



**Minutes
January 17, 2019
Teton Village, Wyoming**

ATTENDING:

Mark Barron, Teton County, WY	Pete Muldoon, Jackson, WY
Andy Beerman, Park City, UT	Sean Murphy, Telluride
Dean Brookie, Durango	Mark Newcomb, Teton County, WY
Todd Brown, Telluride	April Norton, Jackson, WY
Dave Chapin, Vail	Larry Pardee, Jackson, WY
Matt Dias, Park City, UT	Floren Poliseo, Jackson, WY
Greg Epstein, Teton County, WY	Luther Propst, Teton County, WY
David Everitt, Moab, UT	Roxanne Robinson, Jackson, WY
Becca Gerber, Park City, UT	Michael Rodriguez, Telluride
Courtney Hamilton, Ketchum, ID	Jonathan Schechter, Jackson, WY
Ross Herzog, Telluride	Steve Skadron, Aspen
Sarah Smith Council, Avon	Carolyn Skowyra, Dillon
Todd Jirsa, Estes Park	Jim Slanetz, Ketchum, ID
Clint Kinney, Snowmass Village	Heather Sloop, Steamboat Springs
Kim Langmaid, Vail	Karn Stiegelmeier, Summit County
Elisabeth Lawrence, Breckenridge	Jim Terry, Teton Village Association
Natalia Macker, Teton County, WY	Melissa Turley, Teton Village Association
Mark Mathews, Keystone Neighborhood Company	Alyssa Watkins, Teton County, WY
Leia Morrison, Gunnison	Gary Wilkinson, Frisco
Hailey Morton Levinson, Jackson, WY	Johnny Ziem, Jackson, WY

I. Call to Order and Introductions, Steve Skadron, CAST Vice President

II. Welcome to Teton Village, Melissa Turley, Executive Director, Teton Village Association

Five overlapping districts make up the Teton Village Association (TVA). It is funded through property assessments and has 400 year round residents. The Teton Village Resort District was created through legislation that allows them to collect sales tax and they embrace their identity as a resort.

III. New Business

The October 2018 meeting minutes were unanimously approved.

IV. JH Air Travel Program, Kari Cooper

The founders of Jackson Hole Mountain Resort (JHMR) didn't envision the resort being a regional destination. It was thought to be "Too far, too cold, too hard". They started working with American in 1986 on nonstop service. The initial contracts weren't successful and they lost money. They engaged the business community who started writing checks to the resort but that wasn't ideal. In 2002 they got buy-in from local leadership and created JH Air as a 501c6. It was more palatable for businesses to write checks to JH Air rather than the resort. An RRC study learned that 95% of visitors said air service was an important part of their winter visitation. Twelve cities fly nonstop to Jackson now via United, Delta, and American. 57% of visitors book directly via an airline website. JH Air does not market as their only mission is to contract for air service. They are lucky to partner with the JH Travel and Tourism Board, JHMR, JH Central Reservations, the airlines and individual properties to market winter visitation. JH Air is the liaison between the airlines and marketing. They play with load factor/seats to help make sure the service is profitable to airline partners. They work hard to reduce the number of bags checked, as the more bags, the more weight and the fewer people they can seat on the plane.

JH Air makes sure airline partners know that local organizations are committed to reinvesting in the resort. Visitors generate significant county and state sales tax and the state has a growing appreciation for air travel due to this sales tax generation. Only 5% of summer traffic arrives via air and 75% in the winter. JH Air is very excited about their recently secured year-round service – filling in spring and fall.

Theirs is the only airport that is inside a national park. It is run by a board made up of the county and town. They are working with partners on finding the newest and best technology to reduce noise. Recent Capital Improvement Projects include a ramp project and fuel facility, drainage and storm water retention, and snow removal equipment. Storm water retention was critical since it is operated within a national park. They funded capital improvements through FAA funding and also through the state business development program. They are to Wyoming what DIA is to Colorado as far as air travel. They pull people from surrounding areas to fly in and out of Jackson. Technology, a benefit of Dick Cheney flying in here frequently, has helped limit cancellations and diversions.

Air travel is really a factor in the changing demographics since many can now commute elsewhere or work here. This brings pros and cons but those people are investing in the community which can be very positive. 15% of seat capacity is local/regional folks.

They compare airline rates with other resort communities on a daily basis. They use Destimetrics to compare markets and pricing to make sure they are competitive. One of the things MRGs provide communities is the ability to work closely with pricing. The airline partners allowed them to collapse Advance Purchase requirements (how far out you book) that made dates this January more accessible.

