



DAY ONE AGENDA
January 20, 2016
Whistler, BC

Wednesday, January 20

**** Breakfast on your own****

8:00am Arrive at the Whistler Conference Centre, 4010 Whistler Way

8:05am Meeting called to order and approval of August and October 2015 meeting minutes
CAST President Stan Zemler

8:10-8:15 Welcome and Introductions
Led by Nancy Wilhelm-Morden, Mayor of Whistler

8:15-9:00 40 Years In: a Brief History of Whistler - The Role of Long Term Planning
30 min presentation by: Mike Kirkegaard, Director of Planning &
Roger McCarthy, former Whistler Councilor and ski area planner
15 min Q&A

9:00-10:15 A Collaborative Approach to Success
Roles, Responsibilities and Pursuing a Shared Vision
45 min panel discussion
Barrett Fisher, President and CEO of Tourism Whistler
Mike Furey, CAO Resort Municipality of Whistler
Val Litwin, Chief Executive Officer, Whistler Chamber of Commerce
Dave Brownlie, President and Chief Executive Officer, Whistler Blackcomb
30 min Q&A

10:15-10:45 Break, Networking

10:45-11:15 Integrated Sustainability Planning – A Focus on Climate Change & Energy Management
20 min presentation by: Ted Battiston, Manager of Special Projects
10 min Q&A

11:15-12:00 Open Conversation w/ Senior Community Staff
Topics may include VRBO, transportation, parking, reinvestment initiatives, growth management,
economic development planning, housing or other topics of interest to the group
45 min Discussion

12:00pm Meeting Adjourned

12:00-1:00 Lunch (lunch to be provided)

1:30-3:30pm Keeping Locals Local
Whistler Housing Authority - Resident Housing Bus Tour
Led by Marla Zucht, General Manager, Whistler Housing Authority

- This bus tour will provide an overview of the history, governance and funding model, it will visit multiple projects across the community, Q&A, additional detail, project histories, lessons learned and more.
- Pick up and Drop off at roundabout near the WCC Valley entrance (north side of Tapley's Pub)

3:30-6:00 Free Time
Rest, explore, refresh, network

6:00 Dinner (dinner is graciously hosted by the Resort Municipality of Whistler, alcohol excluded)
The Cellar by Araxi,
9 - 4222 Village Square



DAY TWO AGENDA
January 20, 2016
Whistler, BC

Thursday, January 21

8:15am Meet at Skier's Plaza, in front of Longhorn Saloon & Grill

8:30am Tour of Whistler Blackcomb and Peak-to-Peak Gondola - Approx. one hour
Led by Doug Forseth, Vice President Government Relations
Senior staff and/or Council to join (as available)

After tour Members free to ski on their own



Colorado Association of Ski Towns

August 28, 2015

Vail

Meeting Minutes

The following were in attendance:

Steve Skadron	Aspen	Joe Gierlach	Nederland
Jennie Fancher	Avon	Pam Larson	Ouray
Virginia Egger	Avon	Patrick Rondinelli	Ouray
Tim Gagen	Breckenridge	Greg Schulte	Pagosa Springs
John Warner	Breckenridge	Jennifer Green	Pagosa Springs
Aaron Huckstep	Crested Butte	Andy Beerman	Park City, UT
Tom Breslin	Dillon	Jason Glidden	Park City, UT
Dean Brookie	Durango	Clint Kinney	Snowmass
Kathy Chandler-Henry	Eagle Co.	Tom Acre	South Fork
Frank Lancaster	Estes Park	Deb Hinsvark	Steamboat
Gary Wilkinson	Frisco	Sonja Macys	Steamboat
Kim Cancelosi	Frisco	Walter Magill	Steamboat
Bill Efting	Frisco	Michael Lund	Stifel Nicolaus
Jim White	Grand Lake	Steve Jeffers	Stifel Nicolaus
Russ Forrest	Gunnison Co.	Jenny Patterson	Telluride
Bob Lenz	Jackson, WY	Todd Brown	Telluride
Bob McLaurin	Jackson, WY	Tyler Sinclair	Teton Co, WY
Lea Colasuonno	Jackson, WY	Andy Daly	Vail
Sara Flitner	Jackson, WY	Kelli McDonald	Vail
Anne Corrock	Ketchum, ID	Patty McKenny	Vail
Joe Fitzpatrick	Mt. Crested Butte	Suzanne Silverthorne	Vail
Dan Caton	Mountain Village	Stan Zemler	Vail
Jim Myers	Winter Park	Drew Nelson	Winter Park

