

STATE OF COLORADO )  
COUNTY OF EAGLE )

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# AGENDA

## CMD and CPOA Regular Board Meetings

August 17, 2018

9:00 a.m.

408 Carterville Road, Cordillera CO 81632

### Board of Directors

Cordillera Metro District (CMD): David Bentley, President | Gene McGuire, Vice President | Cheryl Foley, Treasurer | Kitty George, Secretary | John Van Deusen, Assistant Treasurer & Assistant Secretary

Cordillera Property Owners Association (CPOA): Ed Shriner, President | Mike Grier, Vice President | Rick Smith, Treasurer | Larry Brooks, Secretary | Jerri More, Assistant Treasurer/Assistant Secretary

Time	Item	Presenter	Page
9:00 a.m.	<b>CMD Board Meeting Call to Order</b>	Bentley	
	Call to Order		
	Declaration of Quorum/Director Qualifications/Disclosure Matters		
	Approval of Agenda		
	Approval of Consent Agenda Items (Action Requested: Approval of June 15 and July 27, 2018 Meeting Minutes)		3
9:10 a.m.	<b>CPOA Board Meeting Call to Order</b>	Shriner	
	Call to Order		
	Declaration of Quorum/Director Qualifications/Disclosure Matters		
	Approval of Agenda		
	Approval of Consent Agenda Items (Action Requested: Approval of June 15 and July 27, 2018 Meeting Minutes)		3
9:20 a.m.	<b>Public Comment</b>	Bentley Shriner	
	The boards welcome public engagement. Public comment is dedicated time for the public to speak to items listed on the meeting's agenda and other topics.		
9:30 a.m.	<b>Joint Agenda Items for Boards Discussion and Direction</b>		
	Strategic Planning Consultant (Action Requested: Approval of Contract with Resonance)	Warren Oys	21
9:45 a.m.	<b>CMD Agenda Items for Board Discussion and Direction</b>		
	Public Safety	Oys	
10:00 a.m.	<b>CPOA Agenda Items for Board Discussion and Direction</b>		
	Trailhead Pool Project	Broersma	54
	Annual Meeting Preparation	Pogue Oys	
10:30 a.m.	<b>CMD Adjourn</b>	Bentley	
10:30 a.m.	<b>CPOA Executive Session</b>	Shriner	
	Executive session pursuant to Section 38-33.3-308(4)(b), C.R.S. (CPOA) for the purpose of receiving legal advice regarding delinquent accounts.		
11:00 a.m.	<b>CPOA Adjourn</b>	Shriner	

**NOTICE IS HEREBY GIVEN** that the Boards of Directors of the Cordillera Metropolitan District and Cordillera Property Owners Association of the, Eagle County, Colorado will hold a meeting. These meetings are open to the public.

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2018 Meeting Schedule	September 21, October 19, November 16 and December 21 Note: All meetings are scheduled to begin at 9 a.m. in the large conference room of the Cordillera Administration Building at 408 Carterville Road, Cordillera, CO. Meetings will be cancelled when there are no time sensitive or substantive topics for Board discussion.
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BY ORDER OF THE DISTRICT  
/s/ David Bentley, President

BY ORDER OF THE ASSOCIATION  
/s/ Ed Shriner, President

# MINUTES

## Cordillera Metro District Cordillera Property Owners Association

June 15, 2018

### In Attendance

CMD Board of Directors	CPOA Board of Directors
David Bentley, President	Ed Shriner, President
Cheryl Foley, Treasurer	Rick Smith, Treasurer
John Van Deusen, Assistant Treasurer/Assistant Secretary	Larry Brooks, Secretary
	Jerri More, Assistant Treasurer/Assistant Secretary
	Mike Grier, Vice President (via telephone)

### Others Present:

Rachel Oys, general manager; Alan Pogue, legal counsel; Joe Helminski, recreation director; Aubrey Lewis, assistant recreation manager; Clint Forstrom, assistant project manager joined at 9:43 a.m.; Trevor Broersma via telephone, operations director; members of the public: Tracy O'Connor, Debbie Brady, John Warren, Enrique Grisoni, Lois Bruce, Ron Yordi, Margo Boyle, Amy Schweig, Eagle River Water and Sanitation District; and Maureen Mulcahy.

### Call to Order

CMD Board of Directors	CPOA Board of Directors
Director Bentley called to order the Regular Meeting of the Cordillera Metropolitan District at 9 a.m.	Director Shriner called to order the Regular Meeting of the Cordillera Property Owners Association at 9:07 a.m.

### Declaration of Quorum/Director Qualifications

All board members acknowledged receiving notice of the regular meeting at least 72 hours in advance. No conflicts of interest were noted.

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### Approval of Agenda

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CMD Board of Directors	CPOA Board of Directors
<p>Director Van Deusen moved to approve the June 15, 2018 Regular Meeting Agenda. Seconded by Director Foley.</p> <p>Upon motion duly made and seconded, the Board unanimously approved the June 15, 2018 Regular Meeting Agenda.</p>	<p>Director Brooks moved to approve the June 15, 2018 Regular Meeting Agenda. Seconded by Director Smith.</p> <p>Upon motion duly made and seconded, the Board unanimously approved the June 15, 2018 Regular Meeting Agenda.</p>

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### Approval of Consent Agenda

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CMD Board of Directors	CPOA Board of Directors
<p>Director Bentley moved to approve the May 18 and May 29, 2018 Meeting Minutes. Seconded by Director Van Deusen.</p> <p>Director Foley requested that the minutes reflect that: (i) in the appointment of a new director by the Board, there is not a requirement to choose the person with the highest votes in a prior election, and (ii) descriptions in the draft minutes for director appointment and election of officers were not under the correct title and needed to be reversed. Legal Counsel Pogue added to correct Director George’s comments that it would be unprecedented, not unfair, to appoint someone other than the person with the most votes. Also, a sentence should be added regarding the Rummage Sale vote. She also requested that Director Van Deusen’s statement about compensation for the Rummage Sale be clarified.</p> <p>Upon motion duly made and seconded, the Board unanimously approved the May 18, 2018 Meeting Minutes and the May 29, 2018 Meeting Minutes, subject to the noted changes.</p>	<p>Director Brooks moved to approve the May 18 and May 29, 2018 Regular Meeting Minutes. Seconded by Director More.</p> <p>Upon motion duly made and seconded, the Board unanimously approved the May 18, 2018 Meeting Minutes and the May 29, 2018 Meeting Minutes.</p>

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## Public Comment

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John Warren thanked the Boards for approving the solicitation of an outside strategic planning firm to work on the strategic plan. General Manager Oys added that the Strategic Planning Committee had not requested a budget amount or defined a scope of work, but that such will be forthcoming when the proposals are received.

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## Joint Agenda Items

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### **Eagle River Water and Sanitation District – Water Efficiency Plan Presentation**

Representatives from Eagle River Water and Sanitation District presented the District Draft Water Efficiency Plan.

CPOA Director Shriner asked about usage comparisons with other water district users and how full-time and part-time residents compare. ERWSD representatives shared that there is not much difference; most water usage during the summer is for outdoor landscape irrigation.

Director Foley asked about winter and summer rates. The representatives explained the tier system used by ERWSD and shared the base rates.