They don't partner with small, private airlines because they have long-term relationships with commercial airlines and they want to protect those yields. Airport infrastructure is set and won't change so they are very strategic about where those flights are coming from. Fixed Base Operation private plans might need to be pulled back as they want to add more commercial service.

V. Transportation Panel

Transportation Demand Management (TDM) in Teton Village, Melissa Turley

Teton Village (TV) has prioritized keeping the road leading to the resort to two lanes, protecting wildlife, and keeping a rural feel. The 1998 Resort Master plan started to address TDM. Free buses operate between the Stilson lot and TV, they promote/advertise alternate modes of transportation, added additional beds in TV, and expanded commercial activity in TV. Half of overnight visitors choose to arrive without a car. The START bus started in 1978 with a focus of connecting the ski area and the village. START now makes 97 runs between town and village and the Stilson lot is key to the TDM efforts with 325 cars parking there per day. Part of the TDM plan required all TV employers to purchase bus passes for their employees. Paid parking further discourages employee driving. JHMR provided a bus pass with the purchase of a season pass. Last year they did peak traffic pricing on parking (up to \$30 peak) and this had an impact. This peak pricing will continue on weekends throughout the winter season. They have robust monitoring as they are required to report to the county every year. In the last 18 years, as skier visits has increased, the peak travel demand has barely increased. Parking numbers trend slightly up. The TDM Program is year round but focus/need is greater in the winter. With workforce living in outlying communities, they need to shift the level of service in summer to better accommodate service to/from bedroom communities.

Discussion:

The town is almost done with a paid parking study which could be a new approach to manage parking. Paid parking is only one component of managing parking. Better managing cars/parking will have broader impacts to wildlife and climate. There is an incentive for the airport to rent cars which is in conflict with efforts to reduce cars.

Should the market and studies dictate what is done around TDM, or does elected leadership need to set a vision and determine its future? Jackson has looked at what Aspen and other resort communities are doing and local electeds will be challenged to look at some tough strategies. Studies have value in demonstrating to the public why hard decisions were made, but might also be an easy way for electeds to avoid making unpopular decisions. Park City charges downtown parking, but area resorts haven't found it in their interest to cooperate with paid parking programs.

Trails & E-Bike Regulations, Brian Schilling, Teton County/Jackson Community Pathways

Brian works with town and county on Community Pathways operations, planning and design, maintenance, and projected maintenance. Operation costs are split 45/55 between the local governments. Capital budgets are taken care of by the appropriate jurisdiction. Formed in 1996, they now have 50 miles of pathways that serves the entire county with linkage to Grand Teton National Park. The Pathway System also includes sidewalks, on street bike routes, and dirt trails maintained by USFS or other agencies. They are almost done building out the system so will now focus on Next Gen facilities such protected bike lanes and interchange safety improvements.

E-Bikes are an important part of mobility today and use is exploding. They have changed the face of bike commuting. Pathways allowed some use to happen deliberately before they jumped into to how to

manage them. They did a legal review first, then some outreach. A Pathways Task Force did a deep dive into Ebikes and made recommendations to electeds. The town and county have different abilities around ordinances. Federal land use regulations are another layer of complication.

Local recommendations were set in 2017 that allow use on town and county pathways, include an education program on eBike regulations and safe pathway use, implement “slow zones”, and explore “reasonable and prudent user” laws or policies. Implementation for the town and county was a little different but a town ordinance and county rules were approved in 2018. They do outreach and developed collateral for bike shops and the public. Local bike shops have been among the biggest supporters. Speed limits have been part of the conversation. There is no speed limit and they are instead focusing on slow zones. They have a registration process that labels the classification of bike.

How did they get buy in from local ranch owners to build pathways? Relationship building was key, but here are still mixed feelings among the ranching community. For the most part they have been able to work within right of ways, but they did need to get some easements. Are they seeing conflicts on dirt trails? Not yet. The USFS would be the agency to deal with those issues but it will need to be addressed with strong public education on where Ebikes are and aren’t allowed.

