

**URBAN REDEVELOPMENT AUTHORITY ADVISORY COMMITTEE**  
**URAAC Minutes – FINAL**  
**Thursday June 1<sup>st</sup>, 2023**  
**Hybrid Meeting – Virtual & In Person at the Carver Room**  
**1:30 – 3:00 pm**

Committee Members	City of Steamboat Springs	Others Present
<p><b><u>PRESENT:</u></b>  Mike Lang  Ryan Stone  Josh Miller  Elliot Lawrence  Caitlyn McKenzie  Nick Sears  Gavin Malia  Catie Haynes  Charlie Roos</p> <p><b><u>ABSENT:</u></b>  Brian Bavosi  Jim Schneider  Dan Pirrallo  Roger Levanduski</p>	<p><b><u>PRESENT:</u></b>  Gates Gooding  Danny Paul  Brad Calvert  Matt Phillips  Sloane Russell  Jon Snyder  Jia Carroll</p> <p><b><u>ABSENT:</u></b>  Dakotah McGinlay  Michael Buccino</p>	<p>Julie Germond</p>

**AGENDA ITEMS:**

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**1. Call To Order.....1:30pm**

Elliot Lawrence established a quorum and called the meeting to order.  
Stone moved to approve the May 4 meeting minutes; Sears seconded.  
The motion carried unanimously.

**2. Public Comment.....1:33pm**

Julie Germond introduced herself as a ski area representative in the absence of Schneider and Levanduski.

With Schneider's retirement, Levanduski will likely become the primary SSRC representative.

SSRC will decide who to put forward as their representative and alternate prior to the July 18 SSRA meeting.

### **3. May 16 SSRA Meeting Recap/ Project Updates.....1:35pm**

Gates Gooding:

Ski Time Square:

Our current schedule is to advertise for bid on June 18. That would let us open bids by August 1 and hopefully be under contract – as long as we don't get any huge budget surprises – by September 1. Look at some preliminary work this fall with the majority of construction next year.

We still need to get approval from SSRA, and we are still working through the snowmelt issue.

I took SSRA through the spreadsheet I showed last time that showed that electric was dirtier than natural gas, given the current energy mix, along with the chart I showed.

Because of the complications that this introduced, they tabled approval of the Ski Time project until June 6 and asked staff to do more snowmelt investigation.

I've been dedicating a third of my time to studying snowmelt. This is going to become a huge policy question.

Gooding showed a map of upcoming projects known to require snowmelt: GTC, Astrid, Ski Time Square, Alterra early phase projects.

Gooding: The snowmelt we're looking at on Ski Time is 10,000 square feet; this could easily represent 300,000 square feet. There are certainly many other projects coming over the next decade, so it is a big deal.

Gooding reviewed his forthcoming presentation to SSRA on June 6:

Usage data for snowmelt on Long Thong Road (14,000 sSF, emitted 10.6lb/sf CO<sub>2</sub> all winter long.) Streets Division shows that plowing uses 0.1lb/sf.

Gooding: We didn't expect the discrepancy to be that large. This suggests that if your priority is to be sustainable and limit CO<sub>2</sub> emissions, then plowing and hauling is the way to go. That number includes plowing and hauling.

Hanes: Does that take into account all the damage from plowing and all the repairs that have to happen?

Gooding: We don't know how to quantify that.

Paul: It's more quantitative.

Malia: This is just apples-to-apples with CO<sub>2</sub>; it doesn't take into account safety, visitor experience.

Gooding: There are other benefits from snowmelt. The question is: What's your priority?

They also had me look into alternatives. I went to the geothermal workshop hosted by the Sustainability Council and followed up with a private equity firm called Perio [ph] Ridge that said that they would be interested in looking at investing in a district geothermal heat system.

Evers is another company I followed up with that drills 10 miles down to actually get real geothermal resources, like 200 degrees Celsius. This is a very high-level concept right now.

In 2008, URAAC looked into geothermal, and to do the promenade it was going to take a thousand vertical wells. The promenade is 100,000 square feet. Now, there's the potential to do hybrid systems, maybe pair some of this deeper technology with a district-sized heat pump. But this is one potential solution that seems like maybe it has a chance; we just want to underline that it's very uncertain, and the timeframe doesn't work for the Ski Time project. At best, we could maybe make a provision to put in some empty conduit where we could pipe the heat resource over to Ski Time Square after the fact, but we couldn't do this before June 18.

