



**CAST Meeting Minutes
January 19, 2017
Ketchum, Idaho**

In Attendance:

Matthew Birnie, Gunnison County
Tom Breslin, Dillon
Dean Brookie, Durango
Kevin Burns, Dillon
Dave Chapin, Vail
Greg Clifton, Telluride
Anne Corrock, Ketchum
Michael David, Ketchum
Virginia Egger, Avon
Lisa Enourato, Ketchum
Joe Fitzpatrick, Mt. Crested Butte
Suzanne Frick, Ketchum
Dan Gibbs, Summit County
Kevin Hall, Durango
Rick Holman, Breckenridge

Nina Jonas, Ketchum
Clint Kinney, Snowmass Village
Bob Lenz, Jackson
Hailey Morton-Levinson, Jackson
Glenn Michel, Crested Butte
Pete Muldoon, Jackson
Sean Murphy, Telluride
Steve Skadron, Aspen
Jim Slanetz, Ketchum
Jim Stanford, Jackson
Melissa Turley, Teton Village
David Vandenberg, Jackson
Gary Wilkinson, Frisco
Margaret Bowes, CAST

I. Call to Order & Introductions, Dean Brookie, President

Winter Camp 2017 hats were distributed, compliments of Dean.

II. Approval of October 2017 Meeting Minutes

Bob Lenz should be removed from the attendee list. There was a motion and a second to approve the January 2016 meeting minutes with this change, which passed unanimously.

III. Welcome & Ketchum Highlights, Mayor Nina Jonas

Ketchum is a town that leans strongly Democrat, but is in the center of a very conservative state. Sixty-three percent of Blaine County is federal lands. Ketchum was originally a lead and silver mining town, turned to sheep ranching, and then in 1935 Count Felix Schaffgotsch established Ketchum as the first destination ski resort. It is home to many Olympians and Earnest Hemmingway lived there. Today Ketchum is a place where dogs and its heritage are celebrated. In addition to the downhill ski area, they have an excellent Nordic area. They still celebrate their mining heritage with the largest non-motorized parade in the northwest with the Ore Wagon Parade. They have a unique outdoor ice rink and the BLM

is investing in mountain bike trail development. Their summer economy is stronger than winter. The late 90's saw huge growth and increasing home prices, forcing many locals to move down valley. Second home ownership is large, and there is pressure to convert light industrial to residential. They have 2700 permanent residents, but grow to a population of 10,000 when second home owners are in town.

IV. Housing & Its Role in Keeping a Town "Real"

Ketchum is experiencing a shortage of workforce housing. Locals are being pushed down valley due to high home prices and short term rentals (STR). In 2010 there were 60% STRs, and it rose to 75% in 2015. Of those STRs, 59% are being managed by property managers and this management is a burgeoning industry. One hundred and ten units were purchased in the last six years with the sole intention of becoming income properties. The town has established an incentive program for community housing units but there is tremendous push back from the development community.

Open Discussion around the role housing plays in community authenticity generated these key points:

- Political will to make housing a priority is absolutely critical. Some of the best decisions, looking back, were some of the most unpopular.
- Engagement of community is also critical. Housing is often ranked as #1 issue, but funding fails at the ballot. Town leadership can't give up. Developing grassroots support is important.
- It is important to frame why housing is good for and critical to the entire community. Communicate the benefits of a work force that can live where they work, and how full time residents are important to having a viable community.

Vail took the attitude that they had to do something. They were fortunate to find a developer that was willing to work with the town, and finding that private partner is key. Vail created a special development district to make the project work with zoning. This project is being deemed as a "public benefit." It is very controversial and neighbors are not happy with the decision. Another deed restricted workforce housing project is a purchase program. It will be 32 homes and they have almost 200 people interested. These programs are heavily subsidized by the town.

Avon received calls from two separate land owners wanting to partner with the town on deed restricted worker rental housing. The town connected land owners with local, state and federal housing resources and encouraged them to work with a developer. The town will waive some fees, but the project is still facing a funding gap. They are looking to Vail Resorts as a potential partner. The Town of Avon has become a project manager. Also, transit has to tie in with worker housing.

Summit County has a joint housing authority where the County and four towns work together. Workforce housing is at the top of every community survey. The voters passed an increase in sales tax that that will mean \$8M annually split between the county and towns. A local nonprofit and the housing authority teamed up to do a Master Lease Program where the nonprofit serves as a kind of property manager that vets renter applications, educates on how to be a good renter, and checks on the property for the homeowner. They are reaching out to homeowners that are currently doing STRs and

encouraging them to rent to locals through this program. Summit County is “banking” land so they can be prepared for workforce housing needs down the road. They have gotten creative working with the US Forest Service on a land trade that will be result in workforce housing. The construction defects issue in Colorado has made many developers unwilling to develop. A bill might pass this year on this issue that could open the door for more workforce housing.

Telluride is building a 46 bed boarding house for workforce and seasonal employees. It will have an onsite manager, six month leases will accommodate seasonal workers, and the rent will be slightly under \$400/mo. They have a dedicated sales tax from the 90’s that goes to affordable housing. They have space issues more than funding issues. There is a mitigation requirement, through a complicated formula, that any new building include affordable housing.

Aspen places all sorts of restrictions on developers. Ketchum didn’t require anything of Aspen Skiing Company in building the Limelight, and Aspen Skiing Company is now using this model to pressure other communities to give them the same deal. What one community does impacts the others. A town must have a plan that they follow. Aspen currently has a building moratorium and is doing significant down zoning.

