>				<b>\$ 113,157</b>

**Table 39.1:** Estimated Overall Cost of Project for the Whistler Area Lodging to Mtn. Trail Connection.

## **Emerald Amenities: Restroom and additional Parking at Blackmer Drive**

### **Project Checklist:**

- a. **Project Description:** Trail head amenities at the junction of Backmer Dr., Routt St. and Fairview Drive a proposed new angled parking, and a full restroom with bike washing station.
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Junction of Blackmer Dr., Routt St. and Fairview Drive. A preliminary trail is shown in Map 40.0. This project and its mapped location are subject to change during the land managers final planning and approval process.

**Project is owned by:** City of Steamboat Springs

**Amenity is managed by:** City of Steamboat Springs

- d. **Total Cost is estimated to be:** \$192,00 for planning, construction & contingency. The detailed cost breakdown is found in Table 40.1a & 40.1b.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. There are no anticipated future capital needs from the City of Steamboat Springs for this project.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$9,600.

<b>Blackmer Drive Trailhead Restroom</b>				
Description	Units	Quantity	Unit Price	Amount
<b>Construction</b>				<b>\$ 62,560</b>
Design	6%			\$ 5,520
Permitting	2%			\$ 1,840
Project Mgt/ Construction Mgt	4%			\$ 3,680
Construction Surveying	2%			\$ 1,840
Engineering/Testing	2%			\$ 1,840
Erosion Control	2%			\$ 1,840
Traffic Control	5%			\$ 4,600
Utility	4%			\$ 3,680
Contingency	5%			\$ 4,600
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 29,440</b>
<b>Total</b>				<b>\$ 92,000</b>

**Table 40.1a:** Estimated Overall Cost of Project for the Blackmer Drive Trailhead Restroom.

<b>Blackmer Drive Trailhead Parking</b>				
Description	Units	Quantity	Unit Price	Amount
<b>Construction</b>				<b>\$ 68,000</b>
Design	6%			\$ 6,000
Permitting	2%			\$ 2,000
Project Mgt/ Construction Mgt	4%			\$ 4,000
Construction Surveying	2%			\$ 2,000
Engineering/Testing	2%			\$ 2,000
Erosion Control	2%			\$ 2,000
Traffic Control	5%			\$ 5,000
Utility	4%			\$ 4,000
Contingency	5%			\$ 5,000
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 32,000</b>
<b>Total</b>				<b>\$ 100,000</b>

**Table 40.1b:** Estimated Overall Cost of Project for the Blackmer Drive Trailhead Parking.



## Stehley Park: Beginner Pump Track

### Project Checklist:

- a. **Project Description:** This purpose-built pump track is designed to allow riders to cruise the entire course without pedaling, relying instead on pumping up and down the slopes to take advantage of gravity and momentum. This beginner friendly course is the ideal learning environment for children and families and can be ridden on strider bikes to full suspension mountain bikes.  
**Area:** approximately 21,000 square feet  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** The undeveloped and relatively level of Stehley Park across Butcher Knife Creek at the west end of Butcher Knife Canyon Trail. A preliminary trail is shown in Map 41.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$27,735 for planning, construction & contingency. The detailed cost breakdown is found in Table 41.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs for this project: \$3,880/year based on IMBA's Trails Solutions estimates to re-build every 5-7 years. A detailed analysis of anticipated future capital cost can be found in the 6 year pro forma detailed in Table 41.2.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational cost to the City of Steamboat Springs is: \$2,576/year based on IMBA's Trails Solutions estimates for at 21,000 square foot area. A detailed analysis of anticipated operational costs can be found in the 6 year pro forma detailed in Table 41.2.

Estimated Overall Cost of Project				
Project Name:		Stehley Park Beginner Pumptrack		
Project Type:		Other		
Est. Trail Length (miles):		0.0		
Est. Build (\$/ft):		\$ 20,000.00	Est. Project (\$/ft):	#DIV/0!
Description of Cost	Units	Quantity	Unit Price (\$0.00)	Amount (\$0.00)
Construction	miles	1.0	\$ 20,000.00	\$ 20,000.00
Other	signs	10	\$ 150.00	\$ 1,500.00
	bridges	-		\$ -
<b>Subtotal</b>				<b>\$ 21,500.00</b>
Design/Admin./Contingency				
Planning, Preliminary Design & Construction Documents		9%		\$ 1,935.00
Admin. & Construction Services		10%		\$ 2,150.00
Contingency		10%		\$ 2,150.00
<b>Subtotal</b>		<b>29%</b>		<b>\$ 6,235.00</b>
<b>Est. Total Project Cost</b>				<b>\$ 27,735.00</b>
<b>Est. Matching Funds or In-Kind</b>		TBD		<b>TBD</b>
<b>Est. Accommodations Tax Required</b>				<b>\$ 27,735.00</b>

Table 41.1: Estimated Overall Cost of Project for the Stehley Park Beginner Pumptrack

Project Pro forma (6 year) for City of Steamboat Springs								
Project Name:		Stehley Park Beginner Pumptrack						
Project Type:		Other						
Est. Trail Length (miles):		0.0 Miles		Land Manager [3]		City	100%	
						-	0%	
		Construction Phase		Year 1	Year 2	Year 3	Year 4	Year 5
				Year 6				
Projected Revenue		See the overall Proposal revenue estimates and sources						
Projected Costs								
Capital [1]								
Construction		\$ (25,800.00)	\$ (3,685.71)	\$ (3,685.71)	\$ (3,685.71)	\$ (3,685.71)	\$ (3,685.71)	\$ (3,685.71)
Other: Signs		\$ (1,935.00)	\$ (193.50)	\$ (193.50)	\$ (193.50)	\$ (193.50)	\$ (193.50)	\$ (193.50)
Other:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal		\$ (27,735.00)	\$ (3,879.21)	\$ (3,879.21)	\$ (3,879.21)	\$ (3,879.21)	\$ (3,879.21)	\$ (3,879.21)
Operational [2]								
Trail Maintenance		\$ -	\$ (2,580.00)	\$ (2,580.00)	\$ (2,580.00)	\$ (2,580.00)	\$ (2,580.00)	\$ (2,580.00)
Sign Replacement		\$ -	\$ (96.75)	\$ (96.75)	\$ (96.75)	\$ (96.75)	\$ (96.75)	\$ (96.75)
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal		\$ -	\$ (2,676.75)	\$ (2,676.75)	\$ (2,676.75)	\$ (2,676.75)	\$ (2,676.75)	\$ (2,676.75)
<b>Total Costs</b>		<b>\$ (27,735.00)</b>	<b>\$ (6,555.96)</b>	<b>\$ (6,555.96)</b>	<b>\$ (6,555.96)</b>	<b>\$ (6,555.96)</b>	<b>\$ (6,555.96)</b>	<b>\$ (6,555.96)</b>
Notes:								
[1]	Assumptions for capital costs are detailed in the project Pro forma section of the proposal.							
[2]	Assumptions for operational costs are detailed in the project Pro forma section of the proposal.							
[3]	Approximate percentage of trail based on land manager (used to determine City's capital and operational costs after initial construction phase).							