It would be \$400,000 to put heat pumps in to power Torian and Kutuk. They don't work below -5. Each of these is as loud as a lawnmower, so at Torian, you'd have the equivalent of three lawnmowers going potentially 24-7. They require a lot of space; they're about shipping container sized. There are just issues because they're not really designed specifically for snowmelt.

We're not really sure what the carbon emissions curve would look like with that. I also spoke with YVEA, and they are in the process of reviewing other proposals from power providers. Their goal is to cancel their contract with Xcel.

Lawrence: They sent an email today announcing they switched.

Gooding: The problem is that there's a 5-year breakup period. So, from today, there's 5 years where they have to stick with Xcel before they can go with this new provider. I'll have to review their announcement.

The conclusion of the study is that there are alternatives, but they all have issues. The CDC encourages snowmelt in the G2 zone district where a lot of these properties lie. So, the argument to SSRA is that we're trying to do a project, and it's getting caught up in this policy discussion. The project has been developed under the existing policies.

Lawrence: And the easements have been granted with the understanding that it would be gas.

Malia asked if those easements could be revoked were the project to use something other than natural gas; Hanes said most likely.

Gooding: If they say no to snowmelt, at a minimum we're delayed because we have to renegotiate easements. That's not going to be easy. That delay could impact the GTC project because we have to have the Ski Time improvements in place before we can close Mount Werner Circle. There are also multiple adjacent redevelopment sites on Ski Time that are all looking to us to put this road improvement project in before they feel they can commit.

If they let us install snowmelt, you create the emissions legacy; you miss out on the opportunity to set a precedent for sustainability.

Somebody from the Aspen City Council is going to be on the phone to make a public comment to say that they very much regret having permitted snowmelt in the past because now, snowmelt is Aspen's single biggest emitter.

I'm going to ask the SSRA to approve or deny with no more delays so that we can move forward down either avenue.

Sears suggested that if snowmelt is denied, Gooding should ask SSRA to allow installation of the snowmelt under-sidewalk infrastructure so that an electric system can be installed when the CO2 emissions would be lower than a certain threshold.

Gooding reminded that they would need Kutuk and Torian to sign off on that' since that would be a different project than the one currently proposed.

Members reiterated the fact that a natural gas system could be installed now with an electric system installed at some point in the future.

Gooding: Everybody is worried that's going to have a 30-year service lifetime. If the codes change and they want to hang onto that, maybe it has a 50-year service lifetime.

Malia: What's their incentive to switch? Unless it's somehow mandated.

Stone asked if there is any snowmelt downtown.

Paul: Howelsen Place, Alpenglow.

Sears pointed out that the civic plaza adjacent to the new city hall is proposed to use snowmelt.

Sears: If they're going to put it in there, why limit it to just there?

Sears suggested looking at what the net difference would be with the new GTC reducing automobile traffic.

Gooding: In the early concept plans we got from the consultant on the GTC, there's an order of magnitude more snowmelt than we're looking at on Ski Time.

Miller: Does the SSRA acknowledge that the turnaround in Ski Time Square is a priority?

Gooding: I think they do. I think they're really torn with these competing goals. I think the Climate Action Plan got approved right as we were starting planning for this project. There's no mandate to incorporate that plan into capital projects or development review. That's still a question.

Malia pointed out that there is always a lag between when plans are adopted and codes are rewritten to reflect their recommendations.

Gooding confirmed with Snyder that there has not yet been conversation around introducing the Climate Action Plan into city business.

Gooding mentioned another letter from the Board of County Commissioners urging the city to go by the law of CAP.

Stone: My understanding from listening to City Council is that they plan to adopt it so that it would take effect 1/1.

Gooding: That's the new Energy Code. The CAP is related but separate. I think the CAP Committee is going to give recommendations with the Code adoption. According to the letter from the County Commissioners, residential snowmelt will be limited to 400 square feet and commercial 1,000 square feet per property, unless it's powered by renewable energy.

Gooding asked for any members who are interested to come represent URAAC at the June 6 SSRA meeting.