Durango makes the developer pay fees and the developer figures that into the cost of development. They also realize developers simply pass on the cost of affordable units on to the market value units. Developers see these fees/mitigations as the “cost of entry” in Durango. Developers feel priced out of towns such as Telluride and Aspen, so they come to Durango. These fees go into the general fund, not housing programs.

Crested Butte charges a linkage fee on commercial development. They work to convince developers that they are making an investment in the community when supporting affordable housing. It will enable the workforce to live local. Affordable housing IS what makes a town real.

Jackson has a joint town/county housing authority and a local Habitat for Humanity. Commercial mitigation rates have led to affordable units. They see private equity groups buying up low income housing, renovating and using as investment properties. The town attorney has drafted an ordinance that is one of the most aggressive in country. They are prosecuting illegal STRs. An issue failed in front of voters to develop funding for transit/housing. It is elected officials jobs to make this happen, and not wait for the voters. You need to figure out a way to draft that message to get community support, and it might require elected officials making unpopular decisions.

V. Keeping a Mountain Town Authentic & Preserving Town Character

Elected officials have a great responsibility to keep their towns authentic. Development standards are one way to preserve character, for example the scale of development.

Define community, develop a set of values, make a plan, and stick to it.

Ultimately it is the individuals that will keep a town real. And to keep locals there, it comes back to housing. The visitor gets the impression there is no issue when their room is clean, the restaurants are

staffed, etc. So it is important to share the real story about the realities of those that work in, and try to live in, a resort town.

Housing is a very large part of keeping a town real. Have restrictive building codes. Get used to saying “no.” Know who you are, know what you want and own it.

Own it through an action plan. Put the message out to the community on what the town’s plan is, and remind them of that plan often.

Saying “no” has consequences. It is finding the sweet spot between resort and community.

Make it so development helps support the community’s goals.

Review boards are one way to get locals engaged. There can be tension between council and review boards, but they can result in good community dialog.

Authenticity is reliant on the built environment and not just the main street commercial district, but also the residential buildings. Maintaining quirkiness helps preserve character. Keep the oddities.

Unique events can be a big part of authenticity.

There is an opportunity to engage retirees as an asset to the community. Eventually those seniors will leave, so the population is a shifting dynamic.

Law enforcement plays a role in supporting locals, and having some latitude in allowing local color.

When locals are philanthropic within the community, try to direct that passion to investing in things that preserve community character.

A majority of the towns present reached a point recently where they felt their services were completely maxed out. Businesses are even saying that they have enough business. Locals have event fatigue. Political unrest can occur as a result of that high carrying capacity. Use that unrest to start conversations about the need for affordable housing and other issues where community buy-in is needed.

Off season is very much a part of our mountain resort towns. Ideally, there is a floor in the off season to sustain business, but still a few quiet months for locals to refresh.

In Jackson, so many of the locals that work in local government, the school district, law enforcement, etc. live over Teton Pass. When there is a weather event that closes the Pass, the town can’t function because the workforce isn’t there.

Ski companies are pushing to bring in more people, while towns have to consider the impacts to their community. Towns need to work with the ski industry to help them understand this.

Reasons for moving to our towns today are fundamentally different than why people moved to mountain towns in the last generation. Local leadership can be a champion for protecting community values.

VI. Citizen Engagement: What works and what doesn't?

Ketchum is seeing a decline in engagement and they are having trouble filling boards. Some locals are working four jobs so aren't able to participate. Other residents say they don't want to be in the cross hairs/don't want to be political.

Jackson hosted an open town hall over multiple days for a community wide charrette. The public was also encouraged to visit with town staff during that time. They engaged over 200 people. Follow up is a critical component: Confirm that you "heard" them and respond.

Engage public comment via social media. Some engage with the community digitally on every issue and that online input is put into the formal record.

Respond to all emails received. Face to face is always best so encourage attendance at council meetings and hold open houses.

Most towns in attendance were seeing an increase in public participation. Sometimes a vocal minority might need to be cut off. And you need strong leadership on council and staff to manage that vocal minority.

Financial compensation for board participation can create interest. Requiring a certification program also means participants get some training. With more interest, you are hopefully able to achieve the right balance so all interests are represented. Terms of board appointments might impact willingness to serve.

Radio broadcast public meetings.

Ad Hoc committees might generate more interest than standing committees.

If you have a vision, put it out there. If no one shows, then move forward with it. Council can follow the community vision as that is what it is there for. This can counterbalance when only one side of an issue shows up at a public meeting.

Work with media and make phone calls to "rally" the other side of the issue that might not otherwise show up. Issues can be skewed based on who shows up at the meeting. Council can table an issue until next meeting. If media covers it, that might get additional people engaged.

You need the public involved to get buy in, but you also need to be strategic or you end up with a cacophony of yes vs no. It is beneficial to get the two sides talking to each other in advance of decision time.

Back to housing, if folks can't live in the community, than they will be unlikely to get engaged.

Expect staff to engage with the public. Encourage community to reach out to department heads. Staff can get overwhelmed and in that case, staff can ask elected officials to get involved. Citizen boards take some of this burden off staff. Let boards do the heavy lifting. One or two council members might serve on advisory boards and report back to full council.

Look at generational preferences for engagement. Some want to be at a brew pub, others in a formal setting, some online.

VII. New Business & Member Announcements

The membership approved new membership applications from City of Gunnison and City of Moab.

CAST has become a voice for Western Slope issues. The Board will consider how CAST might engage in public policy on an issue-by-issue basis.

Meeting adjourned at Noon.