Table 41.2: Project Pro forma (6 year) for City of Steamboat Springs for the Stehley Park Beginner Pumptrack

## Enhanced Crossing: To/from Spring Creek at Amethyst Drive

### Project Checklist:

- a. **Project Description:** This project increases user safety at an important trail hub at Amethyst Drive by providing a more visible and clear crossing. This crossing is currently not well defined and sees high vehicle and pedestrian/bicycle traffic.  
**Length:** approximately 60 feet  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** The intersection of Amethyst Drive and East Maple Street crossing Amethyst. A preliminary trail is shown in Map 42.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$75,000 for planning, construction & contingency. The detailed cost breakdown is found in Table 42.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$3,750.

## Enhanced Crosswalks

Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls			-
Easement Acquisition	ls			-
<b>ROW Subtotal</b>				<b>-</b>
<b>Construction or Project Elements</b>				
enhanced crosswalk construction	ls	3	\$ 20,000.00	60,000
<b>Construction/Project Elements Subtotal</b>				<b>60,000</b>
<b>ROW/ Construction or Project Elements Total</b>				<b>\$ 60,000</b>
Design		3%		\$ 1,800
Permitting		0%		-
Project Mgt/ Construction Mgt		5%		\$ 3,000
Construction Surveying		1%		\$ 600
Engineering/Testing		2%		\$ 1,200
Erosion Control		2%		\$ 1,200
Traffic Control		2.0%		\$ 1,200
Utility		5%		\$ 3,000
Contingency		5%		\$ 3,000
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 15,000</b>
<b>Total</b>				<b>\$ 75,000</b>

**Table 42.1:** Estimated Overall Project Cost for the Enhanced Crosswalk at Amethyst Drive to/from the Spring Creek Trail.

## Enhanced Crossing: To Butcher Knife Trail at East Maple Street

### Project Checklist:

- a. **Project Description:** This project increases user safety at the crossing from Butcher Knife Canyon Trail to/from the high school by providing a more visible and clear crossing. This crossing is currently not well defined and sees high vehicle and pedestrian/bicycle traffic.  
**Length:** approximately 60 feet  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** At the Steamboat Springs High School crossing at East Maple Street to/from Butcher Knife Canyon Trail. This is shown in Map 43.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$75,000 for planning, construction & contingency. The detailed cost breakdown is found in Table 43.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$3,750.

## Enhanced Crosswalks

Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls			-
Easement Acquisition	ls			-
<b>ROW Subtotal</b>				<b>-</b>
<b>Construction or Project Elements</b>				
enhanced crosswalk construction	ls	3	\$ 20,000.00	60,000
<b>Construction/Project Elements Subtotal</b>				<b>60,000</b>
<b>ROW/ Construction or Project Elements Total</b>				<b>\$ 60,000</b>
Design		3%		\$ 1,800
Permitting		0%		-
Project Mgt/ Construction Mgt		5%		\$ 3,000
Construction Surveying		1%		\$ 600
Engineering/Testing		2%		\$ 1,200
Erosion Control		2%		\$ 1,200
Traffic Control		2.0%		\$ 1,200
Utility		5%		\$ 3,000
Contingency		5%		\$ 3,000
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 15,000</b>
<b>Total</b>				<b>\$ 75,000</b>

**Table 42.1:** Estimated Overall Project Cost for the Enhanced Crosswalk at the Steamboat Springs High School crossing East Maple Street.

## Enhanced Crossing: Core Trail at 5<sup>th</sup> Street

### Project Checklist:

- a. **Project Description:** This project increases user safety where the Core Trail crosses 5<sup>th</sup> Street by providing a more visible and clear crossing. This crossing sees high vehicle and pedestrian/bicycle traffic.  
**Length:** approximately 60 feet  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Core Trail crossing at the intersection of 5<sup>th</sup> Street and Howelsen Parkway. This is shown in Map 44.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$75,000 for planning, construction & contingency. The detailed cost breakdown is found in Table 44.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$3,750.

## Enhanced Crosswalks

Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls			-
Easement Acquisition	ls			-
<b>ROW Subtotal</b>				<b>-</b>
<b>Construction or Project Elements</b>				
enhanced crosswalk construction	ls	3	\$ 20,000.00	60,000
<b>Construction/Project Elements Subtotal</b>				<b>60,000</b>
<b>ROW/ Construction or Project Elements Total</b>				<b>\$ 60,000</b>
Design		3%		\$ 1,800
Permitting		0%		-
Project Mgt/ Construction Mgt		5%		\$ 3,000
Construction Surveying		1%		\$ 600
Engineering/Testing		2%		\$ 1,200
Erosion Control		2%		\$ 1,200
Traffic Control		2.0%		\$ 1,200
Utility		5%		\$ 3,000
Contingency		5%		\$ 3,000
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 15,000</b>
<b>Total</b>				<b>\$ 75,000</b>

**Table 44.1:** Estimated Overall Project Cost for the Enhanced Crosswalk where the Core Trail crosses 5<sup>th</sup> Street.