The meeting was called to order by President Aaron Huckstep at 8:10 am.

Approval of Minutes

There was a motion and a second to approve the June 2015 meeting minutes, which was passed unanimously.

Andy Daly, Vail Mayor

Andy Daly welcomed the group and gave the group a presentation on Vail. Included in his presentation were statistics on the community, their events, accommodations, real estate, leadership and vision. The 2015 FIS Alpine World Ski Championships marked the third time that the Vail Valley played host to this

event and has helped grow their international business. Vail's real estate market is also really starting to come back. The ratio of winter vs. summer business is about 70/30.

Hans Vollrath - Vail Resorts Inc.

Hans Vollrath, Senior Director Summer Operations at Vail Resorts, gave an overview of Vail's Epic Discovery program. Epic Discovery came about because there is a large part of summer that is untapped. Summer guests are distinctly different than winter guests. Epic Discovery helps grow Vail's summer brand, enhances the guest experience and drives visitation and business. It is a connected on-mountain experiences that immerse our guests in learn-through-play activities and is integrated with nature. Hans formerly worked for Disney and a lot of what he learned at Disney is being applied to Epic Discovery. In the Wildlife Exploration Trail, a series of installations are placed along the Fireweed hiking trail. Each installation resembles a different animal ability. Now a 15-20 minute trail extends to 30 min - 1 hour because of the activities. There are new activities planned for Vail in 2016, which includes the Game Creek Canopy Tour and Forest Flyer. And in Heavenly they are planning several new activities. They plan on opening activities in Breckenridge in 2017. At this point, they're still working through pricing for guest.

Melanie Rees - Rees Consulting Inc.

Melanie Rees and her team compiled the Vacation Home Rental (VHR) report that was commissioned by CAST. They used the term VHR for the purpose of the guide, which is to help towns govern and manage VHR's. Her team included Wendy Sullivan (attorney and housing consultant) and Chris Cares from RRC Associates, who brought in his research staff and hospitality knowledge. Ten CAST towns participated in the study and also contributed dollars. An extensive 12-page questionnaire was required to be filled out by each town. Research extended across the nation as well, and the final report covered six major topics. At the end of each section of the report, there is a best practices guide outlining which communities are leading the way and addressing each topic.

The VHR market, lead by VRBO and Airbnb, is an explosive, innovative industry. Towns are slow to respond and require constant adaptation and keep on their toes. Community concerns are changing and prohibition is moving towards regulation. Community and neighborhood impacts are increasing and neighborhoods are mobilizing and organizing. Safety and visitor experience are also major concerns. Melanie's suggestion for future CAST initiatives include developing efficient database/tracking systems, negotiate disclose agreements with hosting sites, and supporting state initiatives.

Margaret Bowes - I-70 Coalition

The I-70 Coalition is a non-profit organization representing local governments and businesses along Colorado's I-70 mountain corridor. The cost of congestion along the I-70 corridor is estimated to be about \$839 million per year (2005 dollars). The situation will only get worse as Colorado's population is estimated to increase 47% by 2040. The Coalition works closely with CDOT to work on operational improvements that are intended to enhance mobility. These include ramp and safety metering, holding commercial vehicles during bad weather, hold commercial vehicles during adverse weather, increase maintenance staff and equipment availability for snow plowing, passenger vehicle traction laws and more.

