TOWN OF MOUNTAIN VILLAGE
JOINT TOWN COUNCIL AND DESIGN REVIEW BOARD
SPECIAL WORKSESSION
THURSDAY FEBRUARY 22, 2018 10:00 AM
2nd FLOOR CONFERENCE ROOM, MOUNTAIN VILLAGE TOWN HALL
455 MOUNTAIN VILLAGE BLVD, MOUNTAIN VILLAGE, COLORADO
REVISED AGENDA

	Time	Min.	Presenter	Type	Description
1.	10:00	5			Call to Order
2.	10:05	25	Haynes, Rydel	Work Session	Roofing and Village Center Design Discussion Introduction. Introduction of Robert Rydel, AIA, LEED AP BD+C Principal with Oz Architecture
3.	10:30	60	Rydel	Work Session	Presentation Village Center Roof Materials and Design Themes
4.	11:30	20			Lunch
5.	11:50	120	Rydel	Work Session	Presentation Village Center Roof Materials and Design Themes
6.	1:50	5	Starr	Work Session	Update on concrete tile inventory
7.	1.55	5	Haynes	Work Session	Next Steps
8.	2:00	5			Adjourn
9.	2:05	60	Rydel Starr Haynes	*Optional* Walking Tour	Continue the DRB Conceptual Work Session at Lot OS-3XRR (Village Center) to review architectural style, roofing and materials

Please note that this Agenda is subject to change. (Times are approximate and subject to change)
455 Mountain Village Blvd., Suite A, Mountain Village, Colorado 81435
Phone: (970) 369-8242 Fax: (970) 728-4342

Individuals with disabilities needing auxiliary aid(s) may request assistance by contacting Town Hall at the above numbers or email: cd@mtnvillage.org. We would appreciate it if you would contact us at least 48 hours in advance of the scheduled event so arrangements can be made to locate requested auxiliary aid(s).

SIGN-IN SHEET

DRB WORKSHOP Meeting
THURSDAY FEBRUARY 22, 2018
Please write clearly

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Presenter's Bio

Rob Rydel, AIA, LEED AP BD+C
A Principal at OZ, Rob Rydel is a thought leader in design for a number of specialties, including hospitality and resorts, multi-family, mixed use, retail and residential architectural design. He has led more than 30 prominent hospitality projects worldwide, including the successful design of resort and residential projects in North and Central America, Asia and the Middle East.

Rob brings his collaborative approach to all projects through his expert facilitation of an innovative charrette process. Through this initial project step, clients collaborate with the OZ design team in a creative visioning session to set goals and expectations for the project upfront. This process has proven, time and time again, to be a successful and interactive approach to designing unique solutions for our clients.

Rob is the University of Detroit Mercy Alumni, having transferred to the U.S. after attending Warsaw University of Technology in Warsaw, Poland.

In his free time Rob enjoys playing tennis with his wife and 3 children.

Village Core

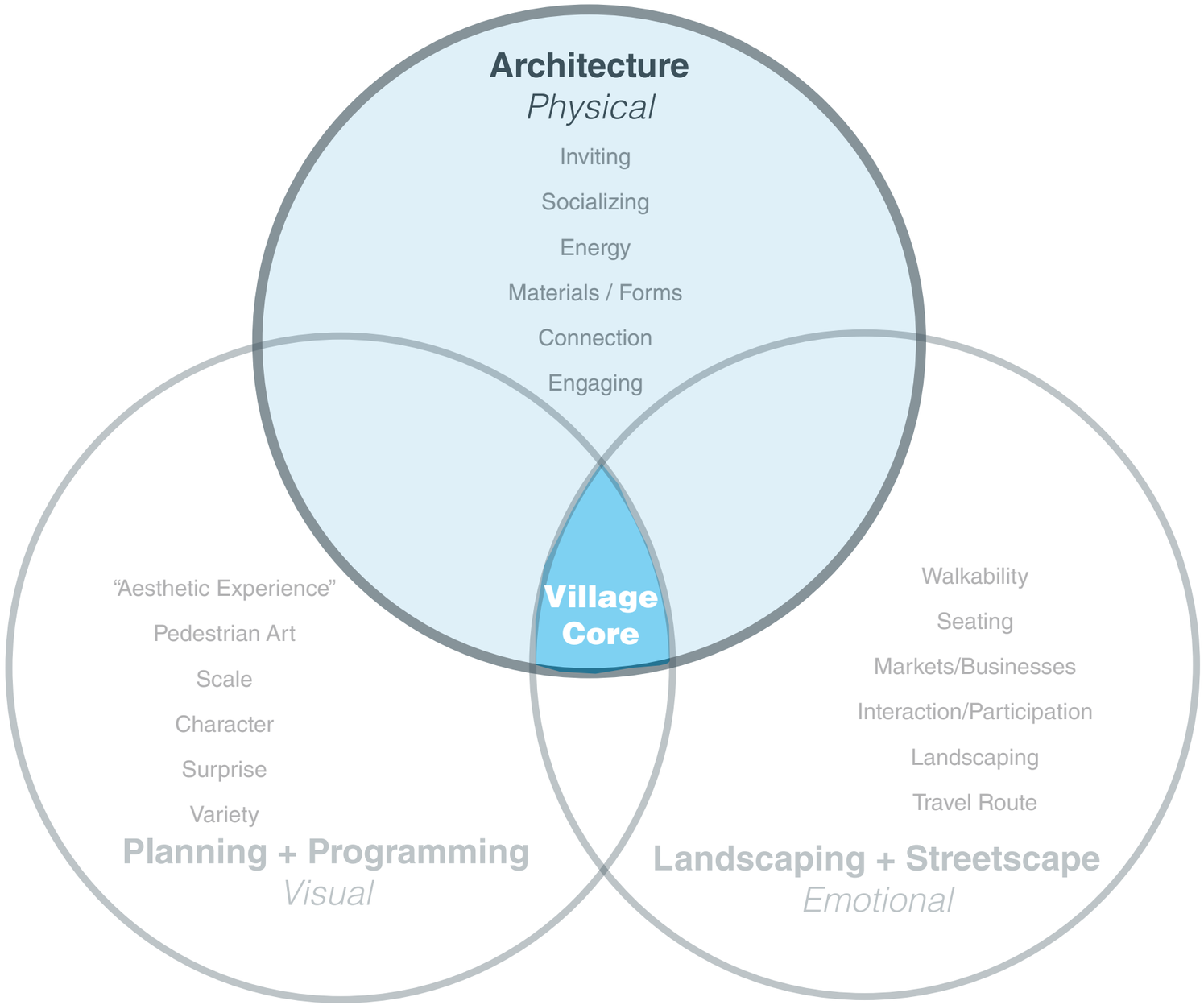
Design Discussion: Roofs and Pedestrian Experience
OZ Architecture

February 22, 2018

ARCHITECTURE
URBAN DESIGN
INTERIOR DESIGN

What Makes a Great Place

Sociability
Access & Linkages
Uses & Activities
Comfort & Image



Content

Chapter 1 Case Studies

1.1 Regional
- Vail
- Aspen / Snowmass
- Beaver Creek

1.2 National
- Park City Utah
- Northstar at Tahoe California
- Jackson Hole Wyoming

1.3 National
- Park City Utah
- Northstar at Tahoe California
- Jackson Hole Wyoming

1.1 Regional

Case Studies:

Village Core

Vail

Aspen / Snowmass

Beaver Creek

Skiable Acreage:

2,000

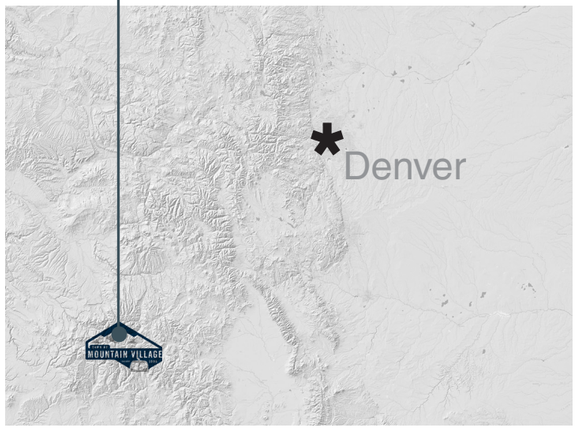
# of Lifts:

15 Lifts
3 Gondolas

Skier Visits:

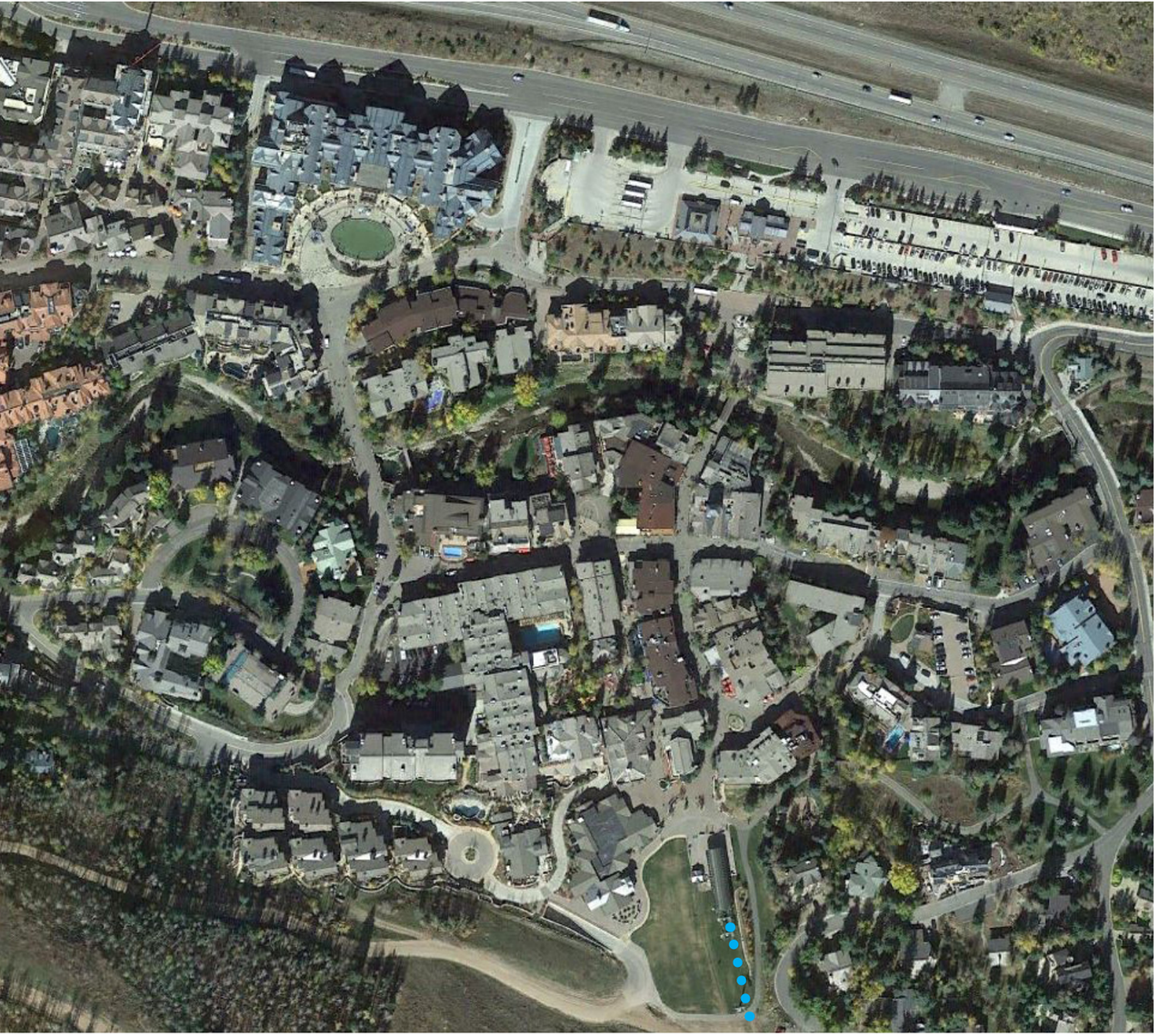
420,000 (COMP PLAN 2017)

Village Core



Main Attributes:

- 4,425 Feet Vertical
- 1972 first ski lift opens
- Village Core construction 1990's
- Conference center
- Convient gondola transportation system
- Beautiful & unique setting
- Connects to Town of Telluride



Skiable Acreage:

5,289

# of Lifts:

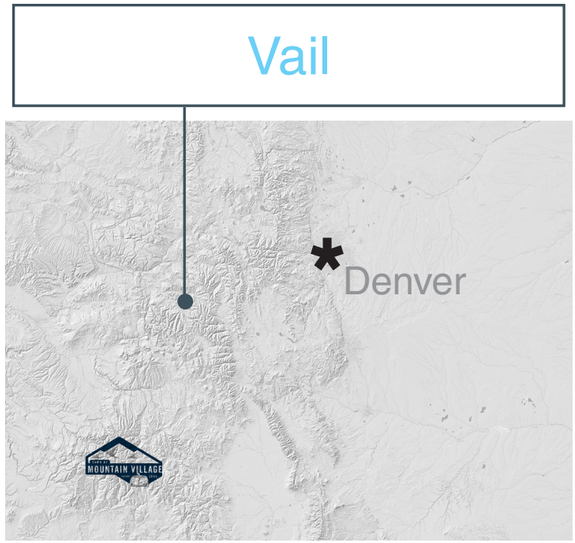
31 Lifts
2 Gondolas

Skier Visits:

1,634,250 (2014)

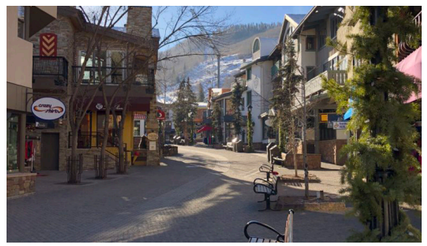
Taxable Revenue 2016/17:

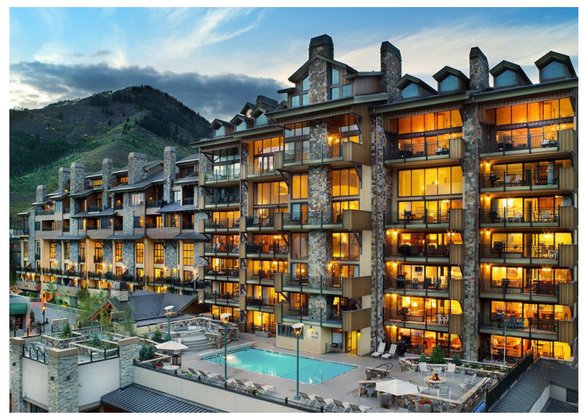
$370m



Main Attributes:

- 3450 Feet Vertical
- Modeled after Bavarian Chalet Village
- Linear Village along the Valley with many “Beaches” (east, center, west)
- Benefits from year-round tourism and large local destination
- Mixes OLD and NEW architypes





Skiable Acreage:

3,362 (snowmass)

# of Lifts:

17 Lifts
2 Gondolas

Skier Visits:

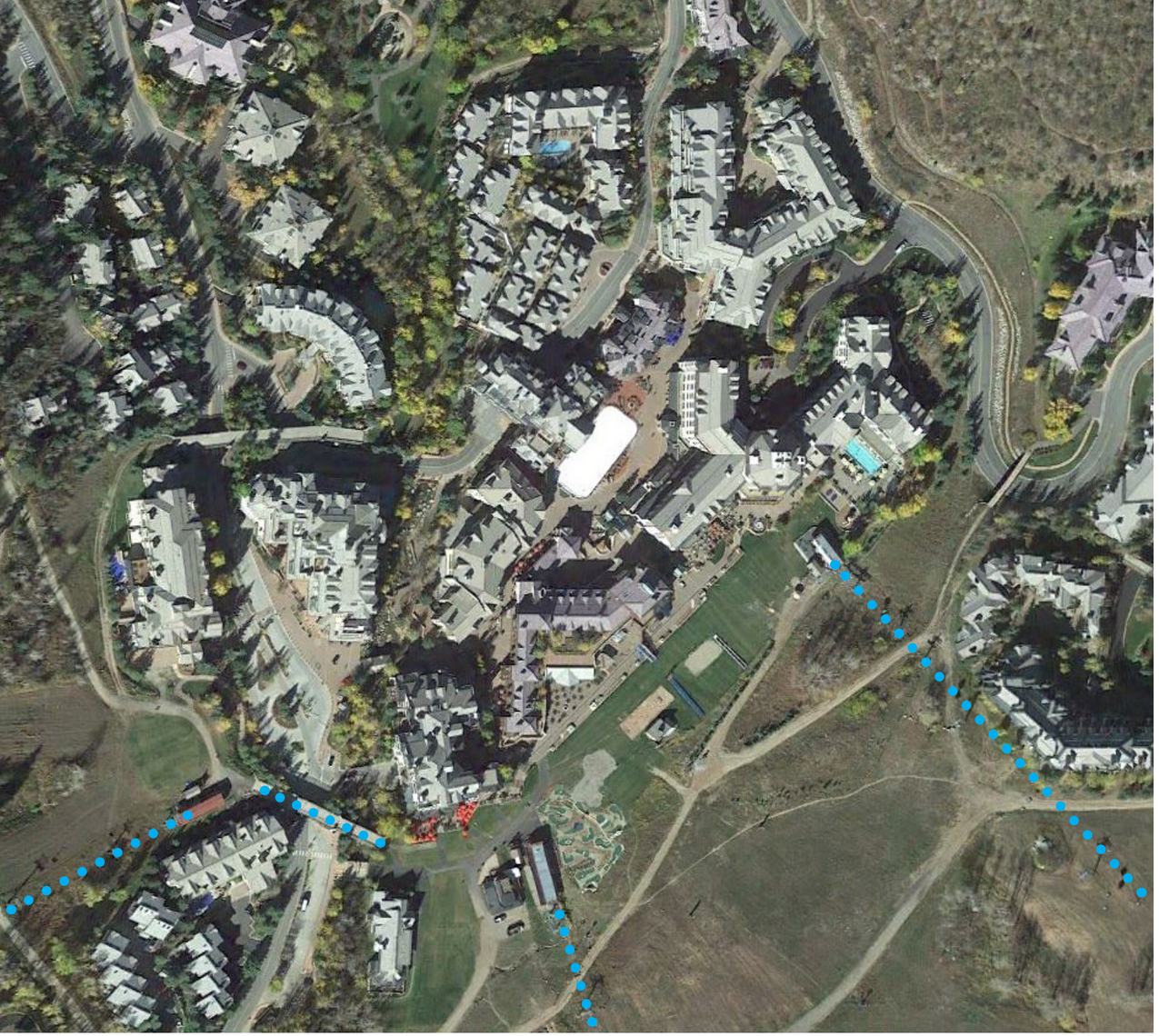
732,251 (2014)

Taxable Revenue 2016/17:

$131m

Main Attributes:

- 4406 Feet Vertical
- 1 of 4 mountains (Aspen Mountain, Aspen Highlands, Buttermilk and Aspen Snowmass)
- 1967 five ski lifts open
- Greatest skiable acreage
- Mountain Contemporary Village growth since 1993
- Mixes OLD and NEW architypes



Skiable Acreage:

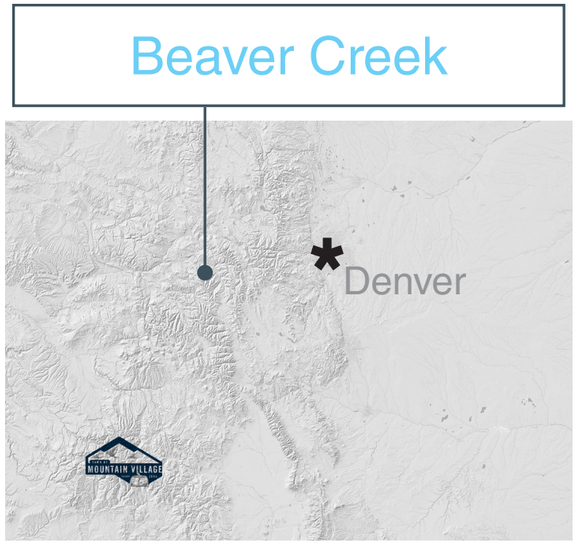
1,815

# of Lifts:

25 Lifts
2 Gondolas

Skier Visits:

919,000 (2014)



Main Attributes:

- 3340 Feet Vertical
- Part of Bachelor Gulch Village, Arrowhead Village, Beaver Creek Village, and Avon
  = *Village to Village Experience*
- 1980 marketed first ski lift in Beaver Creek Resort
- Vilar Art Center
- Colorado Mountain Retreat architectural vision
- Similar in scale and feel to Village Core but less unique

1.2 National

Case Studies:

Park City Utah

Northstar at Tahoe California

Jackson Hole Wyoming

Skiable Acreage:

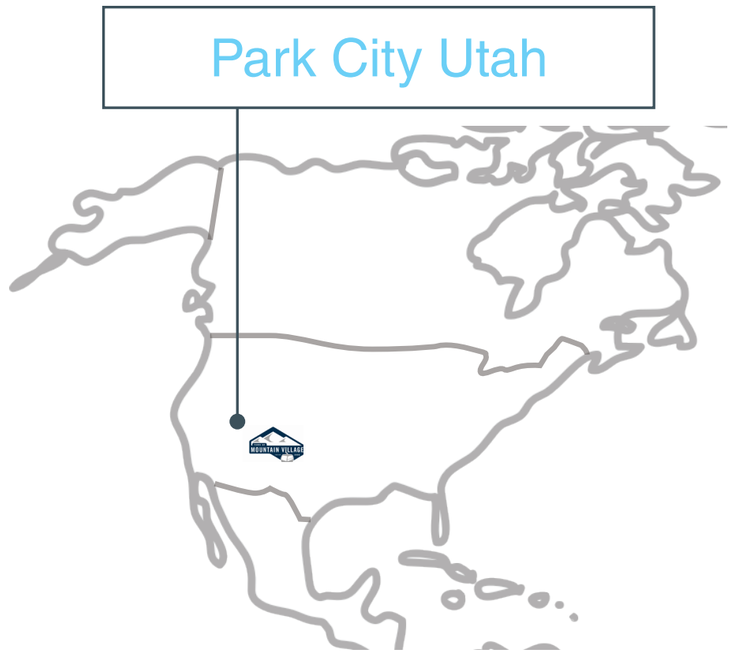
7,300

# of Lifts:

41 Lifts
4 Gondolas

Skier Visits:

1,600,000 (COMP PLAN 2017)



Main Attributes:

- 3200 Feet Vertical
- Largest resort in the US
- 1963 Treasure Mountain opened
- Mining history influenced resort architecture
- Sister resort to Canyons
- Currently under going master planning and visioning

Skiable Acreage:

3,170 (snowmass)

# of Lifts:

20 Lifts
2 Gondolas

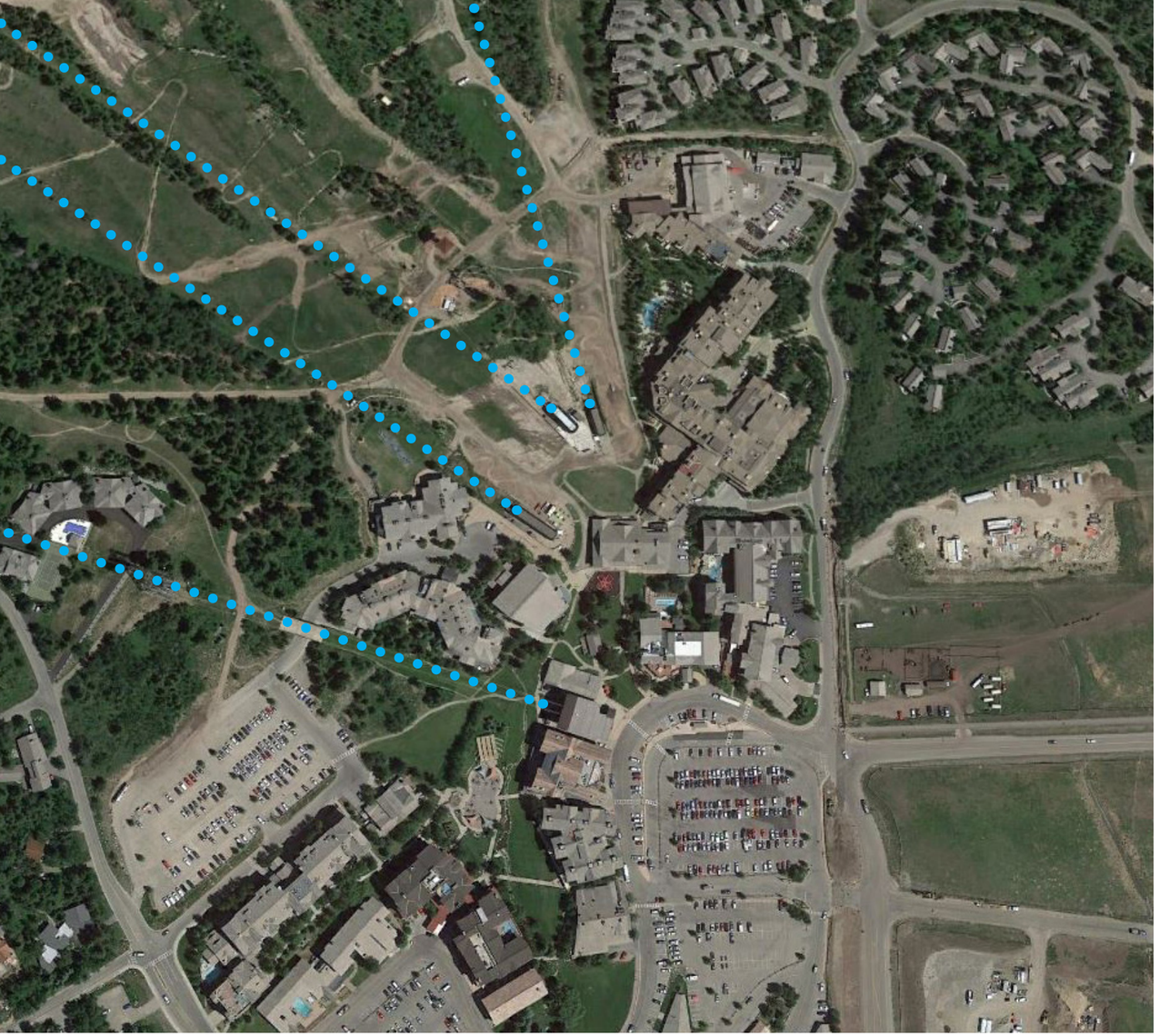
Skier Visits:

737,000 (2014)

Northstar at Tahoe California

Main Attributes:

- 2280 Feet Vertical
- Mountain Refined rooted in Parkitecture
- 1972 opened 5 runs, redesigned current village in 2007/2008
- Pedestrian Village with surface skier lot
- 200 miles from San Francisco



Skiable Acreage:

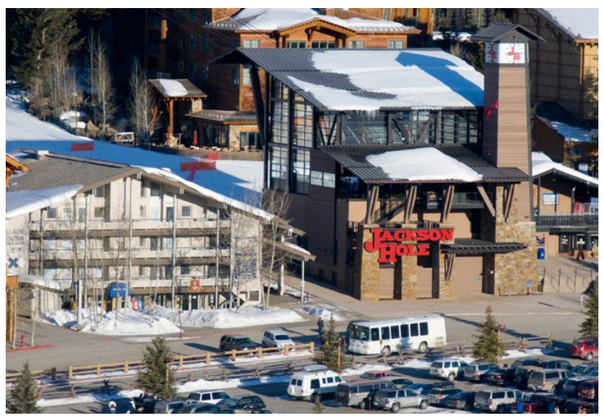
2,500 (Inbounds/3,000 Backcountry)

# of Lifts:

11 Lifts
2 Gondolas
1 Tram

Main Attributes:

- 4139 Feet Vertical
- Surface lot serves the base area
- 1960 marked first ski lift opening
- Small base area
- Rustic meets Modern



1.3 International

Case Studies:

Whistler Canada

Courchevel France

St Moritz Switzerland

Chamonix France

Skiable Acreage:

4,757

# of Lifts:

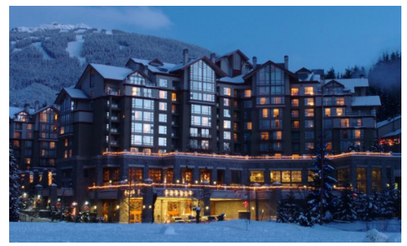
19 Lifts

Skier Visits:

544,000 (2014)

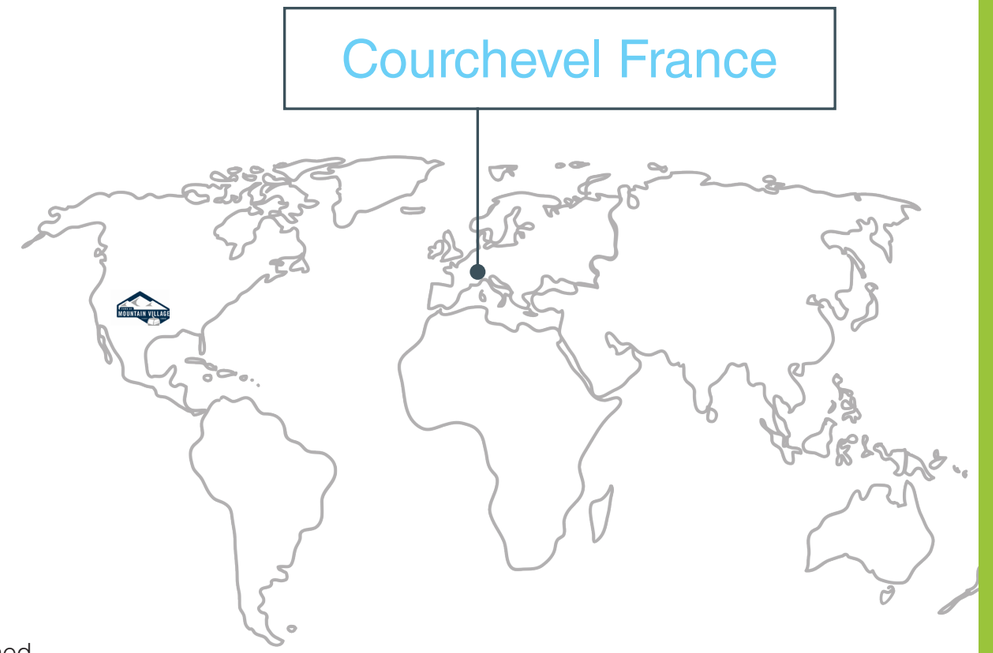
Main Attributes:

- 5020 Feet Vertical
- 1965 marked first ski lift opening
- 1975 First Resort Municipality in Canada
- Solar principles oriented village (winter/summer sun)
- French Chateau roof lines
- Pedestrain “winding” street from parking to”beach”



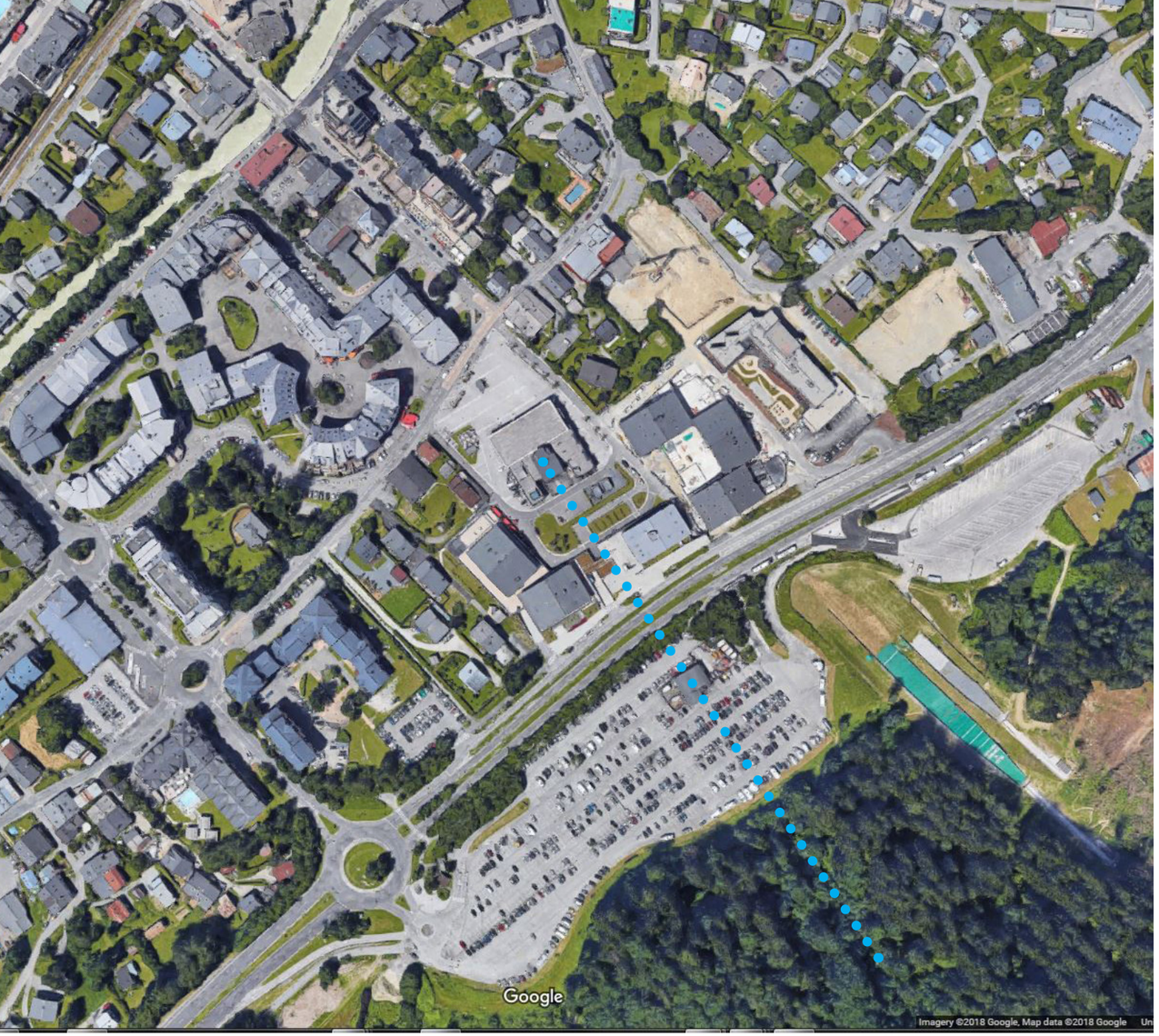
# of Lifts:

63 Lifts



Main Attributes:

- 4600 Feet Vertical
- 1942 original resort opened
- 4 satelite villages: (Le Praz 1300, Courchevel Village 1550, Moriond 1650, Highest Village 1850)
- Exclusive resort in French Alps
- French Chalet Architecture

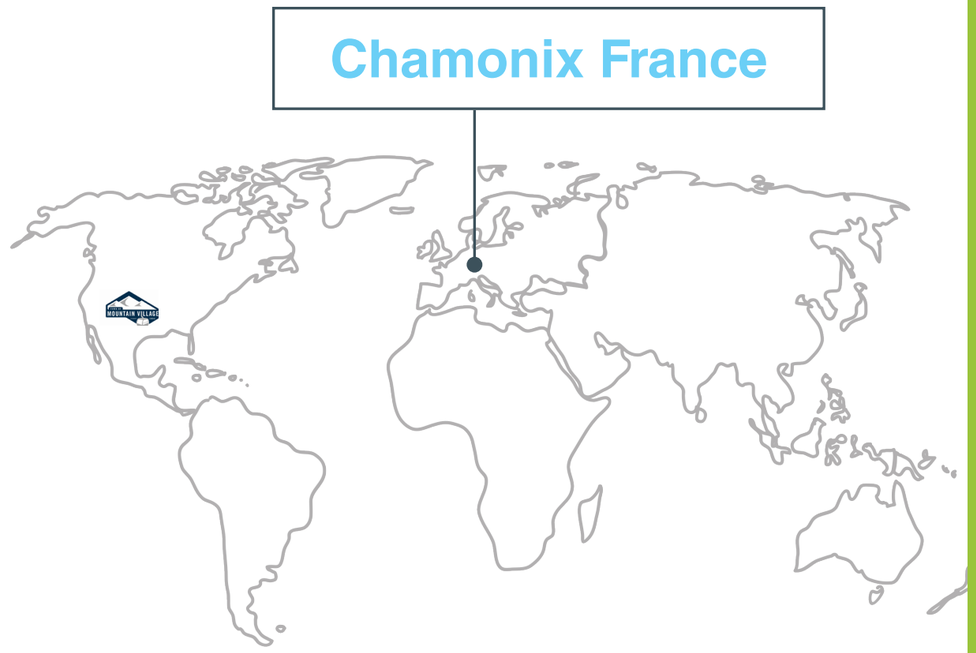


Skiable Acreage:

30,000

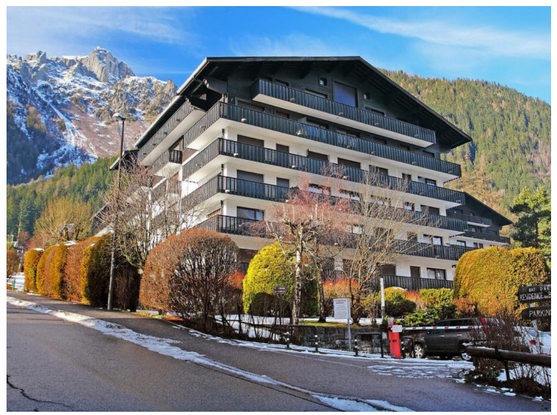
# of Lifts:

69 Lifts



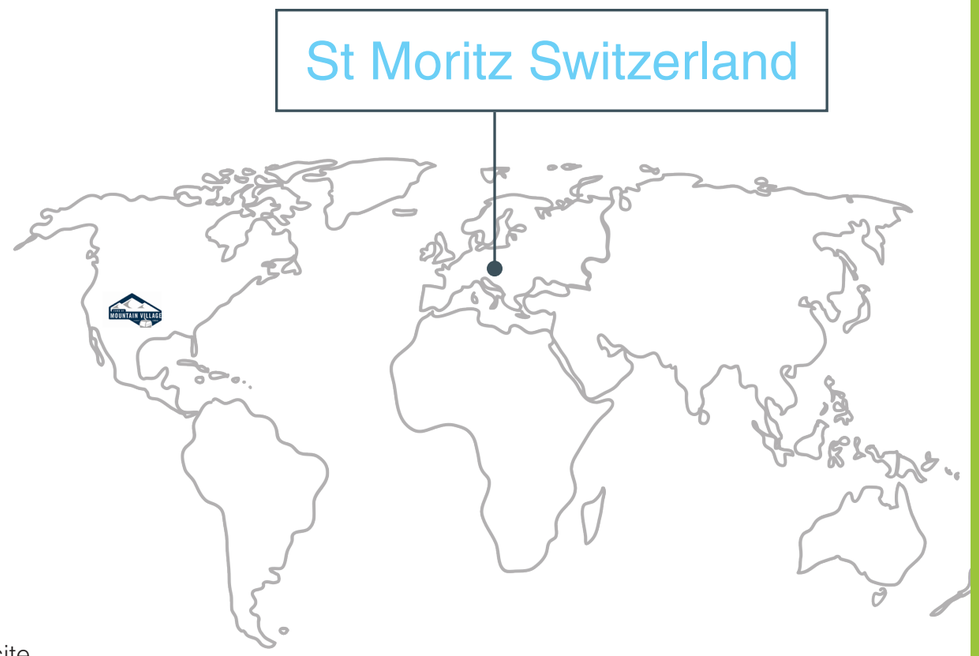
Main Attributes:

- 9,203 Feet Vertical
-1924 Olympics Site
- One of the oldedest ski resorts in France
- International destination
- Located at the base of Mt. Blanc
- 8,900 residents
-Winding streets in town offer great pedestrian experience



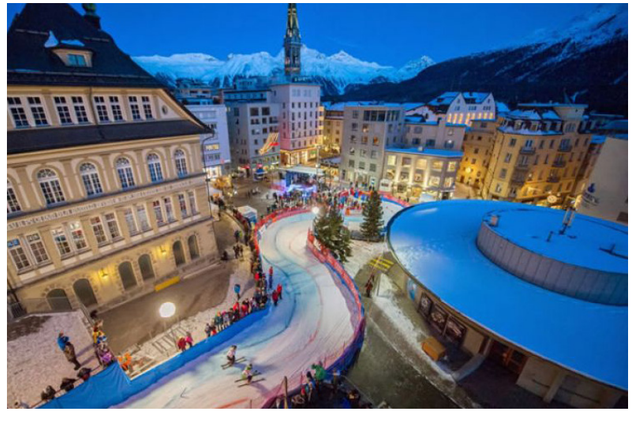
# of Lifts:

57 Lifts



Main Attributes:

- 5,160 Feet Vertical
- 1928 and 1948 Olympic site
-"Dorf" (village) and "Bad" (spa)
- At 6,090 ft elevation is one of the highest resorts
- Diverse architectural origins make this alpine town unique
- Overlooking Lake St. Moritz
- Heavy stone walls, small window openings



Chapter 2 Village Core Vision

Alpine Chalet Architecture

Alpine chalet style is an architectural style of Late Historicism, originally inspired by rural chalets in Switzerland and the Alpine (mountainous) regions of Central Europe. The style refers to traditional building designs characterized by widely projecting roofs and facades richly decorated with wooden balconies and carved ornaments. It spread over Germany, Austria-Hungary and Scandinavia during the Belle Époque era.

Architectural Style:

3:12 To 6:12 Gabled Roofs w/ Wide Eaves
Exposed Construction Beams
Decorative Carving And Moldings
Balconies
Large Windows

Materials:

Wood Timbers
Wood Siding
Stone
Shingle Roof






Timber Mountain Architecture

Timber Mountain style stays true to it's natural surroundings typically. Stone and wood are the majority of materials used to capture the essence of mountain living. Gable and hip proofs are used to protect from the winter elements. Large Timbers can be seen throughout exposing and highlighting key structural design features. This style is seen throughout the mountain regions of The United States.






Architectural Style:

Architectural Style:
8:12 To 12:12 Gabled Roofs w/ Wide Eaves
Exposed Construction Beams
Balconies, Raised Decks
Large Windows

Materials:

Wood Timbers
Wood Siding
Stone
Shingle Roof

Refined Mountain Architecture

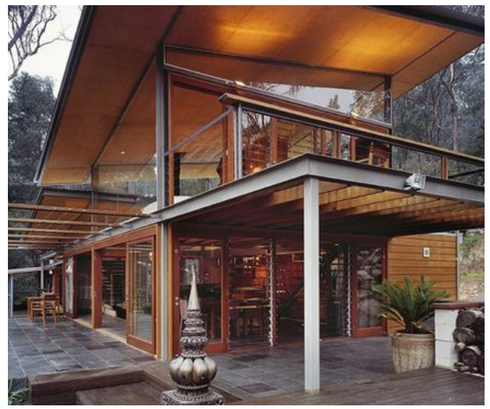
Refined Mountain style keeps certain elements of Timber Mountain, Chalet and other mountainous styles and enhances them through a contemporary lens. The addition of steel, modern roof forms and large expanses of glazing bring a new edge to this mountain style. Exposing connection details and steel beams highlight structural design elements.

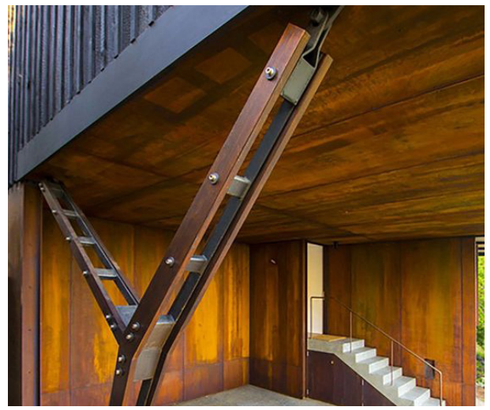
Architectural Style:

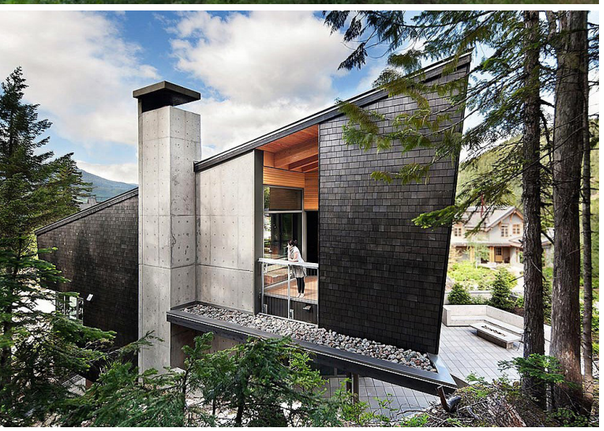
3:12 To 12:12 Gabled Roofs w/ Wide Eaves
Exposed Steel
Modern Forms
Large Windows

Materials:

Steel Structure
Wood Siding
Stone
Metal Roof
Glass

2.2 Roof Forms

Potential Roof Forms

Forms:

- Hip
- Gable
- Flat
- Single Sloped
- Off Center Gable
- Zero Eave
- Green Roof
- 3:12 - 12:12 Slope
- Dark Rust

2.3 Roof Materials









Potential Roof Materials

Materials:
- Concrete Roof Tiles
- Slate
- Metal
- Green Roof

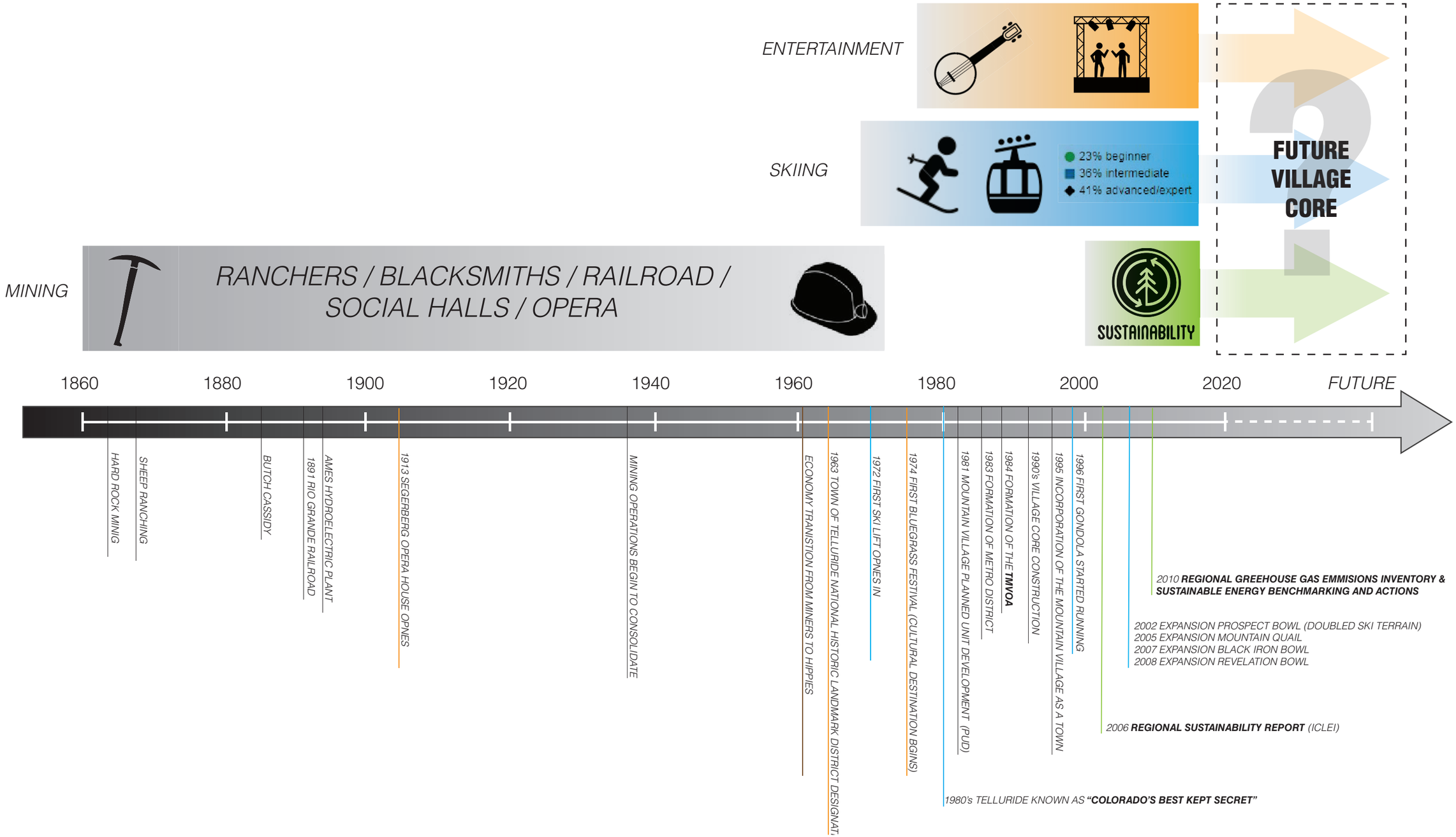
Colors:
- Light Grey
- Dark Grey
- Copper
- Green Rust
- Patina
- Matte Black
- Dark Rust