Tracy O'Connor asked a question regarding adding more water restrictions. The ERWSD representatives reminded the audience that water restrictions such as schedules and times are always in effect, so water is not wasted or used in excess. In the next few years, they will be developing more restrictions as well as providing customers recommendations to use water efficiently based on usage.

CPOA Director Shriner asked how ERWSD determined the difference between indoor and outdoor usage. The representatives explained the comparison between summer and winter use.

CPOA Director Brooks asked about the classification difference between multifamily versus single family units. The representatives explained that both are classified as residential.

General Manager Oys commented that yards and flower beds account for higher water usage. Staff and ERWSD can work to educate property owners on usage, restrictions and efficiency.

CPOA Director Smith asked how ERWSD determined irrigated area. Representatives shared that for the test case it was measured, but they plan to use GIS in the future.

General Manager Oys outlined the next steps for the Draft Water Efficiency Plan. Staff will communicate the regulations, share the plan and invite ERWSD to do a presentation on water usage. ERWSD offers residents an audit of water usage to check home water efficiency.

CPOA Director Smith shared that he had an audit conducted; he highly recommends updating the irrigation system at homes. He asked ERWSD how water efficiency gets mandated and monitored. The representatives explained that it is the Water Districts responsibility to help owners waste less water and enforce efficiency through education. CPOA Director Smith suggested that new homeowner packets contain water efficiency information.

CPOA Director Shriner shared that encouraging efficiency falls on CPOA and that someone maybe needs to patrol to get compliance.

### **Short-Term Rentals**

General Manager Oys shared a presentation attached regarding cost-effective solutions to CMD short-term rental monitoring and compliance problems. She received information on Cordillera rental units from Host Compliance.

Director Foley asked how a short-term rental is defined. Mr. Pogue responded that short-term rentals are those found on Airbnb, VRBO and similar services and are often defined as 30 days or less.

CPOA Director Shriner shared that many surrounding communities in the Vail Valley, like Beaver Creek, are already monitoring with Host Compliance. Avon, Arrowhead and Singletree are working on policies around short-term rentals. He further commented that short-term rentals have negative impacts on the amenities such as the ACC and the Short Course. The CCR's would need to be changed to regulate short-term rentals. He suggested that insurance should be required as well as restriction on amenity use. He asked legal counsel what is needed to get a ruling by the end of August. He also referred to the community survey noting that not many people rent their homes or intend to do so in the future.

General Manager Oys shared a timeline and Legal Counsel Pogue shared the process for amending the CCRs and policy options concerning the CPOA. Currently, short-term renters have the same privileges as an in-home guest.

Existing rules can be enforced, but additional requirements or limitations would require a change to the CCR's.

CPOA Director Brooks commented that Bearcat prohibits rentals for less than 30-days. Greyhawk and Bentgrass do not have these requirements.

CPOA Director Grier commented that he is not entirely supportive of the amendment. He would favor regulation over a ban. He would like more information on the topic.

CPOA Director Smith explained that the motion was for restrictions, not a ban. Proper language will be necessary for clarity in the CCRs.

CPOA Director Shriner shared a letter from Ron Askew generally stating that restricting or curbing short-term rentals would be bad for the community. He thinks it will be bad for real estate values if short-term rentals are limited.

Legal Counsel Pogue addressed the topic of placing a sales tax on the ballot for short-term rentals. The imposition of a tax could be up to 5.5 percent of sales with the revenues going to transportation or improvements of roads. The tax collected would not go into the general fund. People who are registered Colorado voters can vote on the ballot initiative. If CPOA would decide to ban rentals less than 30 days, a sales tax question may not even be needed. The deadline for placing a question on the ballot is July 31.

Director Bentley asked what other businesses could be affected and if the Club at Cordillera was aware that this may be happening. Legal Counsel Pogue clarified that services are not subject to sales tax, only tangible goods. The golf courses and Bearcat Stables could be affected with their liquor and merchandise sales. Short-term rentals would be subject as well.

CPOA Director Brooks asked if short-term renters would have to pay the sales tax. To this Legal Counsel Pogue said yes and that Bachelor Gulch, Red Sky Ranch and Eagle Vail all have a sales tax.

Director Foley asked how the tax rate is determined. Legal Counsel Pogue shared that it would be a Board decision to place a question on the ballot stipulating a rate that cannot exceed 5.5 percent. Voters would then have to approve the ballot measure before CMD could implement the tax.

Director Bentley asked how to determine the amount of money that could be collected. Legal Counsel Pogue explained that The Club, Bearcat and short-term rental experts would need to provide an estimate.

CPOA Director Brooks asked about how it would affect the treatment center; he wondered if patients would pay the tax. Legal Counsel Pogue explained that the State exempts long-term rentals, those over 30 days, from the sales tax. The tax would be on sales of goods; it would be independent of property taxes. Director Foley noted that the sales tax of 5.5 percent would be comparable to the State and County taxes.

Director Bentley was reluctant to make a motion to put the tax on the ballot with only three Board members present. He wanted a sound rationale for imposing a tax, identify where the revenue will go, and obtain further information before moving forward. Director Foley agreed.

Director Foley said that a sales tax collected from non-residents could help fund Cordillera roads.

CPOA Director Brooks asked how much the Club at Cordillera pays CMD in taxes.

CPOA Director Shriner noted that tax revenue could aid in paying for additional public safety.

Director Bentley said that the CMD Board can only provide data to voters, but could not advocate for or against a ballot measure to adopt authority to impose a sales tax. He wants to provide accurate communications to the community.

Legal Counsel Pogue explained the CPOA could advocate for the ballot measure, but CMD cannot.

*CMD MOTION: Director Foley moved to direct staff to do further research on a sales tax. Seconded by Director Van Deusen.*

*Upon motion duly made and seconded the Board voted to approve the motion.*

## **Fire Prevention**

General Manager Oys shared slides on the fire restrictions, efforts made by staff to educate the community and operational changes surrounding the restrictions.

CPOA Director Shriner asked about weed procedures and if they could add to fire danger. Community Operations Director Broersma explained the weed mitigation processes and did not see any additional increase to the fire danger.

John Warren asked if the road work added to the dangers. CPOA Director Shriner shared that the road construction is almost done but recognized that John's comment was good input.

Director Foley asked about the duration of the restrictions. General Manager Oys shared that they are in place indefinitely and could be made more restrictive at some point. Staff will continue to inform the community.

CPOA Director Brooks mentioned that the golf course needs to help with the messaging. Lois Bruce noted that cigars are for sale at the Club, and there are signs on the carts, but more could be done.

General Manager Oys shared that community operations staff is working on protocols for vehicles that travel through the dry grass to prevent sparks.

### **Summer Meeting and Event Calendar**

General Manager Oys shared a slide detailing all community meetings and events, noting the canceled July 20 Board meeting due to Club events. The next meeting will be July 27 and will be a Special Meeting because the original meeting was July 20.

Director Foley asked if a decision was needed on July 27 on short-term rentals. Legal Counsel Pogue shared that a special meeting following July 27 is acceptable.

### **Administrative Updates**

General Manager Oys shared a slide with administrative updates, including the status of the Community Survey. Survey work is ongoing to filter and sort the data. A June 26 meeting is scheduled to share the preliminary results with the community. Complete survey results will be shared at the July 27 Board meeting.

