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## CONCLUSIONS & NEXT STEPS

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Key Planning Issues

The fundamental planning issues associated with the need for an updated planning process are as follows:

- The Town of Mountain Village has reached a point in its development where it is prudent to evaluate both existing conditions and future opportunities in the context of the process of preparing an updated physical and strategic Master Plan that will serve to guide the future development, appearance, and various functions of Mountain Village. This plan must also emphasize a mission, a vision, and a strategy for accomplishing critical investments needed to achieve these goals.

- It is important at this point in the Town’s evolution to identify what Mountain Village hopes to become given its role and economic relationship to the Telluride region.

- With only a handful of vacant development parcels remaining in the Village core, these parcels and their design, development, and use will be critical to maintaining the ongoing success of the Village Core (Figure 4).

- An opportunity exists to create additional amenities and activities within Mountain Village for the purpose of enhancing the quality of life for both visitors and residents.

- The overall image and character of the Mountain Village needs to be improved in order to create an improved aesthetic character.

EVALUATION OF EXISTING CONDITIONS

Existing Regulatory Framework

Land uses within the Town of Mountain Village and the physical design of those uses are regulated by two primary documents, the Town of Mountain Village Land Use Ordinance and the Design Regulations.

The Town of Mountain Village Land Use Ordinance

The Land Use Ordinance (LUC) establishes the overall permitted density for the Town and sets forth the zoning process and various development standards that pertain to development of property within the Town.

The total permitted density within the Town as governed by the LUC is 8,332 persons and this number cannot be exceeded except to allow for the creation of additional multi-unit employee housing. All development property within Mountain Village has a density allocation which corresponds to the property’s zoning designation. Density for each zoning designation is calculated as follows:

Fig. 2. A view of a model of the Village Core, upon completion looking east. The Peaks Resort is on the left.
Design Regulations

A Design Review Board (DRB) has been established to evaluate the design of new development and re-development and in addition to the Board's architectural review function, the DRB serves as the Planning and Zoning Advisory Board and reviews all zoning applications and makes recommendations to the Town Council. The Town Council makes the final determination of all zoning matters.

The Design Regulations for Mountain Village have been established to guide the development of property within Mountain Village and are used along with the LUO by the DRB in their evaluation of various development proposals.

It is our hope that the observations and suggestions herein will provide the Town, working with the consulting team, with a point of departure for refining these guidelines. In many cases, these guidelines can benefit most through the use of exemplary photographic images.

Much of the interpretation of these regulations and guidelines is left in the charge of the Design Review Board, whose membership, as it evolves over time, may or may not be best qualified to assist the developer with specific advice and criticism that pushes the design of the Village Core toward a higher standard of vitality and appeal.

Fig. 3 All property within the Town of Mountain Village falls into one of six Zone Districts, as shown in this diagram.
The Second Level of perception, "Mountain Village streets and malls" mainly discusses buildings as objects rather than the relationships among buildings.

Fig. 5 Contemporary storefronts are frequently found in traditional contexts.

Fig. 6 Many of the most vital pedestrian streets in the world are intimate in scale and activated by easily accessible stores and restaurants.

Fig. 7 A wall using a hierarchy of stone sizes.
We suggest the language of the Graphics and Signage be more specific, while including photographic images of exemplary design of sign types that will project the appropriate character for the Village Core.

**2.4 Town of Mountain Village:** The search for necessary walkways should focus on delivering pedestrian-oriented streets consistent with the success of the Village Core. We suggest the town consider incorporating a pedestrian-oriented street with the use of signage, benches, or natural materials to create a sense of place where people can comfortably spend time. This can be achieved through the use of photos and imagery in sign design.

**Section 4 “Clustering and Corridors:** We suggest the language of the graphics and signage to be consistent with the examples, while using signage as a method of creating identity and character. A high-quality signage system has been developed. The influence on the Village Core will be significant in the visual expression. This character can be expressed through the use of signage, which can shape the visual identity of the Village Core.

Fig. 9 Images of exemplary signage can inspire prospective tenants.

**Existing Land Use**

The Town of Mountain Village assesses the existing land use through the Development Status Report (DSR) as compiled by Team BKL.

As of June 30, 2023, the existing residential development criteria of the Town of Mountain Village are as follows:

<table>
<thead>
<tr>
<th>Land Use Type</th>
<th># Units Complete/In Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family Dwelling</td>
<td>257</td>
</tr>
<tr>
<td>Condominium</td>
<td>97</td>
</tr>
<tr>
<td>Townhouse</td>
<td>189</td>
</tr>
<tr>
<td>Accessory Dwelling</td>
<td>70</td>
</tr>
<tr>
<td>Commercial</td>
<td>248</td>
</tr>
<tr>
<td>Industrial</td>
<td>123</td>
</tr>
<tr>
<td>Farming</td>
<td>241</td>
</tr>
</tbody>
</table>

In addition, the Town has identified a total of 444.000 square feet of "Existing Land Use" that can be developed. However, the land is currently under a "No-Development Order." The total commercial land area is 444.000 square feet. The "Existing Land Use" is 94,000 square feet.

