



MINUTES
August 25, 2017
Silverthorne Pavilion
Silverthorne, Colorado

In Attendance:

Tom Acre	Dillon	Elizabeth Jones	Beaver Creek Resort Co.
Matthew Birnie	Gunnison County	Kalen Jones	Moab, UT
Tom Breslin	Dillon	Clint Kinney	Snowmass Village
Dean Brookie	Durango	Bob Lenz	Jackson, WY
Jen Brown	Beaver Creek Resort Co.	Dara MacDonald	Crested Butte
Todd Brown	Telluride	Ryan Mahoney	Basalt
Kevin Burns	Dillon	Eric Mamula	Breckenridge
Bruce Butler	Silverthorne	Mark Matthews	Keystone Neighborhood Co.
Kathy Chandler-Henry	Eagle County	Bob McLaurin	Jackson, WY
Dave Chapin	Vail	Jeanne McQueeney	Eagle County
Greg Clifton	Telluride	Kathi Meyer	Steamboat Springs
Robin Crossan	Steamboat Springs	Glenn Michel	Crested Butte
Thomas Davidson	Summit County	Leia Morrison	Gunnison
Jeff Durbin	Fraser	Sean Murphy	Telluride
Virginia Egger	Avon	JoAnne Nadalin	Silverthorne
Greg Epstein	Teton County, WY	Randy Ready	Frisco
Jennie Fancher	Avon	Gary Sears	Honorary Member
Joe Fitzpatrick	Mt. Crested Butte	Steve Skadron	Aspen
Scott Ford	Steamboat Springs	Heather Sloop	Steamboat Springs
Becca Gerber	Park City, UT	Karn Stiegelmeier	Summit County
Dan Gibbs	Summit County	Gary Suiter	Steamboat Springs
Dawn Glanc	Ouray	Nick Teverbaugh	Honorary Member
Jason Glidden	Park City, UT	Melissa Turley	Teton Village Assn, WY
Shannon Haynes	Breckenridge	Scott Vargo	Summit County
Rick Holman	Breckenridge	Jim White	Grand Lake
Ryan Hyland	Silverthorne	Gary Wilkinson	Frisco

I. Call to Order & Introductions

Dean Brookie called the meeting to order, and thanked the Town of Silverthorne for hosting CAST. He recognized the board of directors and self-introductions followed.

II. Approval to Meeting Minutes

There was a motion to approve the June 2017 meeting minutes. All were in favor and the motion carried.

III. Welcome to Silverthorne, Mayor Bruce Butler

The mayor expressed that Silverthorne was honored to host CAST and he thanked everyone for coming. Like elsewhere, summer is becoming a very important part of the resort economy and I-70 traffic volumes are on the increase. Silverthorne just turned 50 years old which is relatively young, and that offers opportunity. They have a great community but have always lacked a community identity. The fact that they were not growing and developing pushed them to take a look at codes and regulations and plan for future development. Good planning is key and now they are in a transition phase. They received lots of public input on the comprehensive planning process. They have great citizen committees. The economic development committee is one and that led to some of their new efforts such as the Performing Arts Center. They have an extraordinary town staff and committed elected officials. The great cooperation between the county and all the towns in the Summit County is very positive. The town is looking at a 50 acre parcel for affordable housing. Silverthorne doesn't have a property tax. The new downtown will be kicked off in the very near future and they expect that area to be equally attractive to both visitors and locals.

IV. Affordable Housing

Laurie Best, Town of Breckenridge – Affordable housing isn't just about new development. Buy-downs should be considered to preserve existing units and opportunities to redevelop should be investigated. Breck's housing stock includes a variety of types, price points, for sale, rental, and size in their 1000 deed restricted units. They need 500 more units in part to replace the units they will lose as workers retire. At retirement, occupants of workforce housing get to stay if they have been in the unit and met work requirement for 7 years. Thirty percent of the 1000 units are public projects. Having a project manager is very important. The town assumed the responsibility as the developer and brought down the price of the units with the savings from developer fees. This model also gave the town control over design issues. They don't want to build projects that look like projects, but want quality and to build neighborhoods. They always remember that they are building community. They expect sale proceeds to cover much of their expenses. They still have oversight of inventory of housing after they are built. The goal is to have 50% of their workforce be able to live in the community. They have utilized partnerships, such as partnering with the County on developments. Laurie stated that land banking is critical.