Village Core Identity

Potential

Identity
Beauty
Memorable
Variety
Originality
Developer Interest
Luxury
Timeless
Iconic
Destination
History
Nature

2.4 Village Core

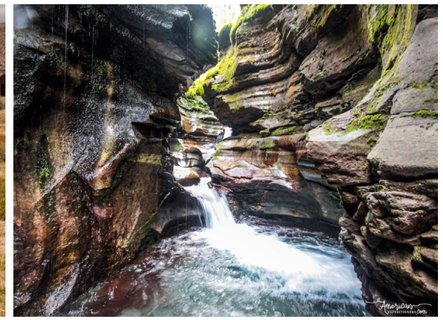


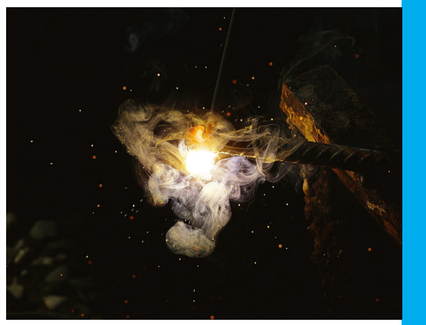
2.4 Village Core

historic
hard work
wood
details
earth
craft
mining/blacksmithing
tools
fire
originality
charred
steel

valley
waterfall
yellow
red
nature
mountain
snow
rustic
green
water





skiing
world class
isolated
walkability
nature-centric
Village Core
peaceful
beauty
aesthetics
resort
family

2.4 Village Core

Refined Concept

Aged Character

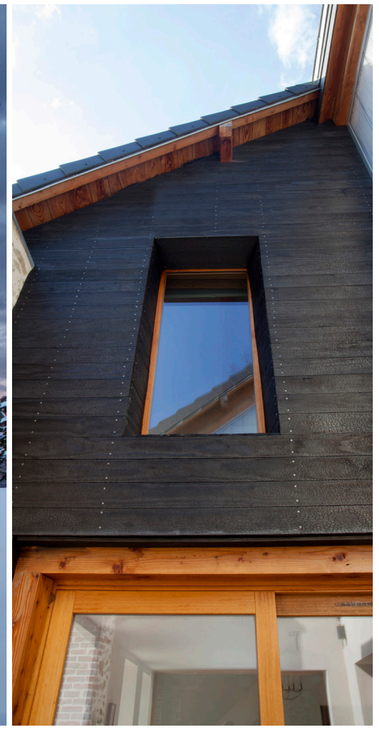
Refined Lines

Authenticity

Luxury

2.4 Village Core

Refined Mountain Inspiration



2.5 Village Core

Refined Mountain Inspiration

Refined Mountain Inspiration

Chapter 3 Existing Village Core

3.1 Aerial
3.2 Mountain Village Architecture
3.3 Roof Forms
3.4 Roof Materials
3.5 Pedestrian Experiences (3 Levels)
- Signage, Lighting, Wayfinding, Street Furniture


Pond
Conference Plaza
Heritage Plaza
Ice Rink
Arrival Plaza
Skiers Plaza

Skiable Acreage:

2,000

# of Lifts:

15 Lifts
3 Gondolas

Skier Visits:

420,000 (COMP PLAN 2017)

Main Attributes:

- 4,425 Feet Vertical
- 1972 first ski lift opens
- Village Core construction 1990's
- Conference center
- Convient gondola transportation system
- Beautiful & unique setting
- Connects to Town of Telluride

3.1 Architecture

Village Core Architecture

Current Town of Mountain Village Architecture is within the Alpine/ Mountain vernacular. Per the Design Guidelines:

"Design should embrace nature, recall the past, interpret our current time, and move us into the future while respecting the design context of the neighborhood surrounding site. Materials should reflect the natural environment, wood, stone and metal. Colors should blend with nature. Massing is simple in form and steps with the natural topography."

Architectural Style:
3:12 To 6:12 Gabled Roofs w/ Wide Eaves
Exposed Construction Beams
Mountain Aesthetics

Materials:
Wood Timbers
Stucco
Stone
Concrete Tile Roof
Metal Roof

3.2 Roof Forms

Existing Roof Forms

Hip

Gable

Barrel

3:12 - 6:12 Slope

Design Guidelines

17.5.6 Building Design

C. Roof Form

1. Roof Design Elements

Composition of multiple forms that emphasize sloped planes, varied ridgelines and vertical offsets

Dormers may be included to add interest and scale to major roof areas...

The DRB may require long ridgelines to be stepped to avoid long spans of unbroken ridges when such elements are not in proportion to the design and scale of the building...

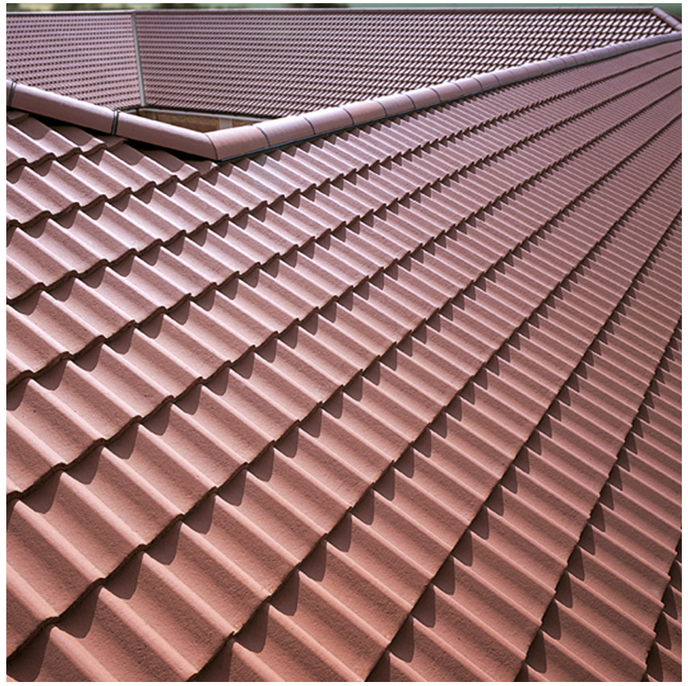
Roof ridgelines shall step with the topography of the site following the stepped foundations.

3.3 Roof Materials

Existing Roof Materials

Materials: Primary - Concrete Roof Tiles
Secondary - Metal Seam/Shingle (Copper)

Colors: Primary - Burnt Sienna
Secondary - Copper Patina



Design Guidelines

17.5.6 Building Design

C. Roof Form

3. Roof Material

All roofing material shall be of a type and quality that will withstand high alpine climate conditions.
Permitted roof material outside the Village Center include:
i. Rusted, black or gray standing seam or corrugated metal
ii. Zinc
iii. Minimum 1/2” slate
Iv. Synthetic materials that have been approved by the DRB...
Village Center roofing material shall be concrete tile or synthetic materials that emulate concrete tile of the color burnt sienna except for special copper accent roofs that shall require specific approval of the DRB
The following roofing materials may be approved by the DRB...
i. Copper
iii. Galvanized corrugated or standing seam metal (not rusted or reflective)
iii. Synthetic material that accurately emulates wood shake, concrete and slate tile

3.4 Existing Pedestrian Experience

Title 17 COMMUNITY DEVELOPMENT CODE

17.3.4 Specific Zone District Requirements
H.4. Plaza Level Use Limitations.

a. Limitations:

i. The following are the only uses permitted to be fronting onto the plaza level in a primary plaza area or a primary pedestrian route:

(a) Retail Stores and establishments;
(b) Restaurants and bars
(c) Multi-family or mixed-use entrance areas and lobbies

ii. No offices or dwelling unit shall be operated or located in a plaza level space that is fronting onto a primary plaza area or primary pedestrian route...

17.5.9 Landscaping Regulations
D. General Landscaping Design Requirements

1. Paths and Walkways

b. Village Center and Village Center Subarea Plan Development

i. As the town grows and establishes primary pedestrian circulation systems, it is imperative that all building development relates to proposed or existing exterior pedestrian flows and spaces within the plaza areas. Building frontage shall contain and direct pedestrian circulation in a continuous, uninterrupted sequence.

ii. Semi-Private outdoor spaces, such as restaurant patios and courtyards, shall be located and designed to reinforce pedestrian circulation...

iv. The scale of pedestrian areas shall be kept intimate with great care and attention given to materials and detailing. Special pavers, hardware, fountains and landscaping shall be emphasized. Distance between buildings and widths of public areas all vary with narrow passages leading to courtyards and secondary plazas.

2. Walls, Fences and Gates

a. Walls, fences and gates shall only be used to enclose private spaces, garden areas, dog areas, planting beds or service areas.

17.5.12 Lighting Regulations
B. Limited Exterior Lighting: The basic guideline for exterior lighting is for it to be subdued, understated and indirect to minimize the negative impacts to surrounding lots and public rights-of-way. The location of exterior lighting that meets the requirements of this section shall only be allowed at:

1. Buildings where Building Codes require building ingress and egress doors
2. Pedestrian walkways or stairs
3. Plaza areas and other public areas where lighting is required
4. Deck or patio areas...

C. Prohibited Lighting

1. Architectural lighting
2. Landscape lighting...

17.5.13 Sign Regulations
A. Purpose and Intent: The purpose of the Sign Regulation is to preserve the town as a desirable community in which to live, vacation and conduct business and to create a pleasing, visually attractive built environment...

1. Enhance the attractiveness and economic wellbeing of the town as a place to live, vacation and conduct business
2. Address community desire to provide a high quality tourist experience and retain the town's premier status in an increasingly competitive resort market...

17.5.15 Commercial, Ground Level and Plaza Area Design Regulations
A. Plaza Use Design Regulations

1. Purpose and Intent: The exterior surface uses of the plaza areas shall be carefully designed for the enjoyment of the public and outdoor dining and seating areas... and other plaza uses contributing to the character and feel of the plaza areas...

6. Outdoor Dining and Seating Area Standards: The size, quantity and location of the outdoor dining and seating area shall be relative to the size of the business establishment, and its frontage and the immediately adjacent plaza area

B. Storefront Design

1.Storefront Design

a. Commercial frontages shall create an identity for the activity within the commercial space while contributing to a visually exciting and cohesive plaza scene. Individual tenant frontages shall have expressive and imaginative design within the overall architectural context of the associated building...

b. Development and redevelopment within the Village Center shall create pedestrian interest through the articulation of architectural features such as bay windows, balconies, arcades and dormers. The ground or pedestrian level shall be defined with textural elements and color that strengthen the scale and character of the resort.

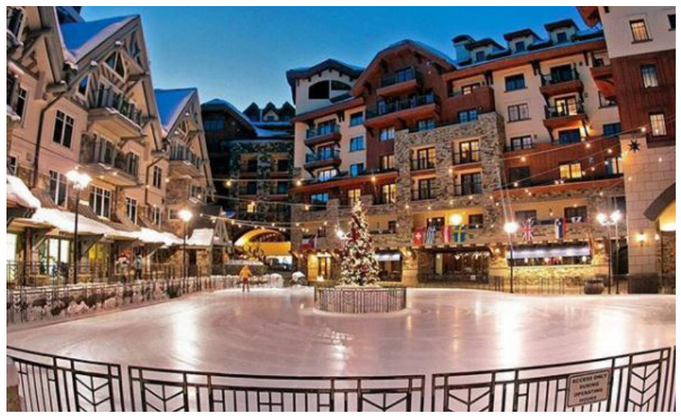
c. Window boxes and hanging baskets shall be incorporated into design to add color, life and dimension to building fronts and window definition...

d. Details of the storefront... shall be fabricated from quality materials such as brass, copper, bronze, hardwoods and etched or leaded glass

e. Retail, commercial storefronts shall be clearly distinguishable from upper floors of a building.