In order to give a better view of the actual commercial area, Figure 10a maps out the Village Core as well as the surrounding area, indicating the completeness of the remaining space for development. The map shows the boundaries of the existing ground level conditions within the Village Core. This map is shown in Figure 10a.
Several vacant, undeveloped parcels of land exist within the Village Core and their design and use will be critical to the future success of the Village Core. The parcels are designated (A), (B), (D), (E), (G), (H) and (I), which are currently controlled by the government entities of the Village. The opportunity exists on these lands to establish new businesses and commercial uses as part of this master planning process.

In addition to the Village Core Area, the Vacation Area, near the base of the Chondola contains an important component of commercial space. The large space (Fig. 11) that is currently occupied by approximately 43,720 square feet of office space, 17,630 square feet of building materials storage, and approximately 1,230 square feet of a freight tram has been rezoned as general office within the Village. An important component of this area is the existing ski-related activity which is currently in use.

The arrangement of these uses at ground level, as depicted in Figure 10, reveals several characteristics:

- Several vacant, undeveloped parcels of land exist within the Village Core and their design and use will be critical to the future success of the Village Core.

Several vacant, undeveloped parcels of land exist within the Village Core and their design and use will be critical to the future success of the Village Core.
The entry element sends an ambiguous message to the visitor. Is this a town or a private real estate development? Is this a town or a private real estate development?

The implicit message upon the entry and arrival sequence into the Town of Mountain Village beginning at Rt. 145, is not one of welcome but of exclusivity.

- The stone gateway befriends entry to a private real estate development instead of an incorporated Co. bordered town (Figure 16).

- The small, dark brass identity placards on the stone entry elements are very difficult to see both during the day and at night.

- The three roadway structures encountered by the visitor during the entry drive into the town appear to be guard houses and send a subliminal, discouraging message to the visitor (Figs. 17, 18, 19).
There is no clear wayfinding signing system to assist the visitor in finding his destination.

- The wayfinding signage that does exist consists of direction signs, map, and type that are small and difficult to read (Figure 23, 24).
- The overall approach chosen for the signage design does not communicate the special qualities of the Town of Mountain Village (Figure 25).

Identity

The variety of names and logos currently in use send a message of ambivalence to visitors and residents alike. Is it "TELLURIDE Mountain Village" as it appears on the town fleet vehicles and directories or "MOUNTAIN VILLAGE" as seen on the Merchant's Association sign at the gondola station in Telluride (Figure 26)?

- The identity design does not communicate a sophisticated image to the public.
- The logo is difficult to read and lacks the visual distinctiveness and impact of a more refined design.

Social Focus

During our summertime visits, the village core appeared moribund. Activity generated by events such as the Chamber Ballet, the Summertime Concert Series, Film Festival, and corporate retreats have been very popular with residents, visitors, and merchants alike (Figure 27). There seems to be the desire, capacity, and ability to coordinate more of these kinds of events within the Village Core, although there remains a need to further develop appropriate open spaces and venues to accommodate them.

At the same time, the existing Village Core is not arranged in a way that maximizes the contribution of increased activity to its overall vitality. We observed a number of circumstances that aggravate this problem.
Economic Conditions

This section describes the economic role of the town of Telluride with a particular emphasis on economic and demographic trends in the town of Mountain Village. The information in this section contains some data analysis of past economic and demographic data. Future economic trends will be discussed in the economic development section and other related chapters in the Economic Development section.

Population

Residents. San Miguel County is home to approximately 6,200 year-round residents. As shown in Table 1, the town of Mountain Village has approximately 863 residents, which is less than 15% of the area's total population. It is only slightly more than 5% of the county's population.

Visitor Capacity. According to the Telluride and Mountain Village Visitor Center 1999, the town is home to approximately 640,000 visitors per year. The town is home to 1,449 guests per week, 2,994 guests per month, and 483 guests per week. The town is home to 621,212 guests per year.