In 2007, CDOT and the Federal Highway Administration (FHWA) convened a group of 27 diverse local governments, agencies, environmental groups and private-sector interests that were able to reach consensus on a preferred solutions for the I-70 mountain corridor. This consensus recommendation is incorporated into the I-70 corridor Record of Decision which was released in 2011. This is the guiding document for I-70 improvements to 2050. Advanced Guideway System (AGS) is not feasible because of funding. Recent project to increase capacity are the Twin Tunnel widening and the Mountain Express Lane, a 13-mile toll lane. The next project to tackle is westbound Floyd Hill to Empire. The I-70 Coalition puts out travel forecast, travel tips and carpooling and transit information on their website GOI70.com. Long term solutions need to be multi-modal; can't add lanes as more lanes eventually put us back where we started. Funding is a huge obstacle. Public support is crucial; everyone says the roads need to be fixed, but there is no support for increase taxes.

Diana Madson - The Mountain Pact

The Mountain Pact was founded on the principal that tourism-based mountain communities in the West are experiencing detrimental effects to our environments and economies as a result of climate change: increases in catastrophic wildfire, the spread of the mountain pine beetle epidemic, and reduced snowpack. The Mountain Pact's mission is to help mountain communities build resilience in the face of economic and environmental stresses through federal climate and conservation policy. They launched in 2014 and secured nonprofit status & seed funding from Aspen, Durango, Park City, and Lake Tahoe. Organized mountain communities & coordinated with Vail Resorts to provide public comment on USFS proposed ruling on ski area water rights. The Mountain Pact supports the Wildfire Disaster Funding Act (WDFA) and is working closely with our towns to ensure the passage of this bill. The other area of focus is coal. They feel in the face of climate change, mountain communities are paying more while coal companies are paying less. Worked with 11 mountain communities on a joint public comment letter to DOI supporting coal royalty reform & 4 town representatives provided public testimony at BLM listening sessions. They ask that towns get involved by forming regional and peer community groups to advocate for federal climate policy and funding.

Luis Benitez - Colorado Outdoor Recreation Industry Office

In June 2015, Gov. Hickenlooper appointed Luis Benitez as the state's first Director of the Colorado Outdoor Recreation Industry Office. The creation of this office exemplifies the importance of the \$13.2 billion outdoor recreation industry in Colorado. Utah already has this office, and other states such as Washington and Idaho are looking at creating the same. The outdoor recreation industry has been recognized as huge economic driver. With a mountaineering background, Luis is one of the more experienced, respected and busiest professional guides and leadership development consultants in the world, and has many years of experience on Everest. The Statewide Comprehensive Outdoor Recreation Plan (SCORP) provides strategies for sustaining Colorado's outdoors heritage for current and future generations. Millions of visitors and residents enjoy the wide array of outdoor recreation activities on the state's public lands every year. However, providing sustainable and quality outdoor recreation experiences continues to be a challenge. Are we proactive or reactive? The quality of outdoor recreation in Colorado is closely tied to effective stewardship and management of natural resources, and one of his major goals is to support and expand opportunities to engage active stewardship partners.

Updates and Other Business

The members discussed topics for upcoming CAST meetings. The topics discussed were homelessness and people camping in the forests; event management and event burnout/fatigue; emergency preparedness involving a case study of what it really looks like; role of DMO's and EDC's; CMC and education; transportation and the use of transit; safety and town police forces.

The next meeting will October 22-23 in Estes Park.