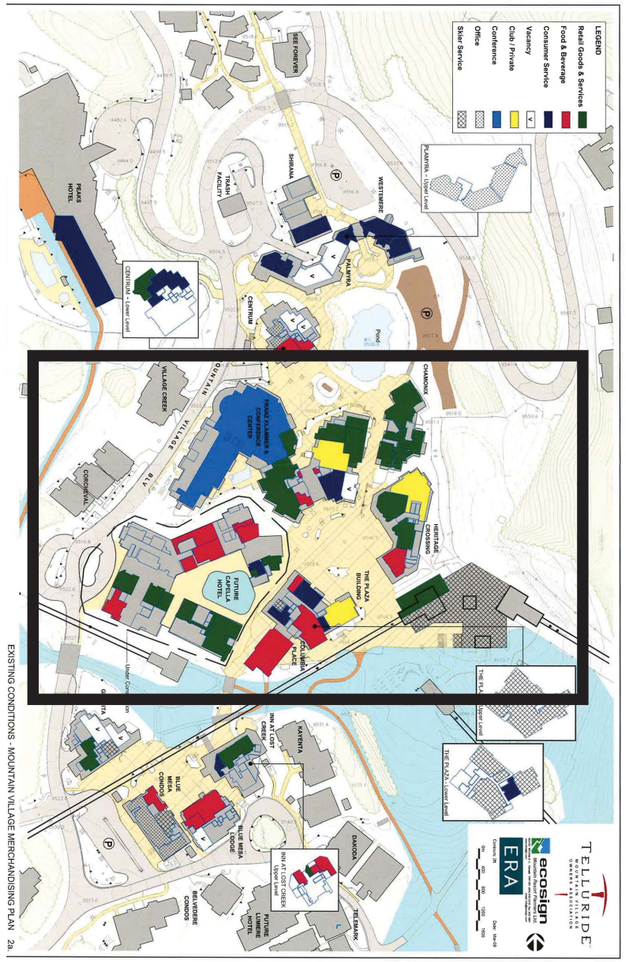
2. Color Selection: While overall building color palettes are encouraged to be muted tones taken from natural surroundings, the storefronts shall use rich and expressive colors that stand out from their background. These storefront facades shall be designed as distinct individual entities that relate to the busi ness and are distinguished by architectural detail and creative application of color.

3.3 Existing Pedestrian Experience



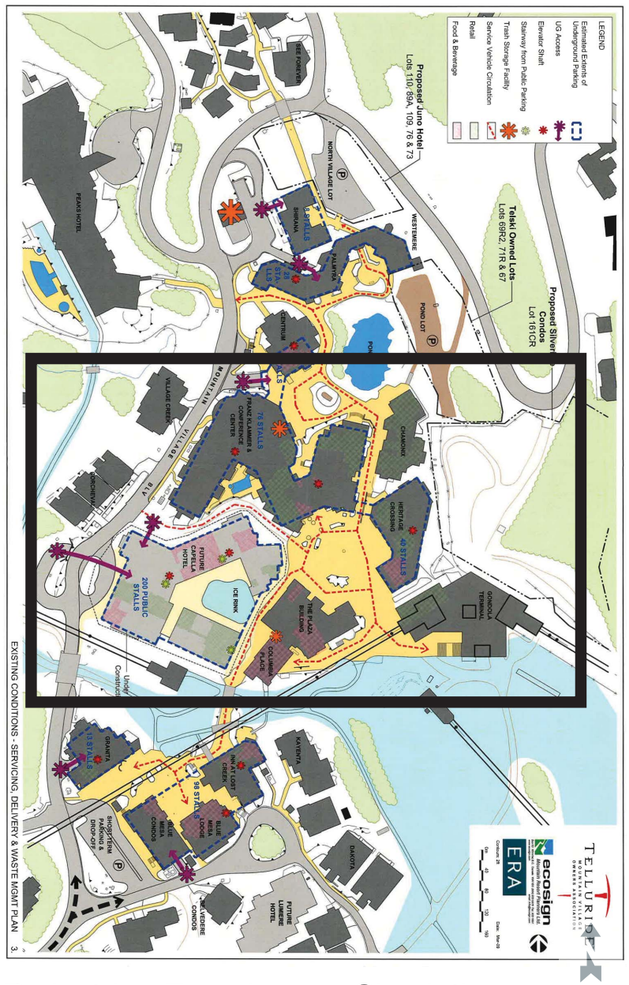
3.3 Existing Pedestrian Experience

TMVOA Phase 1b Village Revitalization Strategy 2008



Pedestrian Experience - Ground Floor Uses

EXISTING CONDITIONS - MERCHANDISING PLAN (2008)



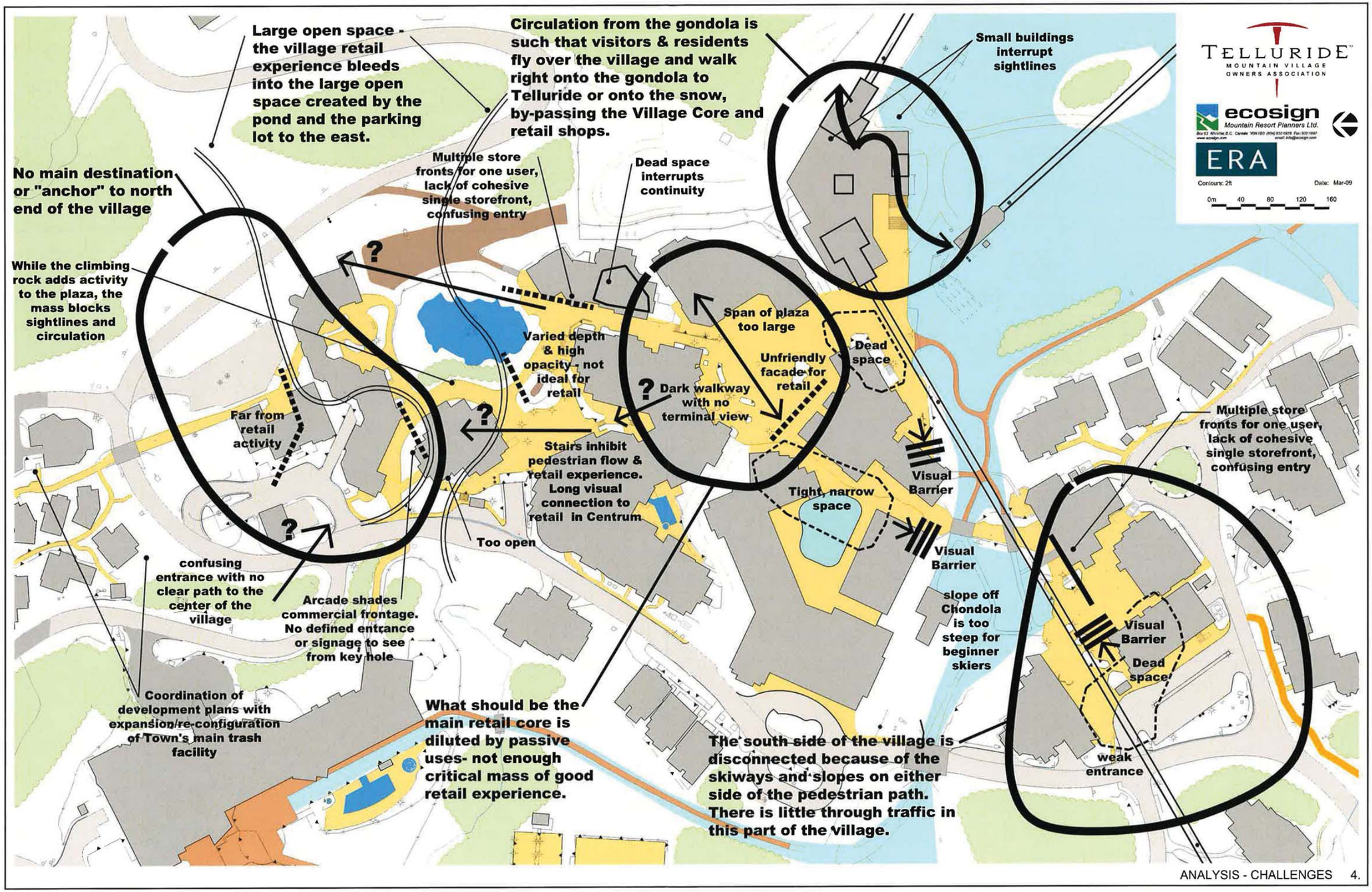
Pedestrian Experience - Circulation

EXISTING CONDITIONS - SERVICE, DELIVERY, WASTE MNGT (2008)

Food & Beverage
Retail
Club/Private
Concierge Service
Conference Center

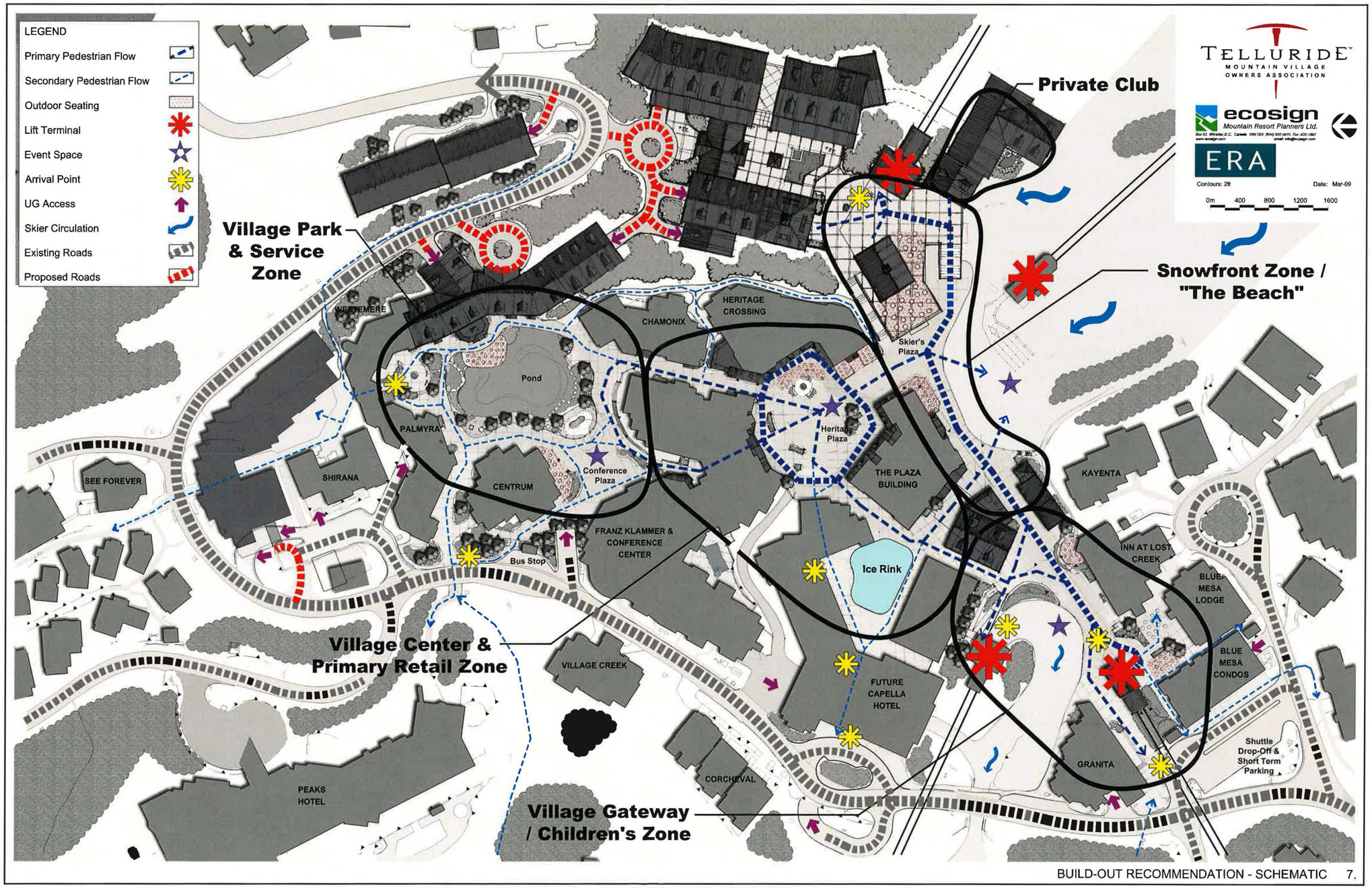
3.3 Existing Pedestrian Experience

Pedestrian Experience - Analysis & Challeges (2008)