Communications Manager Jaime Walker and Recreation Director Joe Helminski hosted five firms June 13, providing them with a tour of Cordillera for the Strategic Planning RFQ/P. After the tour, a meeting was held with 12 firms, on the phone and in person, in which staff shared an overview of the community and answered questions. The proposals will be collected and presented to the Strategic Planning committee; then a request will be submitted to the Boards for budget approval.

The Rummage Sale will be September 15 - 16 at the Eagle River Center at the Fairgrounds. Staff helped identify places for donation drop off and storage facilities. Staff is researching improvements for the trash and recycling center at the community operations facility.

Traffic calming speed bumps were installed at Club Cottage Drive and on Fenno near the Trailhead. Public safety has started talking with bikers as they enter the community. Eagle County Sheriff's



Office will provide traffic calming support during the paving efforts. A request was made of the Sheriff's Office to estimate the cost of additional presence during the months of July and August.

CPOA Director Smith asked for more signage especially on the downhill lane from the ACC. Community Operations Director Broersma offered that his staff can move speed signs to be visible earlier. CPOA Director Smith also suggested downhill striping and slow signs for bikers. Enrique Grisoni suggested another speed bump below the Trailhead.

Director Foley inquired about a stop sign at the Trailhead. To this Community Operations Director Broersma shared that the Traffic Study determined there is not enough traffic year-round to warrant a stop sign at the driveway.

General Manager Oys is looking into a liquor license for facilities and events.

Citadel encountered similar struggles with staffing the overnight shift as well; therefore we have recruited and are hiring the positions internally.

Staff met with and requested a scope of work from Stephanie Palmer, S3 Partnerships, LLC, to conduct a community risk assessment and emergency planning.

General Manger Oys shared that as of January 31, there was \$440,000 outstanding CPOA dues; as of the meeting, \$160,000 was collected with another \$40,000 expected in the coming weeks. There are 21 past-due accounts with one property owner owning six of those accounts.

The audit will take place onsite the week June 25.

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## **CMD Agenda Items**

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### **Upper Eagle Regional Water Authority Agreement**

Legal Counsel Pogue started the discussion by summarizing the letter in the Board packet.

Ron Yordi provided a history of the water fund. He shared that in 2003 there were three metro districts and, at the time, ERWSD and CMD did not have a water agreement. Thus, CMD agreed to collect money on behalf of Squaw Creek Metro and take over their water fund. CMD paid for a study which identified three main items that had to be fixed by the developer. There was no legal requirement for CMD to fix the issues, but CMD addressed issues related to safety on the Divide; projects were started in 2004 and finished in 2010. An \$18.50 fee per user was instituted in 1994, not 2004. CMD has no obligation to use the money for water and the Water Authority does not have the authority to decide how the money is spent. In 2017 the CMD Board eliminated the \$18.50 water surcharge per user.

Director Foley would like to see the 2004 agreement to get more details and make an informed decision.

Legal Counsel Pogue clarified that if there is a water infrastructure project, the property owners will pay for it either with the water fund or through rate increases. The water utility is obligated to maintain and develop the infrastructure. CMD does not need to pay for a project up front.

General Manager Oys clarified that no action is needed. The Water Agreement was added to the agenda to educate all Board members on the topic. Director Bentley asked to wait to discuss changing the Restricted Water Fund to a non-restrictive fund until all Board members are present.

### **Emergency Access Easement Agreement**

Legal Counsel Pogue shared there is a select group of people who want seasonal access from Territory Trail to Eagle. There are some easement issues with the proposed road. CMD went to the County and the BLM for consideration of the proposed route since it is on both County-owned and BLM-owned land; some of the road that is on County land would be on designated open space. The County has indicated that a public road is not wanted, but emergency egress may be acceptable. He noted that Cordillera would have to pay for any improvements to the road including any pavement for fire truck access.

Director Bentley stated his view of the position of the County. They are not interested in summer access, only emergency access. He asked the Board if the members want legal counsel and staff to continue pursuing CMD options.

Director Van Deusen stated that the future of Cordillera is at the Summit and access to the road would benefit and market Cordillera to future buyers.

Board members asked legal counsel and staff to continue negotiating the proposed easement with the County and to return to the board with the best easement they could negotiate for Cordillera.

### **Dog Park Rules and Regulations**

General Manager Oys shared a slide on the dog park rules and regulations. Legal Counsel Pogue provided the Board with their options. He noted that some WECMRD funds were used to construct the ice rink.

Directors Foley and Van Deusen suggested posting the rules and regulations and including a sign stating that the park is for Cordillera property owners only. They requested removing the language referring to food, treats and alcohol from the proposed rules.

CPOA Director Shriner suggested adding the language “user assumes all risk.”

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## **CPOA Agenda Items**

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### **Trailhead Pool Assessment**

The discussion started with an outline of the capital improvements that are necessary regardless of the proposed remodel. The upgrades are essential for facility upkeep. Staff uses Facility Dude to plan projects.

General Manager Oys asked for a decision to allow staff and OLC to start the process for the pool to be open for next summer.

Director Shriner commented on specific items in the OLC presentation. He suggested fewer flowers and more xeriscape.

Director Grier would like clarification on existing capital items when compared to OLC's proposal.

Bob McDonald with OLC clarified that option one addresses the pool needs; option two includes improvements to the playground.

Director Brooks would like to see the project move forward, not with a patchwork of fixes, but a comprehensive overhaul to make a greater amenity. There is a safety issue with the current state of the pool. Perhaps dues could pay for it.

Director More is in favor of options one and two but not option three.

Director Smith noted that the facility is a liability; it needs baseline maintenance to ensure the safety of the community.

Director Shriner clarified that the costs are estimates; bids have not been received.

Bob McDonald confirmed that the project has not gone to bid and the numbers could change. He is confident in the assessment but apprehensive to commit to the construction process provided. He recommended a contingency of up to 10 percent.

Director Grier agrees that the facility needs to be brought up to code and that option one is a stopgap. However, he had concerns about the use of the facility and how it relates to property values. There are many upcoming projects. He has reviewed studies that show how amenity costs can outweigh the benefits. The studies demonstrate that amenities could be a turn-off for homebuyers due to the future upkeep. People are more likely to buy in a gated community because of safety. The community survey results indicate that people want security. He would like to see all three options go out to bid.

Director Shriner wants the ability to veto specific items.

Director Smith agrees. He continued by noting that Cordillera is a premier community, consistent with the mission, so the project should be done right not value engineered. He suggested even designing the facility for offseason use.

General Manager Oys asked for board direction so OLC can seek bids. A special meeting may need to be called. Director Grier asked to have options one, two and three clearly outlined so the board can pick.

CMD Director Foley asked for the baby pool to stay rather than zero entry to the main pool.

### **Short Course Pond Improvements**

A CPOA Board discussion ensued regarding the need for more funds for insurance on the project. Legal Counsel Pogue clarified that the company is getting additional insurance, but the Board is paying for it.

Director More did not like the contactor’s behavior. Director Grier concurred and thought it odd that a company in this business does not have adequate insurance. He questions their warranty.

Director Shriner asked about the second bid and if the other company would be better. He noted concerns about spending property owner money. To this Director Grier reminded the board that the second bid was much higher. Based on the company's excellent reputation, the project should continue.