## Enhanced Crossing: Lodging Connection at Mt. Werner Circle

### Project Checklist:

- a. **Project Description:** This project increases user safety providing a more visible and clear crossing. This crossing sees high vehicle and pedestrian/bicycle traffic between the Steamboat Grand and the base of the Steamboat Ski area.  
**Length:** approximately 60 feet  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Crossing Mount Werner Circle in front of the Steamboat Grand. This is shown in Map 45.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$75,000 for planning, construction & contingency. The detailed cost breakdown is found in Table 45.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$3,750.

## Enhanced Crosswalks

Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls			-
Easement Acquisition	ls			-
<b>ROW Subtotal</b>				<b>-</b>
<b>Construction or Project Elements</b>				
enhanced crosswalk construction	ls	3	\$ 20,000.00	60,000
<b>Construction/Project Elements Subtotal</b>				<b>60,000</b>
<b>ROW/ Construction or Project Elements Total</b>				<b>\$ 60,000</b>
Design		3%		\$ 1,800
Permitting		0%		-
Project Mgt/ Construction Mgt		5%		\$ 3,000
Construction Surveying		1%		\$ 600
Engineering/Testing		2%		\$ 1,200
Erosion Control		2%		\$ 1,200
Traffic Control		2.0%		\$ 1,200
Utility		5%		\$ 3,000
Contingency		5%		\$ 3,000
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 15,000</b>
<b>Total</b>				<b>\$ 75,000</b>

**Table 45.1:** Estimated Overall Project Cost for the Enhanced Crosswalk between the Steamboat Grand and the base of the Steamboat Ski Area crossing Mt. Werner Circle.

## Enhanced Crossing: Core Trail at Mt. Werner Road

### Project Checklist:

- a. **Project Description:** This project increases user safety where the Core Trail crosses Mount Werner Road by providing a more visible and clear crossing. This crossing sees high vehicle and pedestrian/bicycle traffic.  
**Length:** approximately 60 feet  
**Trail classification:** Connection
- b. **Individual Entities Involved:** City of Steamboat Springs & Steamboat Springs Trails Alliance; The entities background and interests, including roles and responsibilities are provided in the project checklist overview to minimize repetition.
- c. **Project location:** Where the existing Core Trail Crosses Mount Werner Road on the west side of the Hwy 40 overpass. A preliminary trail is shown in Map 46.0. This project and its mapped location are subject to change during the land managers final planning and approval process.  
**Project is owned by:** City of Steamboat Springs  
**Amenity is managed by:** City of Steamboat Springs
- d. **Total Cost is estimated to be:** \$75,000 for planning, construction & contingency. The detailed cost breakdown is found in Table 46.1.
- e. This project will not be phased. After funding and final design, it is expected to be complete within one year.
- f. No additional infrastructure or improving/modifying existing infrastructure has been identified.
- g. Anticipated future capital needs from the City of Steamboat Springs have not been fully evaluated for this project by City Staff.
- h. Anticipated operational revenue to the City of Steamboat Springs is described for the proposal in whole. A detailed analysis of anticipated operational revenue can be found in the body of this proposal in the section titled "Overall Proposal Projected Revenue".
- i. Anticipated operational costs to the City of Steamboat Springs have not been fully evaluated for this project by City Staff but are not likely to exceed 5% of the capital cost or \$3,750.

## Enhanced Crosswalks

Description	Units	Quantity	Unit Price	Amount
<b>Right of Way/ Easements</b>				
Survey	ls			-
Easement Acquisition	ls			-
<b>ROW Subtotal</b>				<b>-</b>
<b>Construction or Project Elements</b>				
enhanced crosswalk construction	ls	3	\$ 20,000.00	60,000
<b>Construction/Project Elements Subtotal</b>				<b>60,000</b>
<b>ROW/ Construction or Project Elements Total</b>				<b>\$ 60,000</b>
Design		3%		\$ 1,800
Permitting		0%		-
Project Mgt/ Construction Mgt		5%		\$ 3,000
Construction Surveying		1%		\$ 600
Engineering/Testing		2%		\$ 1,200
Erosion Control		2%		\$ 1,200
Traffic Control		2.0%		\$ 1,200
Utility		5%		\$ 3,000
Contingency		5%		\$ 3,000
<b>Design/Permitting/Construction Mgt Subtotal</b>				<b>\$ 15,000</b>
<b>Total</b>				<b>\$ 75,000</b>

**Table 46.1:** Estimated Overall Project Cost for the Enhanced Crosswalk where the Core Trail crosses Mount Werner Road.



**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 7<sup>th</sup> 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 7<sup>th</sup> 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.