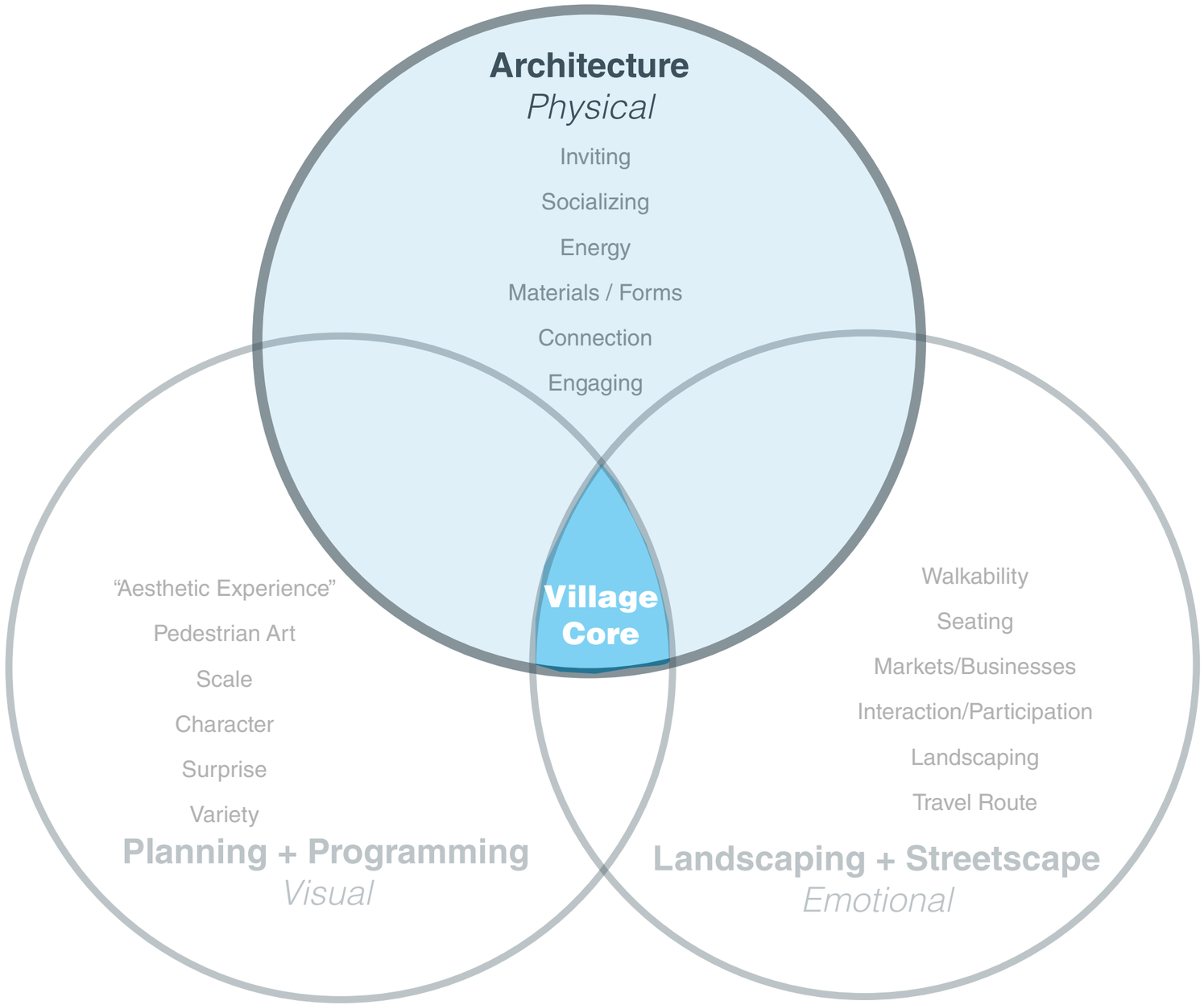
3.3 Existing Pedestrian Experience

Pedestrian Experience - Build Out Reconmmencation - Schematic *(2008)*



What Makes a Great Place

Sociability
Access & Linkages
Uses & Activities
Comfort & Image



Town of Mountain Village
Conclusions and Recommendations
August 13, 2009

Background

Ecosign Mountain Resort Planners Ltd. (Ecosign) and Economic Research Associates (ERA) were retained by the Telluride Mountain Village Owners Association (TMVOA) to conduct an inventory and balance analysis of the Town of Mountain Village, Colorado during the period October 2007 to March 2008. The plan identified significant deficiencies and/or imbalances in: transient overnight accommodation versus residential development; parking and transportation; recreational facilities and commercial space. From April 2008 to October 2008 we completed Phase 1b which is the Village Revitalization Strategy. That report was finalized and accepted in March 2009. The Revitalization Strategy included detailed assessments of visitor spending and retail and food and beverage revenues in both the Town of Telluride and the Town of Mountain Village and a study of the commercial casting of the Village core and retail strategies.

Herewith therefore, we summarize the basic challenges at Mountain Village and Ecosign's recommendations to resolve those challenges.

1. Telluride and Mountain Village have MPD (multiple personality disorder)

The old Town of Telluride is located in the valley floor and is famous in western lore for its mining and outlaw history. The valley floor however, with avalanches and topography limited the footprint of the Town of Telluride. The ski slopes above the Town of Telluride are and continue to be all black diamond/expert slopes hence, the need for Mountain Village situated on a gentle plateau high above the valley floor. It is a unique setup with two villages; one old and one new, each with about 1,750 dwelling units. However, this has been seen in America before at Aspen-Snowmass, Park City-Deer Valley, Crested Butte and Crested Butte Resort and Ketchum and Sun Valley (a third village, Elkhorn was built but died on the vine and has all but disappeared). In each and every one of the existing examples the newly built bed base was of a much higher quality (and cost) but oddly enough the old downtown core in all cases is the most fun and vibrant place to be. It is clear that a simple competition between Mountain Village and the Town of Telluride is a zero sum game that Mountain Village would most likely lose. However, more than fifty percent of spending from residents and guests at Mountain Village is spent in the Town of Telluride and very little so far as we know comes from the Town of Telluride up to the village commercial core at Mountain Village.

With the reconfiguration of the Mountain Village core area, recasting of the tenant mix and significant improvements in façade, signage and window displays we believe

it is possible for fifty-eight percent of resident and guest spending to stay in the commercial core of Mountain Village; a 20% increase in capture rate.

2. Telluride Mountain Village Planned Unit Development (PUD)

The original vision and intent for Mountain Village was and still is to create a highly desirable alpine resort community which provides a vibrant and livable community with exceptional restaurants, shopping and recreation contained largely in a compact, pedestrian oriented village core area. The actual implementation of the development however got the project off track from the very earliest days by down zoning to lower density, large unit condominiums and single family houses at the expense of rentable transient occupancy units in the village core area. Mountain Village currently has 2,900 rental pillows which is just forty percent of the total 7,200 pillows.

To resolve this situation requires the following: We believe that a strict and methodical shift in land use policies and zoning can turn the situation around if implemented properly during construction of the remaining forty percent of the development of Mountain Village. We recommend more than doubling rental pillows to over 7,000 pillows at build out. That number should be seen as a long range goal to put Telluride and Mountain Village on par with successful, four season mountain resorts such as Whistler, Canada; Vail, Colorado; Zermatt, Switzerland and Lech-Zürs, Austria.

3. Density Bank

The total allowable density in the Mountain Village PUD is 8,171 density units which can theoretically accommodate 15,465 pillows including employee units. The accommodation in Mountain Village is currently fifty-three percent built which will reach to sixty-four percent of the total when all current projects under construction are completed. There are currently 520 units in the density bank which have been created by down zoning projects from warm bed transient occupancy units to large private condominiums and single family homes. If the density bank remains unutilized then the Mountain Village PUD at build out will never reach its full potential and this will impact negatively on the ski area, the most significant economic driver in the region, as well as local commercial businesses which will, as a result, impact the community as a whole. The full build-out of the PUD is necessary to achieve the total bed base required to support the recommended retail and restaurant space which in turn provides diversity and vibrancy in the village core and hence economic stability within the overall resort..

Ecosign recommends the unused density units be configured for transient occupancy use to provide up to 3,400 beds to infill appropriate core areas and reach the goals of between fifty and sixty percent of total beds being available for public rental.

4. Resort Core Vitality

The top three visitor activities at North America's most successful all-season mountain resort at Whistler, British Columbia, Canada are: shopping in the village center, dining in the village center and watching people in the village center during all seasons of the year. According to our research, there was no formal plan or development program for the commercial space in relationship to the number of beds or the built gross floor areas at Mountain Village. There was just a general policy that all ground floor space would be for commercial purposes including retail, food and beverage, offices etc. Based upon normal destination resort programming guidelines, Mountain Village has too much commercial for the number of rooms, beds and guests built to date.

There are simply not enough beds in Mountain Village to support the commercial space that has been built in the Village Core and only forty percent of the exiting beds are "hot beds" (available to nightly rental by tourists). The only solution is to *either* reduce the commercial space in the Village Core or to increase the number of "hot beds". Ecosign recommends the latter, as 100,000ft² of retail space is required to create a critical mass of retail appropriate for a sustainable resort village center. This amount of retail in Mountain Village will require significant contribution in spending from overnight guests.

5. Resort Core Configuration

Another significant challenge is that the schematic plan for the Mountain Village core does not work for the following reasons:

- Mountain Village has five plazas, that is too many for a mountain resort. Normally we have one plaza at the snow front and one at the entry to the village as can be seen at Whistler, Vail and other successful mountain resorts.
- Heritage Plaza in particular is too large, the distance between buildings is too great compared to the size of the buildings and this puts retail space "on the other side" too far away to benefit from synergism.
- The way finding in the village core is neither intuitive nor intriguing. **The solution is to remove the bridges and tunnels and let there be light and sightlines. We have redrawn the village to remove many of the visual barriers, stairs, grade changes, dark openings etc.**
- **There is a need for contiguous double loaded retail either side by side or across a somewhat narrow street or plaza.**
- The gondola from Town Hall Plaza flies most all visitors over the Mountain Village core with no chance to experience the shops, restaurants or ambiance of Mountain Village. **Our recommended solution is to shorten the**

gondola so that it terminates at Sunset Plaza. That would not only encourage but more or less force people to walk about 250 feet to the center of Heritage Plaza or as long as 350 feet to the free gondola to the Town of Telluride. Ecosign believes that shortening the Town Hall Gondola, lowering the Chondola and removing the two skier bridges to open up visual corridors to Heritage Plaza is the first step necessary to boost visitor enjoyment and importantly retail and restaurant sales. This in turn will likely encourage development of more beds in the village core area.

6. Health of the Retail Sector

- The Mountain Village core currently has 52,600 square feet of retail and food and beverage space which is currently about forty percent empty and the remaining sixty percent is under performing.
- Current retail productivity as measured in annual sales per square foot is running about $270 and at this level the tenants can only afford very low rents in the $15 to $20 per square foot range. The current retail and food and beverage tenants require annual revenues of at least $350 per square foot to support rents in the $25 to $35 per square foot range. That means just to move from subsistence to survival will require annual sales to rise from $14.2 million to $18.4 million. Our next goal or benchmark has been modeled at $425 per square foot which is a level that would support lease rates in the $30 to $40 level and provide a reasonable return to the shop owners and restaurateurs. Under the existing conditions this requires a fifty percent increase in spending from $14.2 million to $22.4 million. **Finally, we have set a long term goal of sales per square foot of $500 which would bring Mountain Village in line with of most of the resort villages and resort towns in North America. This level of performance would support lease rates in the $50 to $65 range and the tenants would be enjoying a success with this amount of sales activity.** There has been some confusion about the ranges provided in the ERA report and our intention was that the ranges provide steps that need to be achieved in the future as opposed to providing just a wide range. Clearly, the higher level of the range is what is desired and required in the long term.
- Ecosign and ERA have completed substantial research of industry standards and a number of comparable resorts in the USA, Canada and Europe and concluded that **"a minimum of 100,000 square feet of retail and food and beverage is an appropriate goal for the core area of Mountain Village."** Mountain Village commercial core requires gross sales receipts of $35.0 million to support 100,000 square feet of retail and food and beverage at the low performance level of $350 per square foot. This requires more than doubling the annual occupied room nights to reach an annual occupancy of

forty percent and 6,400 rental pillows are required. **For the high performance level, sales receipts must reach $54.0 million, a 350% increase over current levels and this equates to 249,440 annual occupied room nights (47% occupancy) with a total of 7,000 rental pillows.**

7. Commercial Space Casting

Downtown Telluride has a total of 166,000 square feet of retail and food and beverage which is three times larger than the 52,600 square feet at Mountain Village. The merchandise mix or "casting" in the village core has several weaknesses including:

- Balance of food and beverage and retail use is skewed, not enough restaurants.
- Apparel/accessory stores are all sports related.
- Inadequate critical mass and retail sub-categories that should have potential in a resort environment. Apparel/accessory (non ski sport) need company or surrounding stores.
- Restaurants function best when clustered and this can operate as an anchor to the village.
- Absence of key "neighborhood" uses such as late night convenience or wine/spirits store.