*CPOA MOTION: Director Smith moved to allow General Manager Oys to sign a contract with an \$11,500 increase. Seconded by Director More.*

*Upon motion duly made and seconded, the Board voted to approve the motion.*

**CPOA Election**

General Manager Oys noted that the CPOA election is August 17 at 2 p.m. during the Annual Meeting of the Membership. There is one open seat. Self-nominations are due by July 3.

**Adjournment**

CMD Board of Directors	CPOA Board of Directors
<p>Director John Van Deusen moved to adjourn the Regular Meeting of the Cordillera Metro District. Seconded by Director Foley.</p> <p>Upon motion duly made and seconded, the Board unanimously agreed to adjourn the Regular Meeting of the Cordillera Metro District at 2 p.m. Friday, June 15, 2018.</p>	<p>Director Smith moved to adjourn the Special Meeting of the Cordillera Property Owners Association. Seconded by Director More.</p> <p>Upon motion duly made and seconded, the Board voted unanimously to adjourn the Special Meeting of the Cordillera Property Owners Association at 2 p.m. Friday, June 15, 2018.</p>

**Next Meeting**

July 27, 2018

**From:** [Rachel Oys](#)  
**To:** [Jaime Walker](#); [Tracy Stowell](#)  
**Subject:** minutes  
**Date:** Friday, July 20, 2018 9:30:53 AM

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**From:** [Ron Askew](#)  
**Sent:** Thursday, June 14, 2018 6:34 AM  
**To:** [David Bentley](#), [Ed Shriner](#)  
**Cc:** [Rachel Oys](#), [Alan Pogue](#)

Hello,

This request that my public input be included in the official minutes of the June 15, 2018 combined CMD/CPOA Board Meeting scheduled for a 9:20am Public Comment. Because call-in persons cannot speak this is my only way to comment. Apologize for a written comment. Please do not misinterpret this for not appreciating the Boards and Staff.

Dear Board Members, slated on the Agenda of the aforementioned Board Meeting there is planned a discussion on imposing a sales tax on short term rentals (whatever that definition is) for Cordillera property owners. This provides my input on the idea of a sales tax: I AM, AND MY VOTING BLOCK IS, OPPOSED TO ANY TAX ON SHORT-RENTALS OF ANY PRIVATELY OWNED PROPERTY IN CORDILLERA.

A forced tax on the rental of a Cordillera home is another impediment to having a healthy Cordillera community. This tax will not allow homeowners to maximize economic recourse for a deflated and debunked Cordillera real estate market. Homes are not selling at an acceptable rate relative to the rest of the Vail Valley. Cordillera has the worst reputation and most hurdles or any upscale community in Eagle County. It could be argued that the CMD/CPOA Boards are a significant cause for the depressed Cordillera home values. You will not settle the lawsuits, manage the Vail Daily or local radio stations, make the Par 3 a viable amenity by purchasing The Grouse. This tax will be very possibly a tipping point and example of these Boards doing everything possible to depress value and sustainability of Cordillera. A person who is considering purchasing a property in Cordillera will now be told,

“Well, if you buy just know that there will be administrative paperwork, audit and money skimmed off any rental of the said Cordillera private property.” The AirBnB, Home Away, Resort Home Rental companies are revolutionizing the vacation market. The next generation is less inclined to sink gobs of cash into a single second home. They are bouncing around multiple resorts with short term rentals.

Bottom-line, Cordillera is in a very dark place from a real estate sales view (even sales are now usually less than what it was purchased for and forget about original building cost). This proposed sales tax on rentals will hurt owners trying to find an economic success on their Cordillera asset. Further, this tax will limit potential prospective buyers by putting a chokehold on the ability to rent as a way to justify buying in Cordillera.

I would refer you to my previous note on my voting block suggested priorities to keep the Boards focused on building Cordillera. Settle the law suit, buy the Grouse, build the Divide a Grouse based community and health center, remodel the Athletic Center (not the Summit Athletic Center just like it is not the Divide Par 3), get that back road open to Eagle and new from my voting block, established a fee - charged Cordillera Shuttle Service to Vail . We all have gotten lost in the woods...get back on the “map’.

Thank you for your consideration. I look forward to finishing my special assignment in Austin and gettin back to Cordillera next week.  
Then I will be back , and in person for the rest of the year.

Best personal regards,  
Ron

Ron Askew  
86 Jacksons Path-Summit  
(Formerly- 378 Grenada Hill-Divide)  
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# MINUTES

## Cordillera Metro District Cordillera Property Owners Association

July 27, 2018

### In Attendance

<b>CMD Board of Directors</b>	<b>CPOA Board of Directors</b>
David Bentley, President	Ed Shriner, President
Eugene McGuire, Vice President	Rick Smith, Treasurer
Cheryl Foley, Treasurer	Larry Brooks, Secretary
Kitty George, Secretary	Jerri More, Assistant Treasurer/Assistant Secretary
John Van Deusen, Assistant Treasurer/Assistant Secretary	Mike Grier, Vice President

### Others Present:

Rachel Oys, general manager; Alan Pogue, legal counsel (via telephone); Jaime Walker, communications manager; Tracy Stowell, office manager; Trevor Broersma, operations director; Joe Helminski, recreation director; Erin McCuskey, human resource manager; Heather Mathews, finance manager; Members of the public: Lainie Edinberg, Nancy Alexander, Jane Roberts, Ron Haynes, Debbie Brady, Dan Hoffman, Monte Irion, David Staat, Jim Dunn, Ron Askew, Lois Bruce, Enrique Grisoni, Steve Hauk, Ted Eubank and Charlotte White.

### Call to Order

<b>CMD Board of Directors</b>	<b>CPOA Board of Directors</b>
Director Bentley called to order the Special Meeting of the Cordillera Metropolitan District at 9:01 a.m.	Director Shriner called to order the Special Meeting of the Cordillera Property Owners Association at 9:03 a.m.

### Declaration of Quorum/Director Qualifications

All board members acknowledged receiving notice of the regular meeting at least 72 hours in advance. No conflicts of interest were noted.

### Approval of Agenda

CMD Board of Directors	CPOA Board of Directors
<p>Director George moved to approve the July 27, 2018 Special Meeting Agenda. Seconded by Director Van Deusen.</p> <p>Upon motion duly made and seconded, the Board unanimously approved the July 27, 2018 Special Meeting Agenda.</p>	<p>Director Shriner added an executive session to discuss delinquent accounts and personnel matters.</p> <p>Director Smith moved to approve the July 27, 2018 Special Meeting Agenda with the additional topics. Seconded by Director Brooks.</p> <p>Upon motion duly made and seconded, the Board unanimously approved the July 27, 2018 Special Meeting Agenda.</p>

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### Approval of Consent Agenda

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CMD Board of Directors	CPOA Board of Directors
<p>Director Foley requested specific revisions.</p> <p>Director Bentley tabled the approval of the June 15, 2018 Regular Meeting Minutes until the August 17 Regular Meeting.</p>	<p>CPOA Board Members agreed to postpone discussion of the June 15 meeting minutes based on Director Foley request for specific revisions.</p>

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### Public Comment

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Seven members of the public commented on the agenda items as well as other topics which included:

- Concern and support for restricting short term rentals and sales tax;
- Support for necessary improvement at Trailhead but not for expansion of amenity;
- Identification of priorities from the survey regarding public relations and marketing;
- Support for strategic planning effort;
- Request for rearview mirrors for maintenance and golf vehicles;
- Express value of Cordillera Spirit magazine;
- Inquiry regarding dead trees at the Summit; and
- Concern regarding security as it relates to the gates and community access.