Telluride and Mountain Village 1999 Commercial Bed Base Number of Guests in Short-Term Rentals, Peak Period Capacity

<table>
<thead>
<tr>
<th>Area</th>
<th>Resident Units</th>
<th>Persons/ Household</th>
<th>Estimated Resident Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town of Mountain Village</td>
<td>430</td>
<td>1.92</td>
<td>825</td>
</tr>
<tr>
<td>Town of Telluride</td>
<td>863</td>
<td>2.29</td>
<td>1,976</td>
</tr>
<tr>
<td>Norwood</td>
<td>286</td>
<td>2.32</td>
<td>664</td>
</tr>
<tr>
<td>Ophir</td>
<td>55</td>
<td>2.50</td>
<td>138</td>
</tr>
<tr>
<td>Sawpit</td>
<td>16</td>
<td>2.39</td>
<td>38</td>
</tr>
<tr>
<td>Unincorporated</td>
<td>1,028</td>
<td>2.50</td>
<td>2,570</td>
</tr>
<tr>
<td>Total - San Miguel County</td>
<td>2,678</td>
<td></td>
<td>6,212</td>
</tr>
</tbody>
</table>

Skiing

Skiing has historically been the town's main industry, and an important factor in recent years. The ski industry has been a significant contributor to the local economy, and it has generated an increasing amount of revenue in the Southwest Colorado ski industry (Figure 33).

Southwestern Colorado, Skier Visit Comparison

![Figure 33: Skier Visit Comparison](image)

The ski industry has been a significant contributor to the local economy, and it has generated an increasing amount of revenue in the Southwest Colorado ski industry (Figure 33).
Despite these circumstances, overall sales in the Mountain Village grew significantly. Retail sales generated by the Mountain Village were up 12 percent of total sales in volume in 1998, compared to 39 percent in 1999. Although lodging activity is somewhat tied to the season, however, Mountain Village sales have continued to grow. Sales in the Mountain Village are experienced in a pattern, with sales being down substantially for the winter months. It is likely that retail sales in the Mountain Village were affected by the poor winter season, but this effect is masked by the strong summer months. It is probable that the Mountain Village would have shown even stronger performance, if the season had been more normal overall.

Another reason for the different in performance is that the retail sales generated in the Mountain Village are more a result of trends in accommodation, since some accommodations make up a significant portion of total retail sales in the Village. In 1998, it was a more advanced period of retail sales and accommodation, however. Therefore, comparing the retail sales performance of the Mountain Village is a little more difficult, considering the performance of short-term use properties to that of short-term.

The following graph (Fig. 37) shows how retail sales are grouped according to years, indicating sales from winter months, as measured by the volume of sales.

As the graph demonstrates, revenues from sales of retail accommodation in 1998 were 12 percent of total sales, and retail sales have remained stable at 12 percent of total sales. It is expected that retail sales will continue to show a significant growth in future years. The graph also demonstrates that the retail sales have been consistent through the years, indicating that retail sales are not affected by the change in seasonal trends.

Lodging Activity

Since 1998, San Miguel County has increased its lodging activity, with all commercial lodging in the county. The volume of the revenues generated by this area is a good indicator of trends in lodging activity. Over the decade, lodging tax revenues have grown steadily within the county, although the pace of growth has slowed since 1994 (Fig. 38).

In 1999, lodging tax revenues collected for the year overall, had the top year for the Mountain Village, which is the largest single source of lodging tax in the county. The town collected more than $1 million in lodging tax revenue in the county.

Assessed Valuation

San Miguel County receives a portion of these revenues as annual assessment funds and reinvests in assessed valuation to bifurcate many factors other than changes in local property values. In 1999, the town of Mountain Village had an assessed valuation of approximately $110 million, with a net of $2.6 million in the town's budget.

San Miguel County Lodging Tax Revenues

Exhibit 38: San Miguel County lodging tax revenues from Mountain Village, 1990 through 2000.
Retail at the Mountain Village

The consultant team met with the current occupants of the commercial space in the village core to speak about their experiences at their Mountain Village locations. Retailers who had considered opening spaces in the Mountain Village were also contacted.

The data in the graphs show the type of commercial space in the Mountain Village, price trends, and the number of businesses that have vacated the Village, the perception of the Village, the best location, and the satisfaction of the Village for business. A summary of comments from these businesses is summarized below.

What are the best locations for retail in the Mountain Village?

- Many of the best locations are occupied by restaurants offering something visually appealing. Others also seem to be located on the second floor.
- Businesses located near the entrance and the exit are less likely to be successful.
- Restaurants are more likely to be located in the Village than in the town.
- Most people prefer to have their main attraction on the second floor.
- The best location is in the Village, near the entrance and the exit.
- Retailers should consider the visual appeal and the accessibility of the space.
- The Local Office is located in a great area.

What have sales trends been during the last five years at the village?

- Business has been growing steadily.
- A significant growth has been seen in the last two years.
- Sales from this summer are lower than last year.
- Sales in the Village are more than 10% lower than the sales at the Village.
- The Village has seen an increase in business due to the new store conditions, but summer months have seen a drop in sales.