To overcome these weaknesses Ecosign and ERA have made the following recommendations to revitalize the village core:

- **Create distinct nodes for retail within the village core. Village Center and primary retail zone in the Heritage Plaza and Cappella retail spaces, the Village Park and service zone with retail and restaurant spaces surrounding the pond, Village Gateway and children's zone in Sunset Plaza next to the newly relocated gondola terminal and the Snowfront/Beach zone for slopeside retail and skier services.**
- **Focus retail recruitment initially around Heritage Plaza to create a strong and active cluster and build success stories here.**
- **Recruit more restaurant and non ski sport apparel/accessory and gift retailers.**
- **Ensure that potential retail spaces exhibit good retail design is an important part of implementing the merchandise mix plan and great asset for retail recruitment.**
- **General retail design principles include:**
    - **Contiguous and double loaded retail (side by side and across from each other).**
    - **Unique distinctive store fronts and façade elements.**

- **Great signage.**
- **Engaging window displays.**

Ecosign and ERA recommend a thorough review and revision of the Town of Mountain Village LUO and Design regulations 2005 to implement these recommendations. The city master planning process should address these major revisions to the design guidelines.

8. Parking and Transportation

The Town of Mountain Village cooperated with Ecosign to make detailed counts of parked cars and traffic movements during the 2007/08 season. An "immediate action plan" was developed in December 2007. Data collection throughout the entire winter season documented that twenty-nine percent of the parking structure stalls were taken up by overnight visitors who park free. Employees and construction workers who arrive by 08:00 in the morning constitute eighteen percent of parked cars on average such that the parking garage with 458 stalls is nearly fifty percent full before it can accept daily visitors and skiers. During the winter months and summer festivals quite a number of cars park on the street along the entry road to Mountain Village and this is a major irritant to residents and visitors alike. In the three peak winter months, the highest number of cars parked on the street is about 160 vehicles whereas the average is 44 vehicles per day. Finally, we have come to realize that the original phase of the village did not build adequate underground parking in the village core and of the underground stalls that were built many were sold to private individuals and remain empty and unused up to 360 days per year.

In summary, there are a number of challenges for parking and transportation at Mountain Village. Ecosign's recommendations to resolve the problems are as follows:

- **Manage the parking structure to reach maximum capacity.**
- **The new policy of charging for overnight parking in the parking structure will contribute to better utilization of the underground stalls in the Village Core.**
- **Employees and contractors should park at The Meadows lots.**
- **Contact the owners of all privately owned underground stalls in the village core area and enter into rental management agreements that ensure maximum utilization of all parking stalls.**
- **Reconfigure the entry road and gate area into a two lane road and utilize the current northern one-way road to construct 148 surface stalls at modest expense.**
- **Ultimately there will most likely be a requirement to expand the parking**

structure to its maximum design capacity of 920 stalls.

9. Conceptual Alternatives for the Redesign of the Village Core

The existing layout of the village core poses significant problems for circulation, sightlines and way-finding. The Telluride and Town Hall gondola terminals are one and one-half storeys above the plaza in the village core discouraging pedestrian circulation in the village core. Visitors and residents that park in the free public parking structure at Town Hall ride the gondola over the village core, arriving at the gondola to Telluride essentially flying over the pedestrian core in Mountain Village. There is currently little flow of pedestrians through the village core and most activities center around the snowfront while the rest of the pedestrian zones remain relatively empty. Sightlines in the village core have not been carefully planned which makes wayfinding difficult and visitor enjoyment impaired. Perhaps the most significant circulation issue is of the movement of pedestrians and skiers moving off the Chondola between Sunset Plaza and Heritage Plaza. Retaining walls for the skier bridges over the pedestrian walkway have created a complete visual barrier between the south side of the village with the snowfront and the Heritage Plaza.

Ecosign's concept for improving circulation and sightlines in the village core is to move the gondola terminal from Town Hall Plaza from its current location adjacent to the Telluride gondola to a location on grade in the Sunset Plaza as illustrated in Figure 2 (Ecosign's Figure 8a from March 2009 report). We propose lowering the Chondola terminal fourteen feet, removing the skier bridges to open up the view from the new Town Hall gondola into Heritage Plaza and also to the Beach snowfront.

Herein is a summary of our conclusions and recommendations for the village core revitalization and future development.

- **Remove skier bridges and lower the Chondola.**
- **Add a pulse gondola to the skiers right or north side of the Chondola, converting the Chondola to a detachable quad chair for skiers only.**
- **Relocate the Town Hall gondola eastern terminal to Sunset Plaza.**
- **Maximize transient beds in all future developments in the village core. The Ecosign plan includes a total 1,000 hot beds on the two undeveloped parcels including the Silverline Condo project (lot 161CR) and the Telski parcels located west of the pond (lot 67, 69R and 71)**
- **Redevelop the Columbia Place building. While not urgent, the redevelopment of this could add warm beds and improve sightlines and the retail experience.**
- **Remove stairwell access to the Plaza building underground.**
- **Create double sided retail streets wherever possible.**

- **Up-zone single family lots (lot 89) on the northwest side of Village.**
- **Revitalize the pond and north village district.**
- **Improve circulation and edges around the Conference Center Plaza by removing stairs and adding covered arcades.**

10. Servicing, Delivery and Waste Management

Mountain Village has a very unique system of servicing, deliveries and waste management. There were few if any provisions for shipping and receiving directly from delivery trucks to the stores, restaurants and offices. Small motorized carts called Mag trucks are operated by Town personnel to take the goods from the delivery drop off point to individual store fronts. Waste management is a reverse system using polycarts which are wheelable trash bins to a centralized trash compactor located on the southwest end of the village core and Waste Management Inc. transports the compactor to one of San Miguel County's two land fills.

Servicing and delivery challenges include:

- Potential pedestrian/Mag truck conflicts.
- Front door servicing, less efficient.
- Visual impact, boxes and goods at front of store transported through store to storage in back.
- Scheduling deliveries between recipient and delivery vehicles.
- Goods require handling twice and this is obviously more expensive.

Recommendations:

- **ERA recommends that village core retail and restaurant uses continue to operate with the same basic servicing delivery system as there are few options given the current configuration of the village. The new servicing and delivery truck bays in the Capella will improve the current process. As new buildings are planned, delivery points and village access should be included in the early design stages.**

Waste Management Challenges

There are several challenges with the current waste management system as listed below:

- When Waste Management Inc. transports the Town's compacted trash to the County land fill the town is left without a compactor for four hours. During peak season, trash accumulates while the compactor is absent.
- During holiday periods, trucks are required to pick up trash three or four times a day and there is often times overflow at the compactor site.

- Designated trash rooms with polycarts are too small.
- Current compactor is illegal size for Waste Management Inc. to have on the road.

Waste Management Recommendations

While Mag trucks are less than an ideal solution as with deliveries they are the most practical given the existing village layout and accessibility characteristics.

ERA recommends the following impovements:

- **Replace polycarts so all are 90 gallon size.**
- **Reconfigure the existing town compactor center to better suit the turning radius of Waste Management Inc. trucks.**
- **Maintain awareness of how the Juno Hotel design impacts accessibility and utilization of the town compactor site.**
- **Replace the Town's existing compactor which is old and out of date.**
- **Require that all new buildings with basement servicing and deliveries have a service elevator.**
- **Build designated trash rooms in new buildings, out of sight from pedestrians but accessible by road and service freight elevators.**

11. Employee Housing

Mountain Village has over 1,000 pillows of employee housing with another 54 beds under construction which is 73% built out from the PUD mandate. This suggests there will be an increasing shortfall in affordable housing in the Town of Mountain Village.

Ecosign recommends:

- **Continue to concentrate and densify employee housing in the Meadows neighborhood.**
- **Consider density bonuses for future developments that provide additional employee housing.**
- **According to the Telluride Regional Housing Demand Analysis 2008 by Economic Planning Systems, existing land zoned for employee housing in the region can only accommodate one third of the projected demand for employee units over the next twelve years. Efforts should be made to land bank parcels outside but nearby Mountain Village for employee housing in the future.**
- **Land designated as active open space within the Town boundary of Mountain Village should be considered for potential up zoning to employee housing in an effort to meet future demands.**

- **Providing affordable employee housing is a key challenge for all mountain resort communities. The consequences for failing to supply adequate employee housing include: increased transportation costs, increased parking demand, lower levels of service in resort businesses and difficulties attracting and retaining employees.**

12. Conference Center

The Telluride Conference Center and the Peaks Resort together currently have 12,000 square feet of meeting space and 3,000 square feet of pre-function space in the lobby. ERA's review of industry averages for resort conference centers concludes that TMV is significantly under represented in the number of meeting rooms and total meeting room space. The TCC facilities are sized for and attractive to small to mid size corporate and incentive markets.

ERA has made the following recommendations:

- **Add meeting room space.**
- **Develop a holistic growth strategy that outlines the role that festivals, corporate groups, social events, skiers and transient tourists play in driving future room occupancy of public beds.**
- **Clearly define the business goals of the Telluride Conference Center.**
- **Create a coordinated and comprehensive marketing and sales plan to improve usage of the TCC.**
- **Enhance the one stop booking process for meeting planners.**
- **Aggressively support more stable operations at the Peaks Resort.**

Paul's Top Ten Recommendations for Mountain Village

1. Expand & Manage Parking more effectively.
   - Reconfigure the entry road and gate with surface parking for 150 stalls.
   - Pool and manage all underground parking stalls in village core area.
   - Recommended charge for overnight parking in parking structure has been implemented.
   - Employees and contractors to use Meadows lots.
   - Ultimately build 920 stalls in parking structure.

2. Re-configure Transportation Lifts in the Village Core.
   - Shorten Town Hall Gondola 350 feet to terminate in Sunset Plaza.
   - Change Chondola to detachable quad and lower top terminal fourteen feet.
   - Install pulse gondola, skiers right of Chondola to reduce O & M costs and service new hot bed development zone on driving range north.

3. Improve Pedestrian Trail Network
   - The winter and summer trail systems require significant redesign and improvements to make attractive and user friendly in all seasons.
   - Focus on connections between the Village Core, the Meadows and the Town Hall Plaza.

4. Telluride Mountain Village PUD (Planned Unit Development)(cannot say modify, not legal without huge issues)
   - Implement strict land use policies and zoning to encourage development of hot beds.
   - We recommend doubling rental pillows to over 7,000 beds at build out.
   - Need 50-60 percent of total pillows to be transient occupancy to put Telluride and Mountain Village on par with successful four season mountain resorts such as: Whistler, Vail, Zermatt and Lech-Zürs.

5. Utilize the Density Bank.
   - PUD has 8,171 density units to accommodate 15,465 pillows.
   - Currently 520 units in the density bank due to down zoning to cold beds.
   - Density bank should be used for transient occupancy units to provide up to 3,400 warm beds to infill priority areas.

6. Re-configure retail & pedestrian environment in the Village Core.
   - Too many plazas, poor sightlines and retail configurations.

- Remove the bridges and tunnels and remove visual barriers, stairs, grade changes and dark openings.
- Maximize transient occupancy beds in village core.
- Need contiguous, double loaded retail corridors.
- Shorten Town Hall Gondola to drive pedestrian traffic to new visual and retail corridors from Sunset Plaza to Heritage Plaza and the Beach.
- Redevelop Columbia Place Building.

7. Strengthen the Retail Sector.
   - Mountain Village can ultimately support 100,000 square feet of retail and food and beverage space with 7,000 hot beds.
   - Long term goal is to raise sales per square foot from $270 to $500.
   - Increased sales will require reconfiguration of the village, shortening the Town Hall Gondola, increases marketing, more hot beds and higher occupancy levels.

8. Develop & Execute a Merchandising Master Plan.
   - Create distinct nodes for primary retail zone in Heritage Plaza and Capella.
   - Village Park and service zone with restaurant retail spaces on the pond.
   - Village Gateway and children's zone in Sunset Plaza.
   - Snowfront/Beach zone for slopeside retail skier services.
   - Recruit more restaurant and non-ski sport apparel/accessory and gift retailers.
   - Improve general retail design principles in village core area including signage, façade, arcades and contiguous shops.

9. Build More Employee Housing
   - Concentrate and densify employee housing at Meadows neighborhood.
   - Consider density bonuses for future developments that provide housing.
   - Land bank parcels outside but nearby Mountain Village for future housing needs.
   - Consider development of employee housing on active open space.

10. Implement Recommendations for the Telluride Conference Center
    - Add meeting room space.
    - Need holistic growth strategy and business plan.
    - Coordinated conference marketing and sales plan to improve utilization.
    - Enhance one stop booking process for meeting planners.
    - Aggressively support Peaks Resort operation.