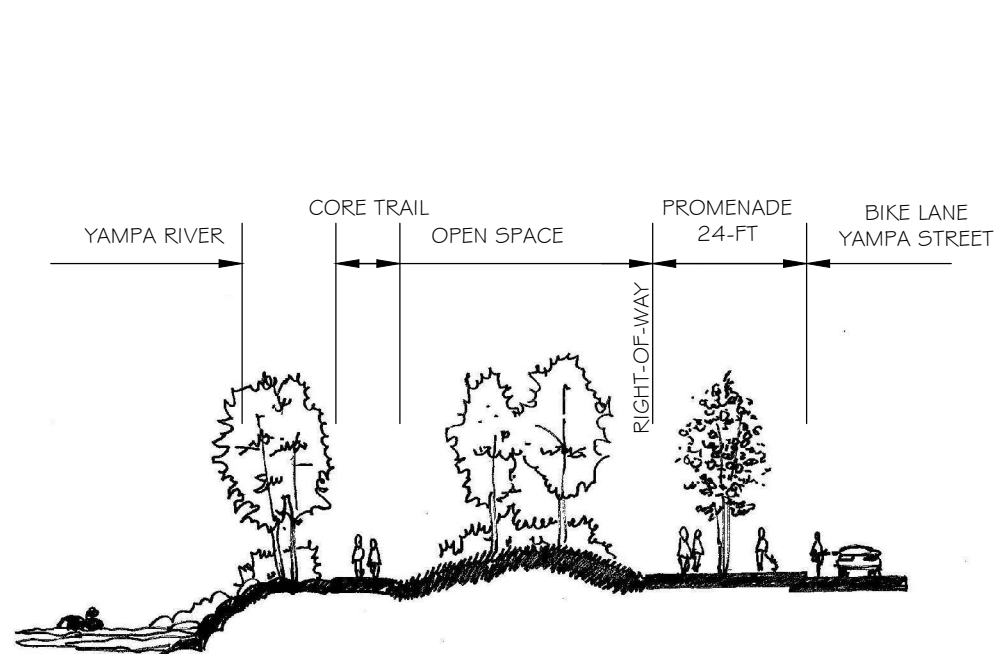
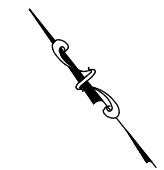
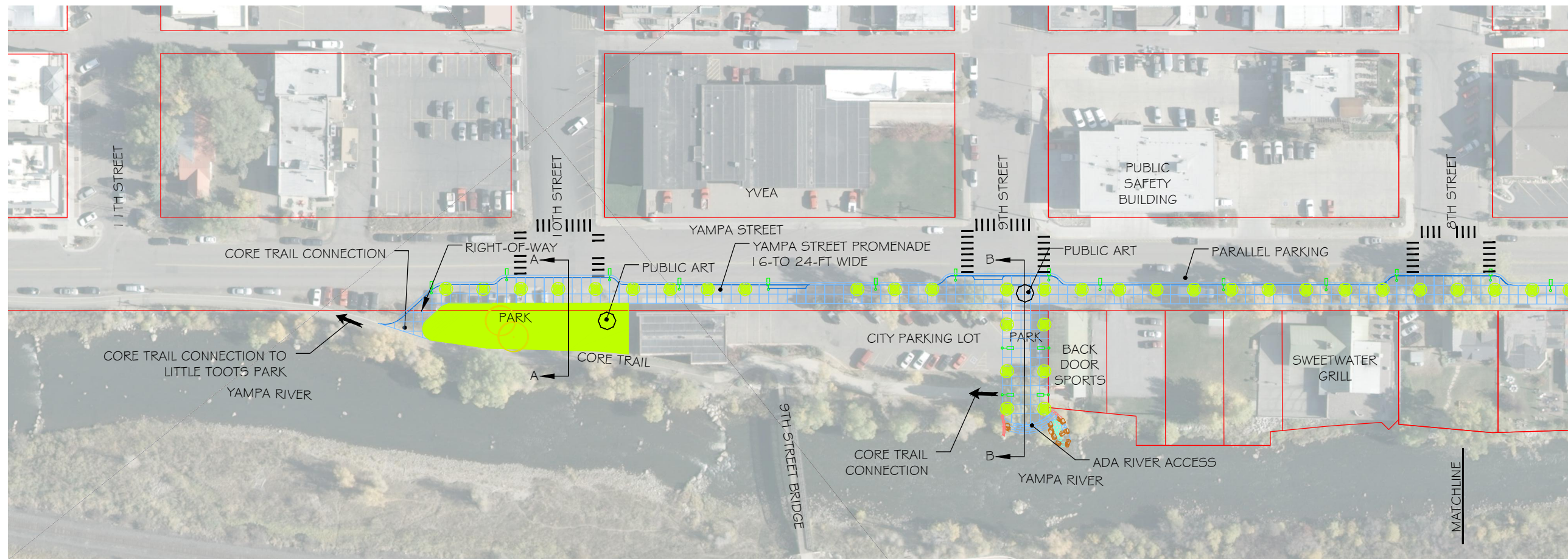
We strongly believe this proposal satisfies all elements of the ballot language (discussed below in detail). Most importantly Yampa River Park appeals to visitors of all ages – from children enjoying the river to young adults at music or bike events to baby boomers fishing or enjoying various cultural 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.

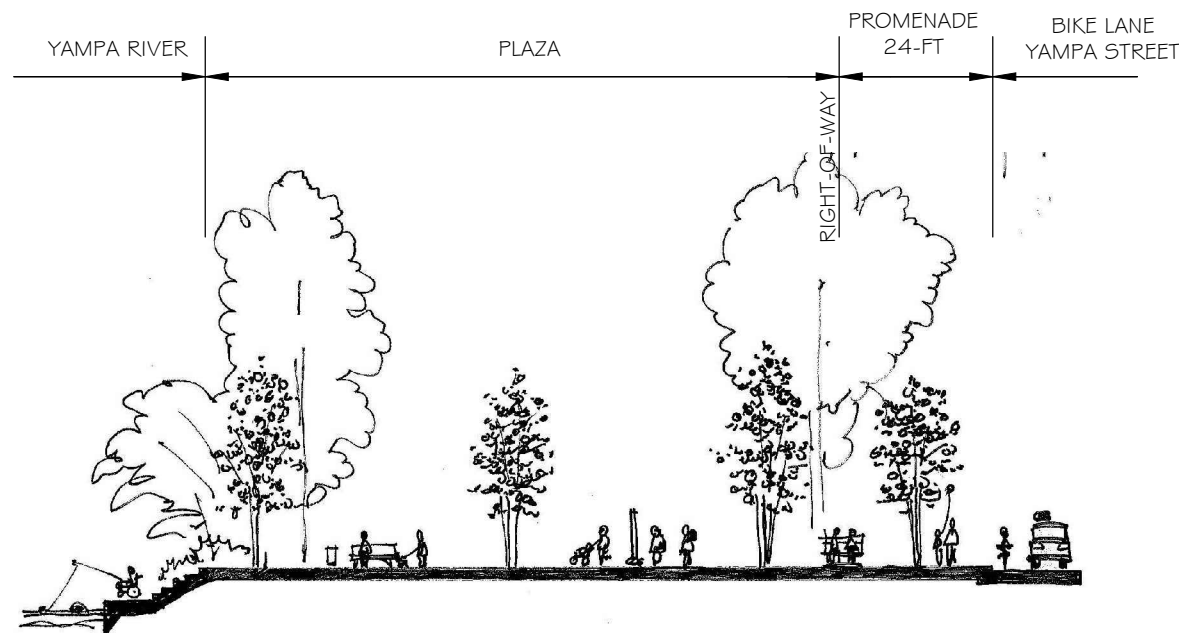
**Key benefits of Yampa River Park:**

- 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 9<sup>th</sup> street bridge and potentially new walk path and bridge at 7<sup>th</sup> 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 10<sup>th</sup> street to Howelsen Hill and the 5<sup>th</sup> street bridge**
- 9) **Provides for visitor/public restrooms**