David O'Neil, Brynn Grey Partners-David complimented the Town of Breck on what they have accomplished and stated he was honored to be invited to present to CAST and recognized that this organization does much for mountain communities. His firm has participated in several private/public partnerships developments.

Ends and Means: Projects in Summit County had very clear ends. The means of the private sector can manage complexity, innovate and have a more rapid response than the public sector. The private sector is good at managing complexity, and they can also really excel in innovations. The Wellington Neighborhood was built on an old brown field and was transformed into a neighborhood. They were exploring energy efficiency long before the Energy Star guidelines. This neighborhood created a sense of place, pushed boundaries and innovated. They tried to instill legitimacy in the HOAs right out of the gate. The Peak One project offered lots of choice in

interior and exterior finishes. They worked with a private equity construction lender to get their projects done during the recession when traditional lenders weren't interested. They did a design charrette to develop the Frisco Base Camp to better connect with the Frisco Transit Center.

A local government can save in developer fees without a private partner, but there are a lot of hidden costs. David stated that finding the right private partner is key and being aligned culturally is also important. The same goes with the architect, developer, and general contractor. Perseverance is also important as these are long term commitments that take time. Brynn Grey Partners works to measure success through customer satisfaction surveys, economic measures, and awards but the best measure is "Would I want to live there?"

David stated that we have a serious housing problem and lots of tax dollars being thrown at affordable housing. We often define problem the problem of affordable housing by looking at numbers, but instead should view the problem as a loss of community because locals can't live locally. The latter attitude will lead to more quality projects that respect architectural quality, the natural environment and local culture.

Discussion:

Breckenridge has chosen to have mixed income neighborhoods, but not market rate units. They received a \$1M grant from CDBG and Division of Housing, and they got it for the 80% RMI. Breck has a variety of deed restrictions, but there is no one best model.

During a recession is a great time to get things done with lower construction costs. Although it can be nerve racking as workforce shrinks and folks are leaving the community, towns need to keep affordable housing efforts going during the downturns.

David O'Neil believes 20% market rate is the sweet spot. Wellington does have a mix of market rate and deed restricted. Wellington has made it seamless so it is not clear which are market rate and which aren't. The pitch to second home owners is that they can be part of an authentic neighborhood.

Scott Fitzwilliams, USFS shared that Sen. Bennet is introducing the Flexible Partnership Act that if enacted would give USFS the authority to long-term lease small tracts of land currently used for administrative purposes to local governments or others. These sites could be used for housing, but in return the USFS might get office space or a number of units for USFS employees. Sen. Bennet has an interest in housing for this purpose.

V. Silverthorne's New Downtown District, Ryan Hyland, Silverthorne Town Manager

Silverthorne was originally a work camp and workforce housing for the building of the Eisenhower Tunnel and the Dillon Dam. Silverthorne used to be a lot of trailer parks and doublewides but the town started purchasing properties in the 80s and 90s. The Silverthorne Pavilion was the first of the new developments, and next was the mixed unit development where CAST had dinner the previous night. It took some time to get the right business mix in there. Recently the town started thinking strategically and in 2008 really started looking at things differently, mapping out Design Districts. They brought in Downtown Colorado Inc. in 2011 and that was a great decision. They helped look at the town entirely differently, with a new perspective. One of most valuable things that came out of process was one image that gave town leaders the idea that they could do something very different. This vision was important to moving forward. Part of that plan was changing the

perception of Silverthorne to be more than the Factory Outlet Stores. They have jumped in with both feet on arts and culture. They partnered with the Lake Dillon Theater who was looking for a new facility which ended up being a \$9M public/private partnership. This theater is serving as a catalyst and they have also done a creative public art display effort. They knew zoning would define the downtown they wanted. There are some developments that are challenging and don't fit with the future vision. Conversation went very well with the public and property owners and they didn't get a lot of push back. They worked with property owners and have an MOU that these owners are willing to collaborate. They don't have sales contracts from those owners of land that aren't town-owned. This will be a \$60-\$70M project. They need to change the medians and other road aspects to work with the new downtown design. Town Council gets a lot of credit for being nimble and for getting the Lake Dillon Theater Company partnership in place. Lessons Learned: A town has to have a council that is willing to embark on plans that will outlive them and they all have to stick to the long term vision. Economic development is not for the faint of heart.