Gondola Transit Center:

Gooding: On May 16, I took the SSRA through the history of designs: In 2016, the \$14 million project with a \$10.5 million URA contribution and a grant to fill in the remainder; the Mountain Area Master Plan with the new gondola; Alterra came with a proposal for a cheaper project with a \$2.75 million contribution from the URA in early 2022.

We've gone from there to this up to \$50 million project with an up to \$20 million contribution from the URA. Multiple design scenarios were refined and scored with a matrix of stakeholder priorities, arriving at Concept 1B with the closure of Mount Werner Circle and the new gondola.

We really think that this concept provides more benefits than any of the alternatives. We tested this budget up to \$20 million with the SSRA, and they didn't bat an eye. In concept, they were fine with it. It does support the vision of the MAMP, and this kind of huge investment would create excitement and spur additional investment in the mountain area. It takes advantage of Alterra's partnership proposal.

I just sent the city's initial draft of PIA deal points to Alterra. We do the GTC; they do the gondola and the Meadows Lot; O&M to be shared. We're asking Alterra to have the heavier lift on that. We're looking at how to split up the off-site improvements: Mount Werner-Mount Werner and Pine Grove-Mount Werner.

We asked for approval to chase this PIA agreement. Under normal circumstances, this would be a 6 month-1-year process to negotiate this. Alterra has a deadline of August 22 to get their metro district approved, so we asked SSRA if they would support staff putting in the time to expedite the process and negotiate the whole PIA in time to get that in place prior to the metro district approval, and they said yes.

So, that's our goal; we just kicked it off today. The city already did an internal review of this draft. On June 20, we check in with SSRA for feedback; we'll come back on July 18 and show them what we accomplished.

Gooding said the SSRA budget presentation will be September 12 to allow URAAC to meet one more time for any revisions after the Ski Time bids come in.

Malia asked about the supplemental appropriation.

Gooding: We started this year with \$300,000 appropriated for the GTC, and we got another \$300,000 to support the next part of preliminary design. So, this is going to be \$600,000 from the URA to get to 30% design, which means the total will be \$1.2 million. Then, we got \$50,000 for Butler-Snow to support the PIA negotiations and \$15,000 for Bill Fox, our traffic consultant. Our total appropriated GTC budget for this year has now grown to 615 with 50 under Legal.

McKenzie asked if an extra week would really make a difference; Gooding explained that if bids come in high, another meeting will give the URAAC time to discuss options. He asserted that the project would be okay if no work was done this year but that getting some work done would be helpful.

Lawrence asked if the city would try to lock in the bids on Ski Time Square for work next year; Gooding affirmed.

Gooding: There's some risk to the contractor by agreeing to a price a year ahead of time. We might allow them to buy all the materials ahead of time.

Sears asked what kind of work could be done this year; Paul said some limited work within the right-of-way, probably investigating a few more utilities.

Gooding: We're going to make that up to the contractor to propose.

McKenzie asked how overflow parking will be handled when the Meadows lot is full and how people will move around the ski area.

Germond: I don't think it's a part of the current GTC planning, but we think there are some ways we can maximize parking in that space with the current layout now, and there's always future considerations of what you do to add capacity there. The number of days that we actually go over at Meadows is actually very limited. It's a handful of days per season, but they're very impactful days.

Malia: Part of the plan showed that they were going to pave where the old barn was as a first step to increase capacity over today.

Germond pointed to efficiency gained with new striping and parking attendants.

Gooding: The idea of structured parking is being incorporated into the planning for this project. The circulation will be such that if they later put in big parking garages, it will work.

McKenzie pointed to J.D. Hayes as a road that may not have the capacity to handle the traffic going into Meadows.

Gooding said that's being studied.

Paul: Some conclusions have been drawn, but the study is in process. We hired an expert peer reviewer who is reviewing our consultant's work just to make sure we're not missing anything important. We're looking at the whole road network.

Roos confirmed that this would be part of the PIA.

Roos asked if Alterra would commit to a certain quantity of parking so that the city wasn't stuck with the expected overflow.

Gooding: In the draft we just sent, one term is Alterra should ensure that there is no net loss of parking. I had a conversation with the developer in the base area yesterday who was talking about putting 400 spaces in, potentially underneath one of the buildings, and having a parking partnership. It was pretty pie in the sky.

Malia mentioned that it would probably be paid parking; members agreed.

Hanes said she thought that would be a great idea and that base area properties would support that.