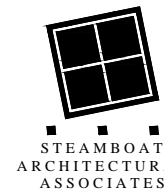


SECTION A-A: 10th STREET PARK  
SCALE 1"=30'



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

CROSS SECTIONS PROVIDED BY:



Downtown Revitalization  
Steamboat Springs, CO

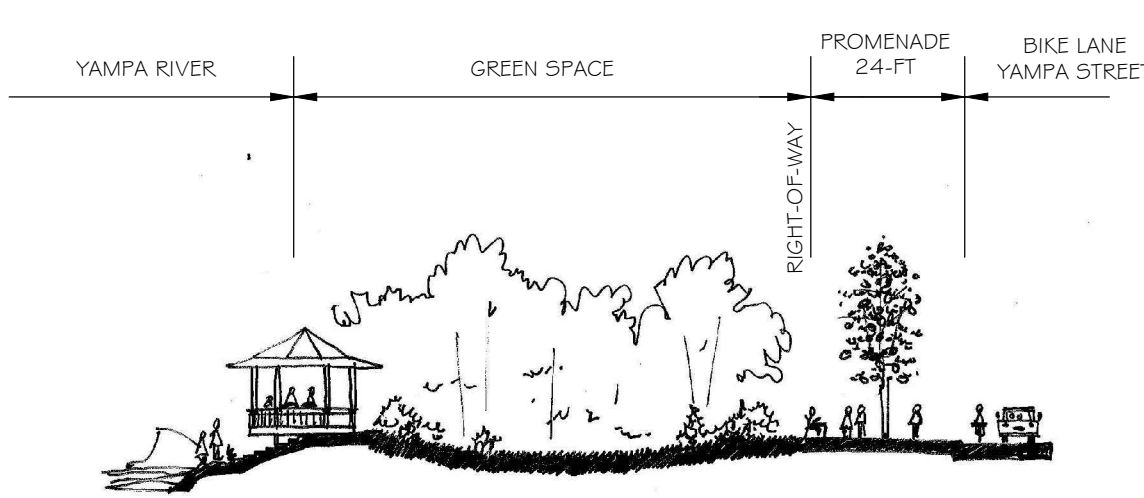
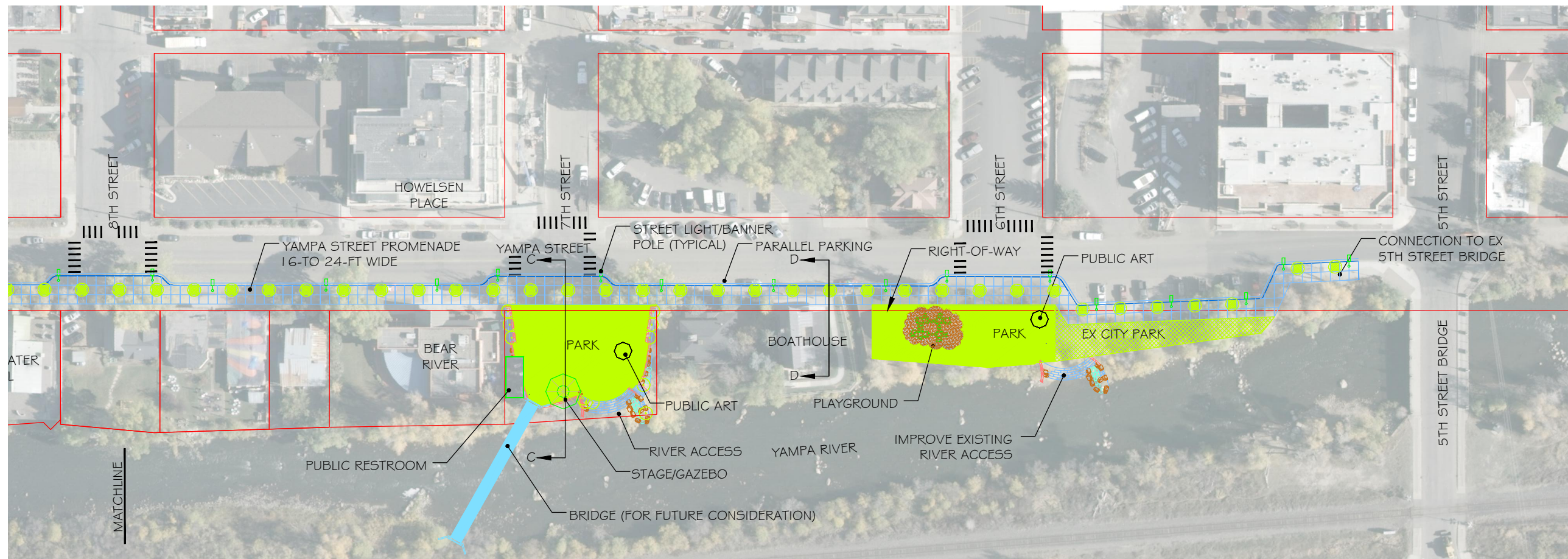
**Yampa River Park**