What are the trends in the cost of doing business?

- Kiosk rates are currently competitive. Currently, rates range between $25 and $50 per square foot.
- A $50 per square foot rate is considered to be a fair rate for the Village.
- Businesses are required to support the local economy.
- The Village has seen an increase in business due to the new store conditions.

"The Summer Concert Series was a huge success. It made the Village feel alive and increased business for many of the restaurants."

EXISTING CONDITIONS REPORT 22
Retailers in the village core are experiencing less favorable economic conditions. Sales are flat or only up mildly. Foot traffic has not increased with expectations, and sales are not supporting the increased costs of doing business in the village.

Are there community facilities that are needed in the village?
- We have enough recreation in the community, we do not need a tennis recreation center.
- More public restrooms.
- More public areas, we want people to come into the villages and walk around.
- The Mountain Village needs a own water center, fire related.
- Mountain Village visitors bureau is extremely effective.
- All like us.
- At our best are in recreational, shopping and convenience.
- Y’all (the visitors) are a service for us.
- A sense of similarity.

Other Comments

Marketing the Mountain Village

- Advertising in Boulder newspapers has been effective.
- The makeovers that took place in the Mountain Village at all the cost-benefit ratio are excellent.
- The streets are starting to show some signs.
- The primary issue of the villages is their ability to attract the right businesses for the Mountain Village.
- Our areas in the center market for the areas.
- The name of the Boulder Conference Center is a good name for the Mountain Village Conference Center.

Design and Planning

- Nothing in the Village is related.
- The streets are difficult to walk.
- Nothing is related to the image.
- The Mountain Village needs better street and signage. Signage is key.
- More than one ads for this would like to see that some of the new population to come and never.

Other Comments

Many casual visitors may interpret the combination of signage and gated entry as a “Visitors MUST Park Here” message.
The Village core, in summer exhibits characteristics of a small urban center on weekdays and a rural community on weekends. The Village is a weekday attraction of workers that are residents of the vicinity region and is a weekend attraction for residents and others. On weekends the village is a destination for dining, entertainment, and recreation. The village is home to a variety of businesses, particularly commercial.

The current infrastructure within the village is obsolete and outdated. This condition of the village has led to a decline in the core Village with a failure to maintain commercial spaces.

The next phase of the study will provide a comprehensive review and analysis of the village and its potential. The village's core area will be examined to determine the potential for future development and planning.

**Public Facility Assessment**

During the next few years, Mountain Village is expected to continue to grow and increase in population, which will require an increase in public services and infrastructure. A comprehensive survey of the village's core area was conducted to identify potential improvements and needs.

- New development projects: $1.6 million
- Outdoor sports center: $3.9 million
- Community center: $1.5 million
- Elementary school: $400,000
- Parks and open space: $2.4 million
- Additional funding: $100,000

The total cost of these projects is estimated at $11.8 million. To accommodate the future growth and development, the village's core area will be improved to meet the needs of the community.

**Visitors' Center**

- Multi-purpose conference and event facility
- Public transportation hub
- Art gallery

**Existing Conditions Report**

The Mountain Village Bulletin is approximately 2.5 million square feet and includes a multi-purpose conference center, which has been in use since 2002. The conference center's visitors' center, which is scheduled to open in 2023, will be a significant addition to the village's core area.
Conclusions & Next Steps

At the conclusion of Phase One of this Master Plan Study, the consultant's report includes the following observations:

• The Library and the Old Market streets all lead to the ground level from each of the Village's edges and provide a gateway to the Village. The consultant believes that it should be used to create a more pedestrian-friendly environment. In typical city planning, these streets serve as major thoroughfares, and in the Village, they could be expanded to accommodate additional traffic.

• Many of the existing design guidelines focus on the commercial and retail areas. However, the regulations are not comprehensive enough to address the needs of the Village. The consultant recommends the development of a comprehensive design guideline that includes a mix of land uses and provides for a balanced development of the Village.

• The concept of "mountain village" is not adequately reflected in the current design guidelines. The consultant recommends the development of design guidelines that reflect the unique characteristics of the Village.

• The consultant recommends the development of a comprehensive design guideline that includes a mix of land uses and provides for a balanced development of the Village.

Next Steps

The consultant recommends a phased implementation of the design guidelines and additional planning. The consultant suggests the following steps:

1. Develop a comprehensive design guideline that includes a mix of land uses and provides for a balanced development of the Village.
2. Implement the design guidelines in a phased manner, focusing on the most critical areas first.
3. Monitor the implementation of the design guidelines and make necessary adjustments as needed.

The consultant also recommends the development of a comprehensive design guideline that includes a mix of land uses and provides for a balanced development of the Village.