McKenzie mentioned creating designated HOV and carpool lanes for people coming down Pine Grove and in the Meadows area so that buses aren't getting stuck behind cars.

Gooding reported that the SSRA commented that they do not want to see the congestion move from the GTC to Meadows; they want to solve it with this project.

**4. 2024 Budget Kickoff.....2:05pm**

Gooding highlighted the 2023 forecast and increased appropriations for the GTC with possibly more to come.

Gooding: We're starting to look at our draft budget for next year. We're penciling in \$1 million for additional GTC design work. That number might grow if there are some preliminary construction activities that happen.

In 2025-28, this is soaking up 100% of our available money.

If we use all of our money, we could have \$10.5 million available in 2025; another 3.5 in '26 and '27; then there will be 870 left. This represents a total contribution of \$20 million. The reason this is spaced out is because we have cashflow limitations; this is as fast as we can spend the money.

In '24, we will be moving funds from Ski Time Square Drive over to 2024, so that will look largely the same. Then, we have \$1 million for GTC design. That will be better informed by another round of

scoping with our consultants. Hopefully by September, certainly by October, we'll have a better number there.

I left \$75,000 for the Developer Partnership Planning Fund; this is a set-aside in case anybody comes in with a project that is adjacent to a project activity. This is money we can contribute to shared planning projects.

We also used some DPP money for the initial exploration of the GTC project.

The \$75,000 will go back into the pot if we don't use it.

Complete Streets is now unprioritized.

I left spare parts; we have \$53,000 for this year for LED bulbs; \$20,000 is the placeholder for every other year.

So, we have GTC, DPP, and spare parts. This leaves us with \$8 million under our current forecast. We just had this reassessment that could really pop our revenues, so we might have a lot more money.

2025-27 there is no money available. Starting in 2028, we have \$3 million; if we don't spend that, we have \$8 million by 2029.

We were discussing with the chairs whether it's worth prioritizing projects at this point. This may become part of the discussion on the PIA as well. What we're initially asking is that if we're looking at spending \$20 million now, and the initial proposal was 2.75 million, the difference is 17.25. So, we're saying, if bonding capacity becomes available in the future, how about you backfill up to 17.25 million in URA projects unless the URA does them first or they become invalid.

Then, the question is which one happens first? Which are more or less important than others?

I could move all this stuff into 2029 and just have it all unprioritized if that would be clearer. It's just a question of what we want to show.

For 2024, we don't want to show unprioritized projects in our active budget.

Roos asked what the 626 for Complete Streets was for this year.

Paul: That was the construction of Strings, and the design of 2B/3A/4B.

Gooding: The one by Strings was going to be designed and potentially constructed this year; 3B/4A was going to be design this year, construction next year.

Lawrence: Which really doesn't make sense if we're going to put a roundabout in there.

Gooding: There are multiple reasons not to do that anymore.

Gooding: We had been looking at doing the design work for this segment along the Vectra Bank frontage in 2024.

Now, with the Amble, it sounds like the city is going to require that the Amble does the inside of Mount Werner Circle all the way up to the Grand. So, that's going to get a lot of this done. Maybe it's up to 17 in the agreement, but if a lot of this stuff is already finished or invalidated between now and 15 years from now, it just comes out of the agreement.

How do we want to address this?

Sears thought reprioritization of the lower-tier projects could wait until the GTC is approved. He suggested putting the unprioritized projects in '27.

Miller confirmed that the breakdown of GTC money is 15 for the GTC and 5 for the roundabout.

Roos pointed out that if Pine Grove-Mount Werner gets redone, that would affect those parts of Complete Streets.

Gooding: In the draft PIA, we're asking Alterra to at least fund that. There's some question internally of whether the city should be the one to construct it.

Roos advocated for kicking Complete Streets to the end and see what's leftover at that point.

Miller: Does it make sense for us to put the potential additional funds for '28 'and '29 towards more Complete Streets once we have a better idea of what's going to be needed? There's potential for a second lane heading towards the ski area on Steamboat Boulevard. Is that included in any of these figures? That would be a new expense. So, does it make sense to have that as the placeholder for public improvement to street based on those years, and then hope the metro district will help fund the lower tiers?

Gooding will move everything to 2029 as unprioritized. When there is a comprehensive understanding of GTC design and the off-site impacts, the URAAC can do another project prioritization.