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

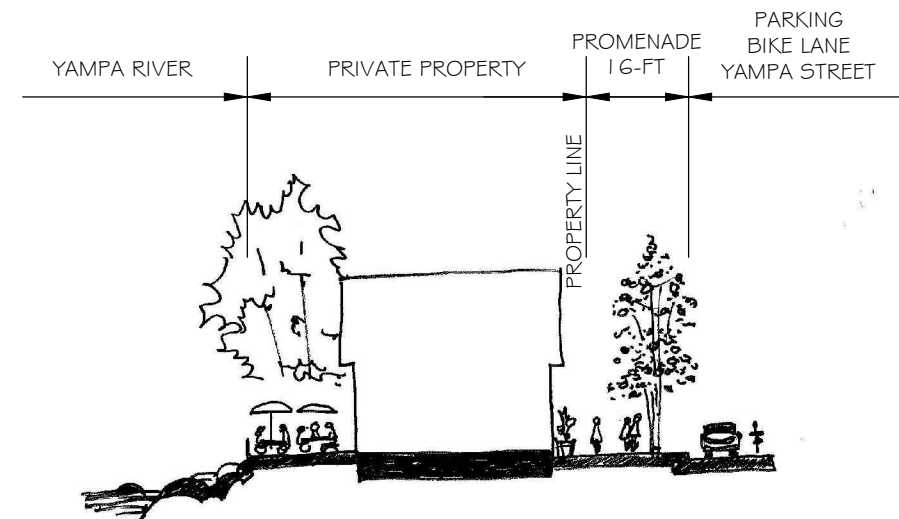
Horizontal Scale  
1" = 100'

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CONSULTANTS, INC.

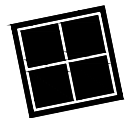
141 9th Street ~ P.O. Box 774943  
Steamboat Springs, Colorado 80477  
Phone (970) 871-9494 ~ Fax (970) 871-9299  
www.LANDMARK-CO.com



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  
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DVG. NO. Park SURV. BY: NA

Horizontal Scale

1" = 100'



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

## 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 10<sup>th</sup> street to Howelsen Hill and the 5<sup>th</sup> 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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- [kim@thesweetwatergrill.com](mailto:kim@thesweetwatergrill.com)
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## **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 6<sup>th</sup>, 7<sup>th</sup>, 9<sup>th</sup> and 10<sup>th</sup> 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 9<sup>th</sup> 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 7<sup>th</sup> 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 9<sup>th</sup> street bridge and proposed 7<sup>th</sup> 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 10<sup>th</sup> street to Howelsen Hill and the 5<sup>th</sup> 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 6<sup>th</sup> 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 7<sup>th</sup> Street – Create a natural amphitheatre back from the river up 7<sup>th</sup> street. Purchase the unimproved site next to Cottonwood Grille. 655 Yampa.
- 3) Yampa St. @ End of 9<sup>th</sup> Street - Convert some existing city owned parking spaces next to Backdoor Sports to hardscape park that provides entry to 9<sup>th</sup> 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 10<sup>th</sup> 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 <sup>th</sup> Street Park	\$675,000	-	\$1,000,000	603 Yampa
2) 7 <sup>th</sup> Street Park	\$1,250,000	-	\$1,400,000	655 Yampa
3) 9 <sup>th</sup> Street Park	\$0			city owned
4) 10 <sup>th</sup> Street Park	\$400,000	-	\$1,000,000	YVEA site
<b>TOTAL</b>	<b>\$2,325,000</b>	-	<b>\$3,400,000</b>	

**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
<b>TOTAL</b>	<b>\$2,051,000</b>	-	<b>2,820,125</b>

**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 7<sup>th</sup> 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**

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

**Longer Term Vision**

Per exhibits J and D, build a bridge at 7<sup>th</sup> 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 Steamboat’s 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:**

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

# **EXHIBIT A**



ARTICLE

This article appears in the February 2010 issue of Urbanist.

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## 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



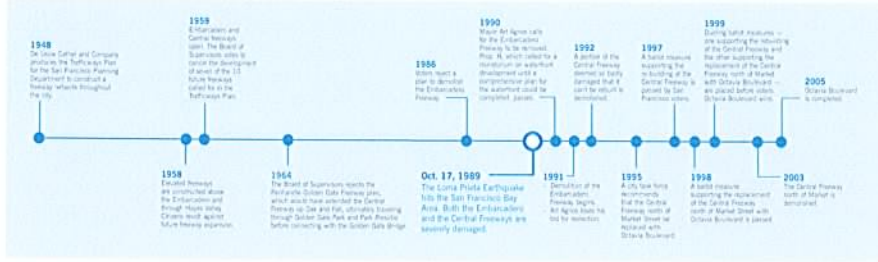
**The Central Freeway** was a scar that cut through Hayes Valley and the Western Addition. After it was damaged in the Loma Prieta Earthquake, neighborhood activists began agitating for its removal. Three separate ballot measures ensued. Ultimately the portion of the freeway north of Market street was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



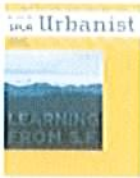
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## ABOUT THE AUTHORS

Sarah Karlinsky is deputy director of SPUR.



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# **EXHIBIT B**

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

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 7<sup>th</sup>:

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 10<sup>th</sup>:**

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 <sup>th</sup> Street	\$675,000 - \$1,000,000
655 Yampa St	7 <sup>th</sup> Street	\$1,250,000 - \$1,400,000
YVEA Parcel	10 <sup>th</sup> Street	\$400,000 - \$1,000,000
Total		\$2,325,000 - \$3,400,000

Sincerely,

Chris Paoli  
Broker/Owner  
Colorado Group Realty  
[chris@mybrokers.com](mailto: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**

**7th and Yampa - River Crossing Improvements**

3-Dec-12

**Pricing Comparables, excluding design / land**



Description	Budget
<p><b>Pedestrian underpass at railroad</b>                      comparable: Costs of underpass at Health and Rec were \$385,000 that included misc drainage, underpass, walks, and walls</p>	<p>\$400,000</p>
<p><b>Bridge</b>                      comparable: Costs of bridge and walks at transportation were \$600,000                      budget this at bridge cost 1430sf at \$130/sf \$185,900, abutments \$50,000, soils \$50,000 + 40% misc                      other walks, soils, pavers, lights</p>	<p>\$400,000</p> <p>\$150,000</p>
<p><b>Stage</b>                      Simple flatwork / pavers / landscape at bridge entry                      typical flatwork and prep \$10/sf, pavers \$15/sf, landscape \$4/sf                      \$100,000 can create a nice landscape setting</p>	<p>\$100,000</p>
<p><b>Subtotal comparable hardcost budget</b></p>	<p>\$1,050,000</p>
<p>Contingency of 10%</p>	<p>\$105,000</p>
<p><b>Total comparable hardcost budget</b></p>	<p><b>\$1,155,000</b></p>

# **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) <<http://www.steamboatsprings.net>>

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**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.