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### CMD Agenda Items

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#### Quarterly Financials

Finance Manager Heather Mathews presented first quarter financials, which are in-line with the overall budget. Property tax revenues are at 37 percent due to the tax collection deadlines in the first two quarters.

Payroll software is being updated to automate benefit allocations between departments and funds. This will reduce a significant number of manual entries needed in the accounting software and will result in more timely and accurate distribution of benefits per department line-items.

#### Bank Authorizations



Finance Manager Heather Mathews explained that the audit identified accounts with Charles Schwab that did not have current employees authorized on the accounts.

*CMD MOTION: Director Foley moved to add General Manager Rachel Oys and Finance Manager Heather Mathews as authorized agents on the Charles Schwab accounts. Seconded by Director George.*

*Upon motion duly made and seconded, the Board unanimously approved the motion.*

### **Advisory Board Member**

Director Foley suggested that CMD consider appointing or holding an election for a non-voting member of the Board to represent the large majority of the community that are not Colorado registered voters.

Several Board members expressed their belief that all members have a moral obligation to represent everyone in the community regardless of where someone is registered to vote. Given that the two Boards (CMD/CPOA) meet together there is broad representation of the community.

Following discussion from all CMD board members, consensus determined to not pursue the suggestion further.

### **Traffic Calming**

Traffic calming concerns and efforts were discussed. Speeding is of great concern to the community and presents dangerous situations to all who use the roads. The traffic study will be updated to include adding more speed bumps should speed limits continue to be ignored. General Manager Oys met with Eagle County Sheriff Van Beek in July to discuss additional patrols within Cordillera. Property owners will be seeing additional daily patrols to monitor speeding, reckless and careless driving. Ongoing education will continue including communicating to property owners that additional speed bumps will be deployed next summer in critical areas.

*CMD MOTION: Director George moved to inform and educate the community about speeding and if no improvement is seen, speed bumps will be installed next year. Seconded by Director Bentley.*

*Upon motion duly made and seconded, the Board unanimously approved the motion.*

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## **CPOA Agenda Items**

### **Quarterly Financials**

Finance Manager Heather Mathews presented first quarter financials, which are in-line with the overall budget.

CPOA reserves are healthy and a breakdown of the reserves was requested of staff at the Treasurers meeting.

### **Bank Authorizations**

Finance Manager Heather Mathews explained that the audit identified accounts with Charles Schwab that did not have current employees authorized on the accounts.

*CPOA MOTION: Director Shriner moved to add General Manager Rachel Oys and Finance Manager Heather Mathews as authorized agents on the Charles Schwab accounts. Seconded by Director Smith.*

*Upon motion duly made and seconded, the Board unanimously approved the motion.*

### **Delinquent Accounts**

General Manager Oys shared that staff and counsel continue collection of delinquent accounts and past due HOA dues. In September 2017, there were 72 properties delinquent on their CPOA assessments. A total of \$297,563 has been collected to date. 21 property owners continue to be delinquent for more than two years and represent a total amount of \$310,336 owed. Jerry Oliver sent final letters early June. As of 7/9/2018 we have 3 payment plans that were initiated by property owners totaling \$38,383 that will be collected within the next six months. Oliver continues to assist staff with collections and we will be discussing additional remedies for the board to consider, including filing a lawsuit to foreclose the lien/breach of contract, etc. for property owners that more than two years past due. Access to certain Cordillera amenities and facilities for these property owners have been limited or denied.

### **Trailhead Pool Project**

The Trailhead Pool Project was presented for continued consideration and discussion. The Board discussed narrowing the scope of the project and asking for community input at the upcoming annual meeting, August 17.

Schematic One reflects required improvements. Schematic Two reflects the renovation of the existing outdoor pool area, expansion of the pool deck, replacement of the aquatic equipment, addition of outdoor kitchen and shade structures, renovation of the existing playground and ADA access to the Trailhead Facility.

The Board discussed and prioritized the following:

- Schematic One make necessary improvements and repairs
- Schematic Two
  - Design with adding baby pool separate somewhere
  - Make ADA compliance
  - Keep more deck space
  - Extend fence
  - Minimize landscaping and fix existing problems
  - Keep zero entry
  - Remove splash pad
  - Remove outdoor kitchen/grill and sunshades
  - Remove fireplace
  - Remove entryway pavers
- Optional
  - Playground

It was also noted that the strategic plan and survey results may inform decisions for future improvements to the facility.

### **CPOA Election**

Director More proposed the idea of a candidate town hall session where community members could meet and ask questions of the candidates. Election materials, including ballots, were sent the week of July 23.

The CPOA Board of Directors election will take place at the CPOA Annual Meeting on Friday, August 17. The candidates are listed on the ballot in the following order:

- Ron Haynes
- James Dunn
- Thomas A. Decker
- Russ Schmeiser
- Richard A. Smith

### **DRB Fees**

The Board held a discussion about current DRB fees. Staff shared that each project is tracked and fees compared against other communities. DRB is a budget-neutral line-item.

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## **Joint Agenda Items**

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### **Cordillera Comprehensive Survey Results**

The community survey presentation was tabled due to time restrictions. Comprehensive results will be presented at the annual meeting, August 17.

### **Short Term Rentals**

Short term rentals and a sales tax was discussed.

CMD will not put a sales tax questions on the upcoming November ballot.

CPOA is considering restricting Short Term Rentals, which would require an amendment to the CCRs by a vote of property owners. CPOA will provide and update of discussions at the upcoming annual meeting.

### **2019 Work Plan and Budget Planning Process**

General Manager Oys shared the budget planning process for 2019 is underway. Planning sessions are being facilitated with each department to inform the budget and work plan development.

Prior to filling the public safety director position, the department is conducting a review of the operations and service model.

### **Administrative Updates**

The community safety event, "Sparks, Wine and Beer," was postponed because emergency agencies were deployed to the Lake Christine Fire; the event will be rescheduled.

Access to the community, roadways and trails was discussed. Legal Counsel Pogue is drafting an issue paper outlining the legal authority for the roads, gate and trail access. Additional information is forthcoming.

The Strategic Planning Committee identified a preferred vendor to facilitate a community wide strategic planning process. A scope of work will be drafted and presented at the upcoming Board meeting with a budgetary request.

### **Governance and Communication**

The Board received information from legal counsel on governance and communication.

The Boards discussed sharing a synopsis of meetings with the community to strive for timely communications and greater transparency.

The Board discussed having the minutes provide a record of board actions rather than the lengthy descriptions of conversations that is the current practice adopted in August 2017.

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## Board Notes

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In the spirit of keeping property owners informed, the CMD and CPOA Boards requested a summary of the board meetings be henceforth sent to the community.

### **July 27, 2018 CMD/CPOA Special Board Meeting Synopsis**

All board members were present for the meeting; legal counsel and staff were also present.