VI. Trends in Forest Health Management

Scott Fitzwilliams, Forest Supervisor, White River National Forest – The current emphasis on forests and forest health stems a lot from the wildfires across west and their impact on the forest, property and lives lost, and costs. Smoky Bear did too good of a job of making wildfires evil. That anti-burn attitude along with millions of homes built in the urban/wildland interface, and the change in climate have led to volatile fires.

The pine beetle affected 70% of the forest in Summit County and the USFS has spent \$30M in just Eagle and Summit County on this epidemic, cutting 13,000 acres of beetle-kill trees. Varied species and ages of tree is one way to make the forests more resilient.

The economies of ski towns are dependent on public lands, and with that comes some responsibilities of communities to continue the conversation on forest health. Logging trucks, thinning projects, and allowing wildfire are some concessions communities might need to make. Fighting wildfires was 17% of the USFS budget and is now 54% of the budget. The Interior Secretary has stated that the agency will continue to emphasize forest health projects such as thinning. Thinning means the agency is spending money up front to reduce the threat and expense of wildfire.

We will continue to live with insects and wildfire. The biggest challenge around forest health isn't so much the forest, as it is the adjacent population and development. As communities do planning and long term development, Mr. Fitzwilliams encourages a continued conversation around wildfire protection.

Brad Piehl, High Country Forest Collaborative

The High Country Collaborative is a local nonprofit that works with the USFS, most recently on a forest design project. There are studies that give us the science and analysis that highlights how the climate has changed, such as an increase in temperature of about 4 degrees Fahrenheit. The number of wildfires are up 150% and the fire season is 65 days longer. Although research shows precipitation won't change much, we will see run offs that start earlier but drop off faster. The Colorado State Forest website has much of this information.

Resiliency is the ability of an ecosystem to have a disturbance and recover relatively quickly. For more resilient forests we need a diversity of age and species, more openings/meadows, and functional riparian areas and floodplains. Communities can and should identify hazards and values, use collaborative groups to agree on actions, and advocate for funding .

The High Country Forest Collaborative and other groups Brad highlighted in his presentation are resources for communities, as is the district forester. Where can we strategically do things that help forests but also utilize recreation and protect watersheds? The USFS and others are using thinning to replenish forests with diversity. Some volunteer efforts can work towards this effort as well. Fires near communities offer a window of opportunity to bring public attention to the issue of wildfire.

VII. Next CAST Study: Future of Transportation in Resort Communities

With the workforce living outside of the community causing traffic and pollution, traffic systems are critical. Micro transit is of interest. Don't forget the Western Slope. Look at the impact of alternative fuels and is electricity viable. Look to Club 20 as a resource as they have focused heavily on transportation.

Scott Ford, Randy Ready, Tom Acre and Virginia Egger expressed interest in participating on the Working Group. Establishing a vision and desired outcomes would be the first step.

VIII. Chris Cares, RRC

At a member's request, RRC developed a proposal to bring economies of scale and gain some efficiency to CAST member in their community survey work. Chris noted that a lot of survey work is done in silos and multiple topics and issues should be integrated for the greatest value. RRC would be looking to have a commitment from 5-6 CAST members to move this effort forward. This effort would allow mountain towns to compare themselves to other like towns. RRC puts a lot of emphasis on open ended questions which is unique when compared to other firms. The survey would likely be an every other or every third year occurrence and cost per community would come down over time. Contact Chris Cares directly with questions and interest.

IX. Updates/Other Business

Rick Holman nominated Stan Zemler and Bill Efting to be recognized as honorary members. All were in favor and the motion carried unanimously.

Meeting adjourned at Noon.