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# **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](mailto:jblevins@denverpost.com) or [twitter.com/jasontblevins](https://twitter.com/jasontblevins)

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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

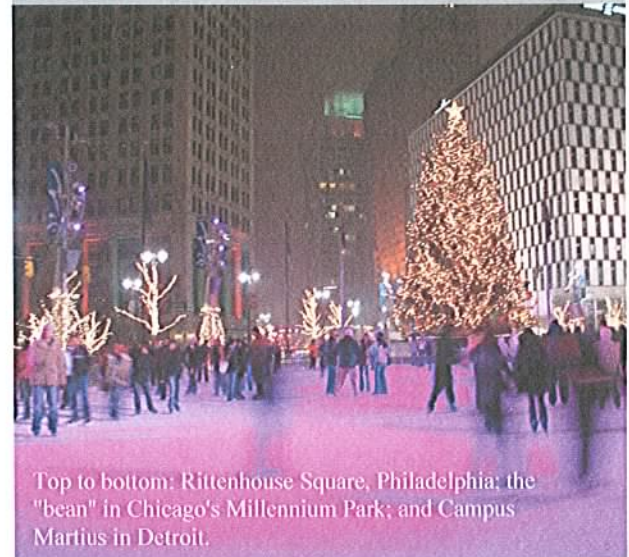
Center for City Park Excellence  
Washington, D.C.

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.<sup>1</sup>

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.<sup>ii</sup>

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.<sup>iii</sup>

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.

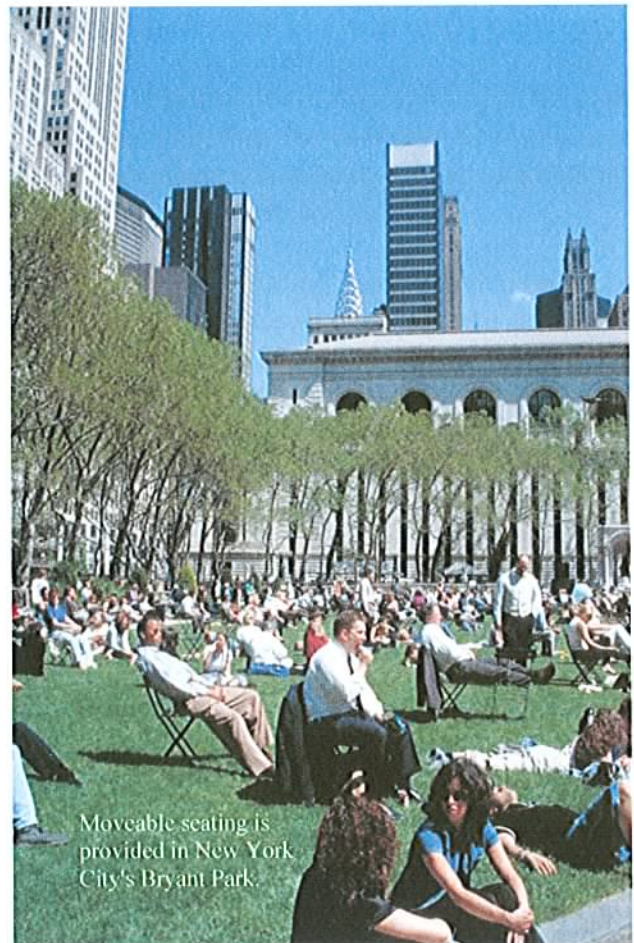
### ***What Features and Amenities are Found Within Successful Downtown Parks?***

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.

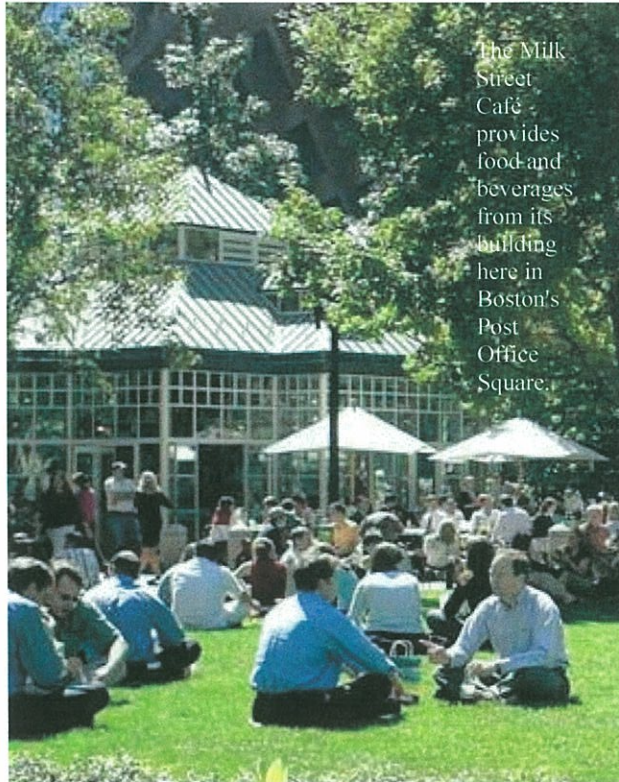
In the last 20 years cities have invested a great deal of thought into signature facilities, and some of them have become extraordinarily successful. A review of those reveals several themes in features and amenities, from the gastronomical to the whimsical. (See Table 2 for a full list of different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