- The June 15 regular board meeting minutes will be revised and presented at the next meeting. Specific revisions were requested.
- CPOA added an executive session to discuss delinquent accounts and personnel matters to the agenda.
- Seven members of the public commented on the agenda items.
- Both boards reviewed the quarterly financial statements. First quarter financials are generally in-line with the overall budget. Of note was property tax revenues being skewed upward to 37 percent because of tax collection deadlines in the first two quarters.
- The boards approved signature authorizations on specific bank accounts for current staff.
- The CMD Boards discussed the need for an Advisory Board Member. All members have a moral obligation to represent everyone in the community. Given that the two boards meet together there is broad representation.
- Traffic calming concerns and efforts were discussed. Speeding is of great concern to the community and presents dangerous situations to all that use the roads. The traffic study will be updated to include adding more speed bumps should speed limits continue to be ignored. Also, the Sheriff's Office is conducting additional daily patrols to monitor speeding, reckless and careless driving. Ongoing education will continue including noticing property owners that additional speed bumps will be deployed next summer in critical areas.
- There are 21 delinquent accounts of more than two years. The board and legal counsel are reviewing the list to seek legal actions.
- Trailhead Pool Project was presented for consideration and discussion. The board will narrow the scope of the project in the coming weeks and ask for community input at the upcoming annual meeting.
- CMD will not put a sales tax questions on the upcoming November ballot.
- CPOA is considering restricting Short Term Rentals and will ask for community input at the upcoming annual meeting.
- The Strategic Planning Committee identified a preferred vendor to facilitate a community wide strategic planning process. A scope of work will be drafted and presented at the upcoming board meeting with a budgetary request.

- Staff has initiated 2019 work plans and budget planning. The public safety department is conducting a review and SWOT analysis of operations and the service model. Outside risk consultant may be retained to review and assist in updating protocols and training. The community safety event, “Sparks, Wine and Beer,” was postponed because emergency agencies were deployed to the Lake Christine Fire; the event will be rescheduled.
- The CMD Board received information from legal counsel on governance and communication. The CMD Board discussed having the minutes provide a record of board actions rather than the lengthy descriptions of conversations that is the current practice adopted last August.
- The community survey presentation was tabled due to time restrictions. Comprehensive results will be presented at the annual meeting.
- The CPOA Board of Directors election will take place at the CPOA Annual Meeting. The candidates are listed in the following order:
  - Ron Haynes
  - James Dunn
  - Thomas A. Decker
  - Russ Schmeiser
  - Richard A. Smith
- A forum will be scheduled for property owners to meet the candidates. Election materials, including ballots, were sent the week of July 23.

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### CPOA Executive Session

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2 p.m. Director Smith and Director Brooks moved to enter Executive Session pursuant to Section 24-6-402(4)(b), C.R.S., for the purpose of receiving legal advice regarding delinquent accounts and pursuant to Section 24-6-402(4)(f)(I) for the purpose of discussing personnel matters.

2:27 p.m. Director More and Director Smith moved to conclude the Executive Session.

Present: Alan Pogue and Rachel Oys

No action was taken in executive session.

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### Adjournment

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CMD Board of Directors	CPOA Board of Directors
Director Foley moved to adjourn the Special Meeting of the Cordillera Metro District. Seconded by Director Van Deusen.  Upon motion duly made and seconded, the Board adjourned the Special Meeting of the Cordillera Metro District at 2:34 p.m. Friday, July 27, 2018.	Director Smith moved to adjourn the Special Meeting of the Cordillera Property Owners Association. Seconded by Director Brooks.  Upon motion duly made and seconded, the Board adjourned the Special Meeting of the Cordillera Property Owners Association at 2:27 p.m. Friday, July 27, 2018.

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## Next Meeting

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- Next CMD and CPOA Board meeting is August 17 at 9 a.m.
- The CPOA Annual Meeting is August 17 at 2 p.m. at the Edwards Interfaith Chapel, 32138 US-6, Edwards, CO 81632.
  - Agenda items include:
    - Community Survey Results
    - Traffic Calming
    - Short Term Rentals
    - Trailhead Pool Project
    - Safety and Security



# CORDILLERA STRATEGIC PLANNING CONSULTATION / FACILITATION PROPOSAL

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## RESONANCE

August 13, 2018



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# INTRODUCTION

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As global advisors in real estate, tourism, and economic development, Resonance offers a unique set of skills and experience that brings together both business strategy and marketing creativity to help define and communicate a shared vision for large-scale mixed use development. Our expertise has been put to use on a wide variety of assignments: a decade-long collaboration with developer CMLC to revitalize Calgary’s East Village; the envisioning and planning of the redevelopment of Canyons Village at the base of Park City; and visions and strategies for the development of new luxury resort communities in Kauai and Los Cabos.

Established in 2007, with a team of 18 full-time employees based in New York and Vancouver, Resonance is a unique firm that specializes in helping destinations and developers shape the future of places of many kinds. Our team has advised destinations, developers, cities and government agencies in 15 states and more than 70 countries. We provide leading public and private sector organizations with visioning, trend forecasting, marketing strategy, stakeholder engagement, real estate development strategy and place branding to help communities, cities and countries realize their full potential.

The principals of Resonance have more than a half-century of real estate, tourism and urban planning experience, and have completed more than 100 visioning, strategy, planning, policy and branding projects for a wide variety of destinations and communities. Together, we’ve created an integrated process that helps clients look ahead—ahead of the curve, around the corner or a decade from now. In all of our engagements, we strive to foster community, preserve cultural heritage, protect the environment and generate economic benefits for all those involved.

Resonance Consultancy has developed a unique approach and methodology to destination development strategy, which will help Cordillera understand its key competitive advantages—and weaknesses. These provide the foundations to create a long-term strategy to guide the planning, product development, programming, policy and promotion of the unique Cordillera community.

The proposal that follows outlines a recommended approach and methodology for Cordillera and key stakeholders to define, create and implement a Strategic Plan that balances the community’s vision, physical assets, programming, stakeholder and resident interests.

# KEY TEAM MEMBERS



**Chris Fair**

*President*

cfair@resonanceco.com  
 Vancouver, British Columbia

A futurist and development strategist, Chris holds a Masters degree in Studies of the Future and has married his real estate development expertise with futures methodologies to help a wide variety of clients envision and create development strategies, plans, and brands that shape the future of places around the world. As President of Resonance Consultancy, Chris leads a team that has completed more than 100 visioning, strategy, planning, and branding projects for developers and destinations in more than 30 cities and countries.

Chris is the Vice-Chairman of the Urban Land Institute’s Travel Experience & Trends Council, a member of the Project for Public Spaces Leadership Council, and an adjunct professor in Placemaking at New York University. Chris frequently speaks on tourism and real estate trends to organizations such as the Urban Land Institute, CEOs for Cities, International Downtowns Association, World Leisure Congress, and the World Future Society. He has been featured in Fast Company magazine and is a frequent commentator on lifestyle and real estate trends for leading publications, including The Wall Street Journal, Bloomberg, Fortune, The Globe & Mail, The Economist and Worth magazine.

In 2013, Chris was recognized as the “Place Branding Thought Leader of the Year” at the World Sense of Place Summit. He designed the America’s and World’s Best Cities index, which analyzes and ranks cities based on a unique benchmarking model that blends core statistics with millions of consumer ratings and reviews in 23 different categories. The result is a measure of relative “place equity” – attractiveness for talent, investment and tourism – for cities around the world.