Aspen Mobility Lab, Steve Skadron

This effort started because Aspen is choking on vehicles. If you define the problem through the lens of restrained capacity, then you build more. Aspen has a value based plan that defines what they want to be and the Aspen Mobility Lab works towards that vision. It would be a three month experiment to change how people move to, in and around Aspen by eliminating personal vehicles. There has been a 1.5 year study outside the political spectrum with 30 community leaders and the Aspen Institute to address congestion and increase mobility. The Aspen Mobility Lab looks to provide comprehensive next generation options around bikes, autonomous vehicles, shared rides, pedestrian zones and more. Targeting residents and visitors alike, it is hoped that adding mobility options will make it easier and perhaps cheaper to get out of personal vehicles.

The private sector really liked the idea of a municipality asking to partner with them. We can get things done at the local level around climate action that can’t get done at state and federal level, and the same can be said for mobility.

It was originally planned for this summer, with support from Council and the community. The CEO of Lyft wanted to partner and be the one provider of multiple mobility options that would be run through an app. During the most recent political season, the discussion got off track with push-back from the taxi companies. It is hoped that something will still happen this summer. Steve hopes the outcome will foster a people-first downtown that results in a strong community. The lab will be based on data and will inform next steps significantly. Hopefully it will move Aspen away from building more lanes and more parking. Aspen embraces innovation and Steve wants to develop mobility solutions that might inform other communities.

VI. Emergency Preparedness, Rich Ochs, Teton County Emergency Management Coordinator

Two propane line leaks in 2012 forced the evacuation of a large area. We talk about vulnerable populations and in tourist towns, visitors are vulnerable populations. Local emergency management needs to be prepared to assist both locals and visitors. JHMR had Teton County Emergency Management conduct an incident command system training with resort employees. In 2014 they did a table top exercise with the scenario of a gondola failure and in 2015 a larger table top exercise with a wildfire scenario. The first total solar eclipse planning meeting occurred two years out with 45 planning sessions, trainings, and public education planning. The 2016 Rendezvous Fest doubled the population and was the largest event ever in Teton Village. They also dealt with a two day power outage at Grand Targhee Ski Area and a building roof collapse which resulted in the Sears store, gymnastics and bowling alley being damaged and condemned.

In February 2017 lots of snow resulted in monitoring the roads and resorts to get situational awareness. At 6:05 p.m. on 2/7/17 a transmission line collapsed and 17 transmission poles collapsed under high winds. 1800 customers lost power, including all of Teton Village and JH Airport. Poles and lines came down on the road, but there were amazingly no injuries and no fatalities. The Fire Department implemented ICS, the Chief assumed leadership and there was partial activation of Emergency Operations. Power loss meant businesses had to close, cell towers were down, fire department radio repeater were down, and it was very dark. They thought they had redundancy for fire and EMS communications, but didn't because the computer at one end didn't have battery back up in case of a power outage. They made a declaration of disaster and power was restored after four days. The impact was measured at \$5M lost revenue, \$950K emergency repairs, and \$8M to restore power.

The Solar Eclipse went off without a hitch, was an event to remember and was worth all the planning. It was the busiest August on record for Yellowstone National Park and there was a 600% increase in illegal camping in Grand Teton National Park. The Jackson Police Department manually directed traffic for over four hours and there was a 228% increases in Pathway usage.

The main theme in all of the above situations was partnerships and relationships. It highlighted the importance of getting to know about local resources before something happens. Take advantage of your local emergency coordinator before you have an emergency. They realized that we can't just depend on new technology and need to still consider older technology as well. FirstNet is a great system. AT&T is being required to offer redundancy in their systems. Verizon is looking at developing similar systems.

How did you divide requirements between elected and staff? They didn't engage electeds in action plans but communicated with them and asked them for feedback. The Chamber helped relocate Teton Village guest to hotels in town. Local families were taken care of with a Red Cross shelter and other resources. Declaring an evacuation helps with businesses being able to claim their closure and resulting lost revenue with insurance companies.

VII. Quiet Force Film on Immigration

The film, *Quite Force*, looks at immigration labor in our small resort communities and specifically in Jackson Hole, Salt Lake City, and Mammoth. It also looks at the broader U.S. immigration policy. We know immigrant labor is the backbone of most of our resort economies. The creators of this film have a call to action to get other communities to show this film and then have a conversation in their communities about how they can support their immigrant population. Go to QuiteForceFilm.com and click on Do Something. They would love to partner with other communities and/or a community nonprofits. The format is to show the 35 minute film and then have a panel discussion.

VIII. Panel: Global Sustainable Tourism Council – Sustainable Destination Program

Tim O'Donoghue, Riverwind Foundation

Tim recognized Jonathan Schechter as one of the very early and diligent advocates for sustainability. Years ago they came to the realization that they needed a baseline measurement of the ecosystem to determine if efforts to preserve and protect were effective. In that spirit they reached out to lots of experts on different parts of the ecosystem. They also have a report card that provides that baseline.