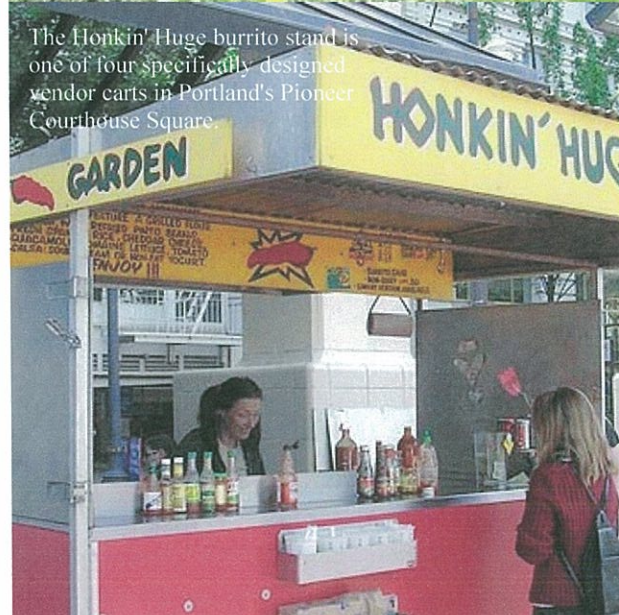


events. Campus Martius Park in Detroit has a stage that recedes into the ground when not in use.

***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.<sup>iv</sup>

**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.<sup>v</sup> 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.

<sup>i</sup> 2007 Adopted Budget. (2007.) City of Minneapolis.

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

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

*Urban Land*.

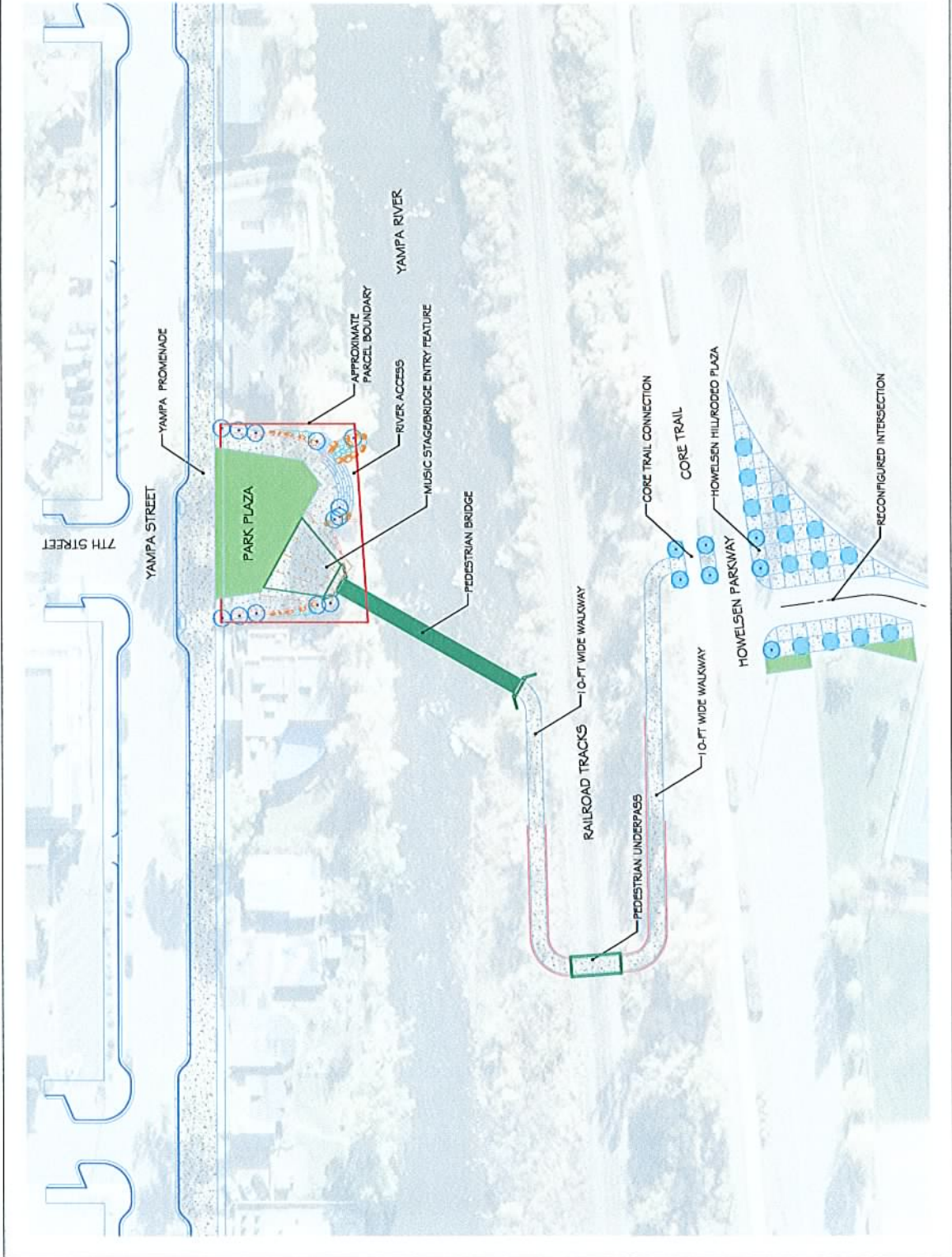
<sup>iv</sup> Ryzik, Melena. (July 27, 2007). "Midsummer Night's Screen." *The New York Times*.

<sup>v</sup> 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.	REVISION	DATE

Maintainer:  
Steamboat Springs, CO

### 7th & Yampa Park & Pedestrian Bridge

DATE:	11.20.18	DWG. BY:	JL
JOB NO.:	180507	DWG. NO.:	01
REV. NO.:	200	DATE:	11.20.18

Contour Interval = n/a

Horizontal Scale

1" = 60'



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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
<b>A Promenade</b>						
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	
<b>Subtotal</b>						<b>\$1,204,000</b>
<b>B Parks</b>						
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	
<b>Subtotal</b>						<b>\$847,000</b>
<b>C General Conditions, Professional Services, and Contingency</b>						
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	
<b>Subtotal</b>						<b>\$769,125</b>
<b>D Grand Total</b>						<b>\$2,820,125</b>

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.