The meeting was adjourned at 12:00pm

Colorado Association of Ski Towns

October 23, 2015

Estes Park

Meeting Minutes

The following were in attendance:

Steve Skadron	Aspen	Jim White	Grand Lake
Sarah Smith- Hymes	Avon	Judy Burke	Grand Lake
Virginia Egger	Avon	Bob Lenz	Jackson, WY
Jen Brown	Beaver Creek	Joe Fitzpatrick	Mt Crested Butte
John Warner	Breckenridge	Joe Gierlach	Nederland
Tim Gagen	Breckenridge	Gary Suiter	Steamboat Springs
Rick Holman	Breckenridge	Sonja Macys	Steamboat Springs
Aaron Huckstep	Crested Butte	Walter Magill	Steamboat Springs
Dean Brookie	Durango	Jenny Patterson	Telluride
Bill Pinkham	Estes Park	Stu Fraser	Telluride
Bob Holcomb	Estes Park	Andy Daly	Vail
Frank Lancaster	Estes Park	Stan Zemler	Vail
John Ericson	Estes Park	Jimmy Lahrman	Winter Park
Ward Nelson	Estes Park	Kim Cancelosi	Frisco
Wendy Koenig	Estes Park	Gary Wilkinson	Frisco
Peggy Smith	Fraser		

The meeting was called to order by CAST President Aaron Huckstep at 8:10 am.

New Members

There was a motion and a second to approve new members - Beaver Creek Resort, Teton Village Association, and Town of Blue River - and the motion was passed unanimously.

Bill Pinkham - Estes Park Mayor

Bill Pinkham welcomed the group and gave a presentation to the group on the history of Estes Park, the challenges they've faced due to the 2013 flood, their relationship with RMNP and where they are today. The town depends on tourism since their isolation prevents commercialization other than tourism. They have a great relationship with RMNP and have about 1500-1600 volunteers in the Park. September 12, 2013, was the date of the historic flood. Emergency operation plans were put into effect and they held all-day meetings with the public, i.e. the key to recovery is collaboration. Congress shut down the Park, and it was Governor Hickenlooper who communicated with the White House to get things reopened. Two weeks later things were starting to get back to normal and key roads were reopened in November. To day, their sales tax is up and they have some new projects in the works in the way of their new events center and the downtown loop project.

Wes Kufeld, Estes Park Police Chief; Kate Rusch, Public Information Officer; Kyle Patterson, Rocky Mountain National Park Public Affairs Officer; and Mary Kay Watry, Rocky Mountain National Park Biologist

This group gave a presentation on how RMNP and the Town handle their wildlife situation along with the large number of tourists. Estes Park gets about 3.5 million visitors per year and the town has about 10,000 residents. One of the main attractions for Estes Park is that people come to see the wildlife. On some days, there are 30,000 people in town. Bear and elk interactions are most prominent safety concerns. The safety and preservation of wildlife is very important. There are many challenges including traffic jams caused by elk or people getting out of their cars while car is running and leaving them in the middle of the street. Tensions occur between visitors and locals because of the congestion. Visitors also get too close to the wildlife and take risks, most are excited and naive. Outreach and education programs are in place to educate visitors. The Park has staff who help educate, but there is not enough of them. Visitation to the Park is up 20% from last year - from 537,000 to 644,000. It is the country's 5th most visited park. Outside the Park, Colorado Parks and Wildlife manages wildlife.

Bears also pose many challenges. There have been incidences where bears had to be shot. In 2012 the Estes Valley Bear Education Task Force was formed, an outreach program to educate residents and guests. Efforts include flyers in utility bills, saturation mailings and reach out to HOA's with ready-made presentations. In 2015, the town passed a wildlife protection ordinance which they'll start enforcing in April 2016. Highlights of the ordinance focus on residential and commercial refuse disposal, types of trash containers, pick up times, etc. Neon green paintballs are used to mark problem bears. They do everything to run bears out of town and back into the woods as opposed to having to kill them. The other major problem in the Park is the increased food conditioning in bears. Bears associate visitors with food and exhibiting bolder behavior. Education, constant messaging, sign, better facilities, and regulations and enforcement are the ways they are dealing with the issue.