Members agreed.

McKenzie asked if other projects could be looked at beyond those on the list; Gooding reiterated that only those on the list have been approved as URA projects and nothing else can be pursued.

Paul: The roundabout at the Highway 40 off-ramp hasn't been put into the GTC Mount Werner Circle closure modelling yet because there wasn't time to get to it to inform the discussion to this point. That's going to be one of the first things we do because there's a pretty real chance that, that roundabout also needs to be installed as a result of closing Mount Werner Circle. Then it's a timing question of whether it has to happen right away or whether it can happen years after.

Sears asked if J.D. Hayes could be used as an entry for the westbound traffic rather than going up to the next ramp and going around.

Paul: That will remain open as a right-in, so westbound traffic can go right in there. But if you want to take a left out of there to head back south, you'll have to go either onto Walton Creek Road or use the off/on ramps. That's already a condition in place. Alterra, through their Wild Blue project, had to make a contribution, and the city has to implement that condition at that intersection to restrict that turn. So, it's going to exacerbate the issue. That's not in the CIP.

Snyder: We would do it when CDOT makes us do it.

Lawrence pointed out that that's outside of the URA boundaries.

Paul asserted that the GTC is what could cause CDOT to make the city execute this.

**5. Base Area Planning Update.....2:35pm**

Brad Calvert, Planning:

The MAMP talks about four large physical improvements, and there's progress on 3.5 of those: plaza enhancements, Ski Time Square, GTC, and Meadows. I call that half because there's some enabling of development but not vertical development yet at Meadows. So, there's already a lot of progress when it comes to Plan implementation.

Plan Implementation Items:

Update Community Design Standards: This would include the Base Area Design Standards. That was budgeted for last year and carried over to this year. We have a consultant onboard to assist with that,



but the work hasn't started. This project also includes updating design standards for other areas in town that have specific design standards, as well as building types that have specific design standards. The RFP went out in August of last year. We arrived at a chosen vendor, spent six weeks negotiating scope and contract, and they told me two days before Thanksgiving that they were no longer interested in the project. I had to have this under contract and the project moving by the end of the year, so it was a bit of a scramble. We ended up being able to pull from the pool of consultants that had responded to the RFP, and it worked out.

So, we are working with Code Studio out of Austin. Their scope also includes Landscaping Standards and the TND zone districts. They've never actually been used in practice, but that zoning would apply to the property annexed in West Steamboat. With Brown Ranch, getting that zoning worked out was really important to us. So, that's been the thing that's frontloaded in Code Studios' work program right now. So, they've been working on that since the third week in January, ultimately writing two new zoning districts that the Housing Authority could choose to apply at time of annexation to the Brown Ranch site.

That work is scheduled to be done by mid-July, early August. That's when we would kick off the process for Community Design Standards. I would be curious in what way URAAC, as a body or as individual stakeholders, might want to be involved in that conversation. It's going to be a pretty big community dialog impacting pretty much every square inch of town with different standards that apply in different places. You don't have to answer that now, but it's certainly on my mind. I've already begun to build out a stakeholder list the consultant can use when they get going on that part of the project.

Historic Preservation: This probably requires a fair amount of continued outreach and engagement. When you're in a community that has a lot of pre-World War II historic assets, you sometimes lose appreciation of the post-World War II historic assets. So, during the MAMP, we were in the process of doing a historic survey in the mountain area that has now been completed and has identified some key resources within the mountain area. It has led an ongoing conversation about outreach and engagement relate to historic preservation throughout the community but with an emphasis on places that have historic resources that maybe aren't thought of as such.

We selected a consultant to do that outreach. I don't think they're under contract yet, but that could be within a week or so.

There will be two other preservation initiatives that we'll kick off this year. We're doing our first Preservation Plan; we've never really done a comprehensive Historic Preservation Plan for the entire city.

The other thing we have not done for a very long time is focused on our Historic Preservation Guidelines, which are basically silent on anything post-World War II, which would impact mountain area properties. So, one of the lifts is to make sure the full spectrum of historic assets are represented in those guidelines.

If that is of interest to either the Committee or individuals, we can get you plugged into that.

Mountain Area Coordinating Committee: There are some voids in terms of coordinating activities in the mountain area, and that's where this committee could come into play. Possible roles:

Driving plan implementation, understanding the various projects so they can be coordinated and sequenced in a way that makes sense, collecting data and feedback, define shared actions that various groups could execute.