Tim sees great potential for towns to be talking to one another and share best practices. Teton Village was an early adopter of Global Sustainable Tourism Council's program and was one of six locations selected. This gave them a third party to come to the community to do an assessment and give them a baseline. The assessment showed that they needed to unify all the efforts that were happening around sustainability, and from that recommendation the Jackson Hole Yellowstone Sustainable Destination Program was born. A tactical steering committee of 12 key stakeholders was formed that created a five year plan for Jackson Hole to become a certified sustainable destination. They work with businesses on sustainability and created a sustainability certification program to highlight the most committed businesses. They created a message that communicates local ethics and values to visitors and to raise local awareness of sustainability. The efforts have led to political momentum and a conversation around over-tourism as well as the population increase. Upcoming projects include more publications, getting into the school curriculum, seeking the Mountain IDEAL certification, developing an action plan to address visitor and resident management issues, and creating a Destination Stewardship Council to oversee this action plan. Lessons learned include establishing a goal early, the importance of building relationships, don't under-resource communications, and education and training is a non-stop effort. Diversify funding streams, strengthen local capacity so you have expertise locally, build and sustain partnerships. The last slide of Tim's presentation includes recommendations for other destinations wanting to make similar efforts.

Kristen Bertuglia, Town of Vail

The Sustainable Designation Program formed as part of the planning for the 2015 World ski Championships. It started with talking to and forming a partnership with Sustainable Travel International. They wanted to engage the business community, going beyond just the town and ski resort. They launched a bottom up approach to get businesses trained on sustainability which was the catalyst for the next step of getting certified. This has created a micro culture and the comradery of

being part of the program is even more valued by the businesses than the energy savings. The Global Sustainable Tourism Council established the criteria and certification process. Vail asked to add to the criteria which is where the Mountain IDEAL came in. Love Vail is the branding for the local sustainability efforts. The materials were translated into Spanish. The campaign also inspired the community to protect the local creek by messaging that a healthy river is even more beautiful than a green lawn. The benefit of this effort was the accountability that resulted. A public Report Card is required as well as an eight month reporting requirement. Vail's snowmelt system is the large nut to crack due to its energy use and emissions.

Kim Langmaid, Walking Mountains Science Center

Kim is on year four on the town council and she grew up in Vail. She has learned a lot from Jackson's efforts. She founded Walking Mountains which is modeled after the Jackson Science School.

She has long had a vision for mountain towns to be leaders in sustainability and environmental stewardship. Vail wanted to make their work with Sustainable Travel International more specific to mountain towns so they added in the Mountain IDEAL. IDEAL stands for Innovation, diversity, education, authenticity, leadership. Tourism management as well as community culture is a part of this certification. Businesses are given a tool to look at their goals, metrics, and results and this is part of their getting certified. Engaging employees has been a huge bonus and has built stewardship. Vail implemented these standards into a new community housing project. Destination Collaboration is at the core of fostering relationships among many including the town, Vail Resorts, USFS, and nonprofits. Next steps are working with other destinations and she is doing a training in Breckenridge.

We can accomplish a lot through partnerships, more education, and training. Kim has learned a lot and can support other communities in their efforts. Jackson and Vail are the only mountain towns with the certification. Telluride stated they would welcome some assistance in making their efforts more comprehensive and getting community buy in. Funding in Vail came from the town, with in kind support from other partners. It helped that the town had staff to work on the effort.

Vail is seeing survey results that people do look at sustainability efforts when choosing a destination. The Center for Responsible Travel is seeing growth in those seeking sustainability commitment. Over ½ of folks booking group travel look for sustainability practices. A community needs a champion, either within a local government or nonprofit, to start the conversation. You can also use a future event to start the conversation about goals around that event to start the sustainability discussion.

Andy Beerman shared that he gets motivated and inspired by these meetings. Park City invites CAST members to a Climate Summit in Park City for Climate Week in early October. It will bring stakeholders together for a deep dive into these discussions and action plans. Jane Goodall will provide the keynote and Al Gore might attend. The Summit hopes to inspire but the intention is that attendees will leave with some guidelines and standards that all can agree on.

Meeting adjourned at 2:15 p.m. for the afternoon tour of the Stilson Park & Ride, the START Transit Facility and the Teton County Search and Rescue Facility.