Jill Lancaster and Sally Park, Estes Park Nonprofit Resource Center; Travis Machalek, Town of Estes Park

This group gave a presentation on operating non-profits in destination communities. The Estes Park Nonprofit Resource Center was formed in 2002 because of the proliferation of nonprofits in the area - 108 that they know in the Estes Valley. The organization offers support to other nonprofits. The presenters did an interactive session with the members to find out if nonprofits either enhance or hinder in their communities, who had organizations similar to EPNRC in their communities, and what are the challenges and opportunities posed by nonprofits. The demographics of the Estes Valley showed that the top three types of nonprofits were community, creative/cultural service, and human services, followed by health and youth. Local governments have unique challenges and opportunities in dealing with nonprofits. Estes Park has a community service grant program supporting arts and education, human services, transportation, housing and youth. \$2.7 million has been granted since 2005. In 2015 they're improving their review process with better application questions and scoring criteria. The statewide average of grants to nonprofits as a percentage of general fund is 0.70%, with Aspen showing the highest percentage in their survey of 3.49%.

Reeves Brown - Building a Better Colorado

Building a Better Colorado is a group of non-partisan statewide civic leaders who've come together with a shared concern for our state's future. Their members include former Colorado senators, mayors, and governors, among others. Their website is www.betterco.org. Their initiative is to engage the state in conversation. They see a growing disconnect between citizens and their government evidenced by the increasing number of amendments to our constitution, the decreasing number of citizens who participate in our election process, and the decreasing number of citizens who participate in our election process. They believe the pathway to a better Colorado lies in engaging citizens statewide in a constructive conversation about what they want their state to be. Their goal is a ballot measure in 2016 but they don't know that is yet. To find out, their engaging Coloradan through bipartisan committees developing options for consideration, those options discussed and debated at community summits across Colorado and online, and learning from community meetings and online surveys. They are targeting civic leaders in 40 communities across the state.

One of the major issues is that Colorado has one of the most easily-amended state constitutions, and therefore we've seen more citizen initiatives than any state except CA and OR. Initiative proponents (many of whom are out-of-state interests) are incentivized to pursue amendments to our constitution rather than state laws, and this is creating an increasingly inflexible and conflicted framework for our state. Secondly is a decreasing number of voters in primary elections. Unaffiliated voters, which make up the largest and fastest growing block of Colorado's electorate, can't easily participate in this process for which they help pay. And lastly Colorado's fiscal policy is unsustainable because of a combination of constitutional spending mandates and revenue limitations, and health care costs related to our aging population. Building a Better Colorado wants to help solve these issues and believe the solution is engagement across the state leading to a ballot measure in 2016.

Frank Lancaster; Estes Park Town Administrator

Frank gave an overview of the September 12, 2013 flood and how the town responded. He started out by recommending that everyone take FEMA training. The whole county can participate and the feds will pay. By 1:00am Estes Park area had six inches of rain, and by 3:00am the town began emergency operations. Fall River reach twice its 100 year event by 4:30am. By 5:30am the Emergency Operations Center was in full swing and they began evacuating low lying drainages. Three drainages converge in Estes Park. Utilities fail - cell phones and land lines are out, 911 fails. Could use internet, but nothing else. Meetings were held with the public and streamed to people outside who couldn't get to Estes Park. Social media was huge in getting out timely information. By noon all roads are impassable except for Trail Ridge Road to the west. Overtopping of roads and dams begin to create massive infrastructure losses. Feds shut down the Park. Staff is at full tilt with evacuation efforts and mobilizing equipment and resources. The town becomes and island with only resources being those that are present. Public concern and confusion about basic life needs become real.

Recovery operations begin and the town takes a hard look at its policies. Had to think outside the box using Lake Estes for a gravel operation. Bureau of Reclamation agreed to lower the lake. Got a crusher from Grand Lake and procured contractors to run the operation. 250 thousand yards of material estimated to have been lost during the event. 120 thousand yards needed just to restore emergency access. Economic

recovery has been challenging, almost all business experienced significant loss in business an incurred repair and recovery expenses. Recovery solutions have been aggressive integrated, multi-phased marketing campaign, immediate crisis response, short-term recovery campaign, and long-term strategies to mitigate effect of losses, retain market share and capitalize and national and international exposure. Media coverage was huge and was very time consuming to deal with them. It's not a matter of IF you will have disaster, you WILL have a disaster. Towns need to practice, get training, and know your roles.