**Qualifications**

Master of Science (Studies of the Future), University of Houston, Houston, Texas USA  
 Bachelor of Arts (Journalism), Concordia University, Montreal, Quebec, Canada

**Membership in Professional Associations**

Destinations International  
 Urban Land Institute (ULI)  
 Project for Public Spaces  
 Association of Professional Futurists



**Richard Cutting-Miller**  
*Executive Vice President*

rrcm@resonanceco.com  
New York, New York

Richard R. Cutting-Miller has produced more than 50 Strategic Plans for tourism-focused economies (national, state and regional) ranging from China, Hong Kong and Macau to south Carolina, the Former Soviet Union, the Caribbean and Montenegro.

A 25-year travel industry veteran, Richard was Executive Vice President for the World Travel & Tourism Council (WTTC) and played a principal role in shaping and directing the organization, policy agenda, research program, communications and membership services for the organization.

During his 16-year tenure with WTTC, Richard traveled worldwide, consulting and speaking on the topic of Travel & Tourism economics, policy and advocacy, and produced more than 100 strategy and policy projects for regions such as the Caribbean, the Mercosur and APEC, and countries as diverse as China, Montenegro, Qatar, Indonesia, Australia, Thailand, Namibia and South Africa. In total, Richard has worked in 64 countries and more than 350 cities.

Prior to joining WTTC, Richard served as a management consultant for Deloitte & Touche in New York. As a member of the firm’s Travel & Leisure industry practice, he managed a number of Travel & Tourism consulting projects, including the Strategic Plan for Tourism for the State of Hawai’i.

**Qualifications**

Master of Business Administration (Finance), Southern Methodist University, Dallas, Texas, USA, 1986

Bachelor of Science (Mathematics), University of Oklahoma, Norman, Oklahoma, USA, 1983

**Membership in Professional Associations**

Travel & Tourism Research Association, U.S. Travel Association, Pacific Asia Travel Association, UN World Tourism Organization

**Current and Previous Positions**

Executive Vice President, Resonance Consultancy Ltd., 2012-Present

Founder and Principal, Tourism Policy Group, 2012

President & CEO, Tourism ROI LLC, 2007-2012

Executive Vice President, Vice President Research and Economics, Director

Policy Development and Research, World Travel & Tourism Council, 1991-2007

Manager, Management Consulting, Deloitte & Touche, 1986-1991



**Dianna Carr**

*Vice President, Storytelling*

dcarr@resonanceco.com  
New York, New York

For the past two decades, Dianna has honed her storytelling skills in print, television, radio, video and across social media as a journalist, advertising creative director, writer and consultant. As Vice President, Storytelling, of Resonance Consultancy, she has helped organizations and destinations tell the stories that define sense of place, articulate development values and vision, and market new products, urban neighborhoods, resort communities, regions and developing countries.

Most recently, Dianna has led the creation of development and brand storylines for places ranging from the North Shore of Kaua'i to the East Cape of Cabo San Lucas to Park City, Utah.

Dianna has particular expertise in distilling the narratives that emerge from stakeholder workshops and community engagement, and finding language that moves and rallies a wide range of participants and stakeholders. Her keen curiosity and singular prose style has found its way into every medium in the past two decades. Her storytelling career began in journalism in Vancouver, British Columbia and Montréal, North America's most European city, where she became editor-in-chief of the city magazine there, then founded MTL, another city lifestyle publication. Her knowledge of and passion for the city landed her at the Canadian Broadcasting Corporation – where she worked as a columnist, writing and performing weekly radio scripts on a wide range of cultural subjects – and on camera at CTV, a national television broadcaster.

Over a decade in advertising, she wrote print, radio and television campaigns for cultural institutions, tourism destinations, cars, consumer goods and many other clients, eventually working as creative director.

The booming resort real estate market led to an enduring passion for place branding with work on destinations from Mont Tremblant, Québec to Les Arcs in France and many American places in between.

**Qualifications**

Certificat en culture et civilisation, Université d'Aix-Marseille, France  
Post-Graduate Certificate in Journalism, Vancouver, BC

**Current and Previous Positions**

Vice President Storytelling, Resonance Consultancy, Vancouver/New York: 2007-present  
Creative Director, Envisioning and Storytelling, Vancouver: 2005-2007  
Creative Director, Ryan and Deslauriers, Montréal: 1996-2005  
Copywriter, DMB&B, Montréal: 1990-1995  
Editor, Montréal Calendar and MTL Magazine: 1985-1990

# RESONANCE RESEARCH

As a company that specializes in real estate development and tourism strategy, Resonance offers a unique set of skills and experience that combine both destination visioning and strategic planning. These skills have been put to use on a wide variety of assignments ranging from creating a Tourism Master Plan for Vancouver, to developing a Strategic Business Plan for the Aruba Tourism Authority.

In all of these assignments, we bring to bare our extensive and proprietary research and the insights we've obtained from it. While other firms focus their research primarily on how real estate is purchased and consumed, our work is primarily focused on understanding the motivations and values of property owners, the experiences they participate in, the ones they aspire to try, and types of real estate and amenities they desire. This way, we can provide recommendations to developers and property owner associations that will not only resonate with their target audiences today, but well into the future.

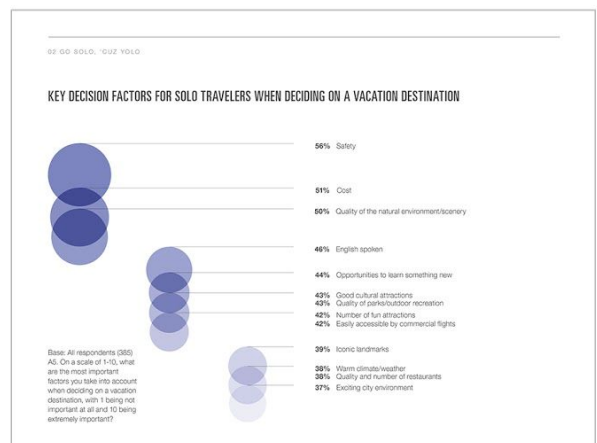
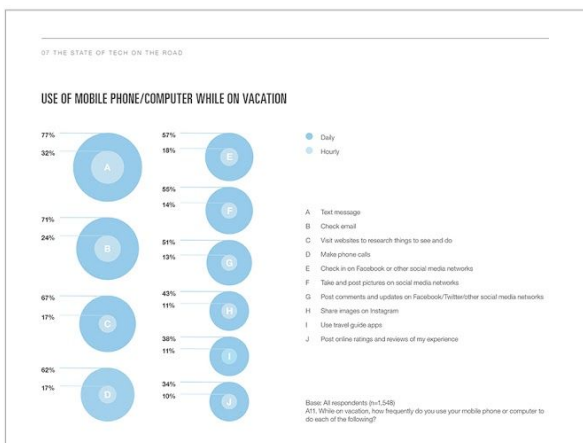
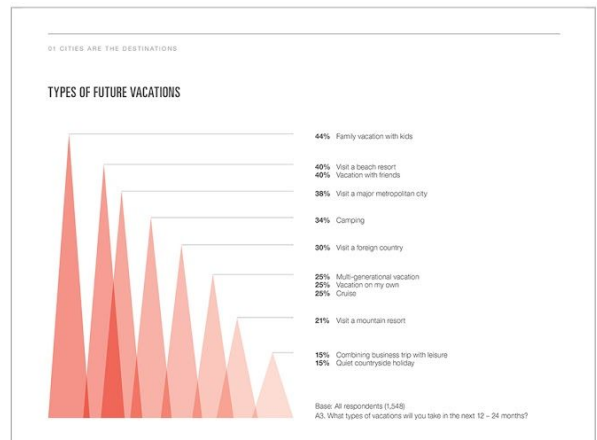
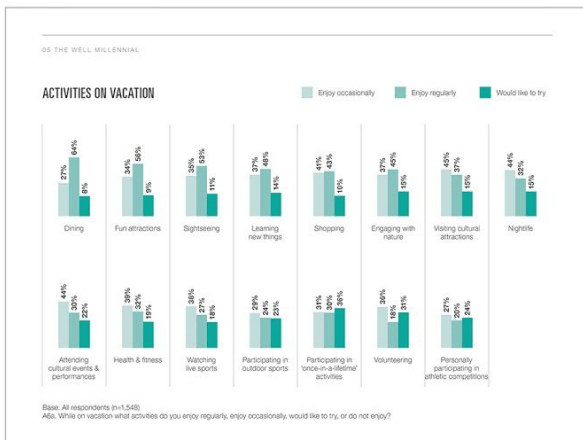
Our research has focused on key segments we believe are most likely to influence the future of destination real estate, such as Millennials, Affluent and Retirees. At the same time, we have also developed a unique approach to analyzing and benchmarking the supply-side of destinations to create reports such as the U.S., Canadian and Caribbean Destination Quality Indexes.