There's a very specific task laid out in the MAMP of creating an annual work program listing everything that's happening in the mountain area. If there are activities that are unfunded, how do we come up with a strategy to ultimately resource those activities?

There hasn't been much substantive activity related to forming that group. There's been so much going on that it didn't feel like the right time to have a conversation around this new body. Maybe Q3 of this year we'll have a more serious conversation about what that might look like.

Next week, we have a group of students from CU Denver's Masters of Regional Planning program. We're going to be doing a summer studio for the Planning Department all summer, so I've got 20

graduates working on setting us up to begin the process of updating the Steamboat Springs Area Community Plan. Those 20 students are going to be looking for a lot of work, so I'm going to send them chasing all sorts of things. Maybe there are some things in the MAMP that they can make progress on during their time here. You may see emails from me asking you to talk to these students about what's going on in this part of the community.

Hanes: Would the Committee have a similar structure to URAAC where you're designating people from different businesses or different representatives?

Calvert said he hasn't gotten that far. He asserted that when the dust settles on the metro district and the PIA, that will be the time to discuss coordination opportunities or voids that need to be addressed. That will inform the makeup of the Committee.

Calvert: That role may find its way to URAAC in some ways, or it may feel like it's not sized right because you all have other things that you're doing. You might spend 2-3 meetings a year with that focus. If that capacity would work, then that might be something we would revisit. If it feels like there needs to be more capacity, there may be something new.

McKenzie: Are there any historic preservation projects around the GTC and Ski Time Square we should be aware of that would be impacted?

Calvert: The primary resource in that vicinity is the Mount Werner Lodge, which is probably one of the preeminent resources from a preservation perspective in the mountain area. It was noted in the survey as a notable property. Because of the 50-year threshold for something to be considered historic, there are a lot of buildings built in the late 60s, early 70s that probably aren't thought of as historic assets.

Lawrence asked whether the Historic Preservation Plan would continue the voluntary historic designations that the Code defines today; Calvert said that would be something that would be laid out in the Plan.

Asked by Lawrence when the Plan creation process would begin, Calvert said it relies upon grant funding which has been applied for. The grant requires the city to put out a preliminary RFQ to determine whether consultants could complete the project for the budgeted amount. Were that to be the case, and if the city is awarded funds, Calvert thought the process could then move fast.

Calvert: Planning is committed to doing that project with or without outside resources; if we don't receive the grant, we'll just have to right-size and scale the project to what we think we can do with some other budgeting approach and in-house staff.

**6. Other Business.....2:50pm**

Germond said that Burgess Creek should be open by mid-June with water flowing as drainage pieces are worked on in sections. The beach will open first. The Range Food Hall will open in June as well.

Weekend operations started this weekend. Full summer access starts June 16, bike park included. Lawrence reiterated that Schneider has retired and Roger Levanduski is stepping into his seat.

Gooding: I'll come back to you with an updated project activity plan and budget, and we'll refine that over the next couple meetings.

We'll bring you PIA negotiation updates. We'll see what kind of opportunity there is to get URAAC's input.

There's a ton of projects potentially coming online very soon, which was the mission of the URA. We'll bring that into the conversation as well.

Paul reported that a driver destroyed a URA light, which will have to be rebuilt. That light was worth about \$20,000. There's a potential that insurance will pay for that.

The new lights are maintained by YVEA. This light may be converted to one of those lights.

Paul: This stuff happens, and it should underscore the importance of the mechanical systems that are going to regulate access in and out of the GTC and how those are positioned, the feasibility and viability. Just keep in mind that there's human nature involved. This was about the furthest light out of anyone's way.

We were able to isolate this light so that the rest of them could stay on. It might be a little while, though, before we get to it.

**7. Adjournment.....3:00pm**

**Miller moved to adjourn the meeting at approximately 3:00 p.m.; Hanes seconded.  
The motion carried unanimously.**

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**UPCOMING MEETING CALENDAR:**

***URAAC: July 6, August 3 (Carver Room for the rest of the Year)***

***DSC (Pirrallo, TBD, Roos): TBD***

***2023 Tentative SSRA / City Council Dates: June 6, June 20, July 18, September 5, October 17***