Updates and other business

The next meeting will be January 20-21, 2016 in Whistler, British Columbia.

The meeting was adjourned at 12:00pm

January 20-21, Whistler

Wednesday Meeting	Wednesday Dinner	Dinner Guest	Thursday Tour?	Thursday Lift Ticket	Guest Lift Ticket	Sightseeing Ticket	Equipment Rental?
Aspen - Steve Skadron	Aspen - Steve Skadron		Yes	Aspen - Steve Skadron			
Avon - Sarah Smith Hymes	Avon - Sarah Smith Hymes		Yes			Sarah Smith Hymes	
Breckenridge - Tim Gagen	Breckenridge - Tim Gagen		Yes	Breckenridge - Tim Gagen			
Breckenridge - John Warner	Breckenridge - John Warner	Carre Warner	Yes - 2	Breckenridge - John Warner	Carre Warner		
Durango - Dean Brookie	Durango - Dean Brookie	Ellen Stein	Yes - 2	Durango - Dean Brookie			1 - skis and poles only
Fraser - Peggy Smith	Fraser - Peggy Smith	Cindy Saffel	Yes - 1	Fraser - Peggy Smith			
Frisco - Bill Efting	Frisco - Bill Efting	Carol Efting	Yes - 2			Bill and Carol Efting	
Frisco - Gary Wilkinson	Frisco - Gary Wilkinson		Yes	Frisco - Gary Wilkinson			skis, boots and poles
Jackson WY - Bob Lenz	Jackson WY - Bob Lenz	Miriam Lenz	Yes - 2			Bob and Miriam Lenz	
Jackson WY - Bob McLaurin	Jackson WY - Bob McLaurin		Yes	Jackson WY - Bob McLaurin			
Ketchum ID - Anne Corrock	Ketchum ID - Anne Corrock		Yes	Ketchum ID - Anne Corrock			skis and poles only

January 20-21, Whistler

Wednesday Meeting	Wednesday Dinner	Dinner Guest	Thursday Tour?	Thursday Lift Ticket	Guest Lift Ticket	Sightseeing Ticket	Equipment Rental?
Ketchum ID - Jim Slanetz	Ketchum ID - Jim Slanetz		Yes	Ketchum ID - Jim Slanetz			
Mt. Crested Butte - David Clayton	Mt. Crested Butte - David Clayton	Theresa Clayton	Yes - 2	Mt. Crested Butte - David Clayton	Theresa Clayton		
Mt. Crested Butte - Joe Fitzpatrick	Mt. Crested Butte - Joe Fitzpatrick	Bev Fitzpatrick	Yes - 2	Mt. Crested Butte - Joe Fitzpatrick	Bev Fitzpatrick		2 - skis and poles only
Telluride - Greg Clifton	Telluride - Greg Clifton		Yes	Telluride - Greg Clifton			
Telluride - Sean Murphy	Telluride - Sean Murphy	Stephen Farish	Yes - 2				2 - skis and poles only
Teton Village - Melissa Turley	Teton Village - Melissa Turley		Yes	Teton Village - Melissa Turley			skis, boots and poles
Vail - Dave Chapin	Vail - Dave Chapin	Kristen Olson	Yes - 2	Vail - Dave Chapin	Kristen Olson		
Vail - Stan Zemler	Vail - Stan Zemler	Luann Waldrep	Yes - 2	Vail - Stan Zemler	Luann Waldrep		2 - skis and poles only
CAST - Joyce Burford	CAST - Joyce Burford		Yes	CAST - Joyce Burford			skis, boots and poles
TOTAL = 20	TOTAL = 20	TOTAL = 10	TOTAL = 29	TOTAL = 16	TOTAL = 5	TOTAL = 5	