Recent and forthcoming Resonance Reports include detailed analysis and reports on subjects such as:

- The Future of U.S. Millennial Travel
- The Future of Chinese International Travel
- The Future of Luxury Travel
- U.S. Tourism Quality Index
- Canada Tourism Quality Index
- Caribbean Tourism Quality Index

This research, and the insights gleaned from it, will be shared with Cordillera, its stakeholders and property owners as part of this process.

# RESONANCE REPORT SAMPLES



For further information and to download our reports, please visit [ResonanceCo.com/Our-Reports](http://ResonanceCo.com/Our-Reports).

# RESONANCE EXPERIENCE

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As a company that specializes in both destination development and place branding, Resonance offers a unique set of skills and experience that bring together both business strategy and marketing creativity. These skills have been put to use on a wide variety of assignments. Recent clients that have benefited from our experience, approach and process include Four Seasons Hotels & Resorts, Rosewood Hotels, Aman, Raffles Hotels & Resorts, Beaver Creek Resort Company, Starwood Capital, Park City Mountain Resort, Alexander & Baldwin, DMB Pacific Ventures, East West Partners and Hawaii's The Resort Company.

In the pages that follow, we've provided highlights of five case studies that we believe are particularly relevant to this assignment.

The first involves our work with The Resort Company and East West Partners to develop a new vision and positioning for the development of a luxury resort community on Kauai now called the "North Shore Preserve".

The second illustrates our work to create a vision, positioning and brand for an entirely new luxury destination, Costa Palmas, which will feature a new Four Seasons Hotel and an Aman resort in Los Cabos, Mexico.

The third details our work with Varde Capital and Vail Resorts to create a new development plan and positioning for The Canyons Village as part of the merger with Park City Mountain Resort.

The fourth provides an overview of our work with Starwood Capital to analyze and recommend a change of flags for the Viceroy Anguilla and relaunch the property as the first new Four Seasons resort in the Caribbean in more than 25 years.

The fifth is an overview of our work with the Beaver Creek Resort Company to conduct a Future Forum and strategic planning workshop to assist the board with an examination of future trends and the potential threats and opportunities they might represent for the resort.





## NORTH SHORE PRESERVE

East West Partners and the Resort Group are developing an agricultural-focused resort community in Kauai. Nestled on the North Shore’s historic Princeville ranch, North Shore Preserve will offer a select number of large acreage homesites with iconic views of dramatic mountains and the Pacific Ocean. Resonance was engaged to help uncover the development’s unique sense of place, define the competitive identity for the project, articulate what makes it different, and craft messaging to communicate its emotional software in a manner that resonates with target audiences.

**Areas of Practice:**

Strategy, Storytelling, Design

**Services:**

Development Strategy, Brand Storyline, Collateral Design

**Client:** East West Partners and The Resort Group, LLC

**Location:** Kauai, HI

**Year:** 2017-Present





## COSTA PALMAS - LOS CABOS

Developer Irongate is building a new, 1,000-acre resort destination with a planned Four Seasons hotel and residences on the Sea of Cortés on Mexico’s Baja Peninsula. Resonance was brought in to share consumer research and define and articulate the development strategy and storyline for the project, which offers unusually calm and swimmable waters in a virtually undiscovered area near popular Cabo San Lucas. The development strategy and storyline became the foundation for the name of the destination, creation of a new brand identity and for the conception and production of all advertising, sales and interactive material that will attract visitors and buyers to this new destination.

**Areas of Practice:**

Consumer Research  
Marketing Strategy  
Branding

**Services:**

Workshop Facilitation  
Development Storyline  
Naming and Branding  
Creative Conception and Execution

**Client:** Irongate

**Location:** Los Cabos, Mexico

**Year:** 2015 - ongoing



COSTA PALMAS  
LOS CABOS





## PARK CITY CANYONS VILLAGE

As Vail Resorts was bringing together Park City and Canyons Village to create the largest ski destination in the U.S., Replay Resorts was developing a new master plan for a rejuvenated Park City Canyons Village. Resonance was brought in to work with the planning team to share consumer research, help refine the master plan and tell the story of a new vision for the village, and to find an assertive position that would help the village both stand apart from and be part of the powerful Park City brand. By saying that ‘The Park City Experience Starts Here’, we helped give Canyons Village a head start.

**Areas of Practice:**  
Consumer Research  
Development Strategy

**Services:**  
Workshop Facilitation  
Stakeholder Engagement  
Development Strategy  
Communications

**Client:** Replay Resorts

**Location:** Park City, Utah

**Year:** 2015





## FOUR SEASONS ANGUILLA

When Viceroy Anguilla became a Four Seasons, Resonance helped the brand evolve to make it part of the world’s top luxury hospitality family. The value of the new opportunity was whispered to elite brokers on the east coast, and as Four Seasons adapted the property, Resonance created new imagery, language and collateral that emphasized service, sophistication and belonging while celebrating the resort’s iconic Kelly Wearstler design.

**Areas of Practice:**

- Strategy
- Storytelling
- Design

**Services:**

- Communication Framework
- Marketing

**Client:** Starwood Capital

**Location:** Anguilla

**Year:** 2015 - present







## BEAVER CREEK RESORT

Opened in 1980, Beaver Creek Resort established a positioning and reputation as one of North America’s most luxurious mountain resorts. Innovations such as an outdoor skating rink, the Vilar Center for the Performing Arts with extensive cultural programming cemented this reputation in the 1990s and early 2000s. But with an aging customer base, aging hotel product and the rise of new luxury offerings both within the Vail Valley and at other mountain resorts, the Beaver Creek Resort Company is embarking on a new planning process. Resonance was engaged to share our research on the future of luxury travel and facilitate a Future Forum workshop with the organization’s board of directors to discuss and identify key issues and opportunities for the board to consider in its strategic planning process.

**Areas of Practice:**  
Consumer Research  
Development Strategy

**Services:**  
Workshop Facilitation

**Client:**  
Beaver Creek Resort Company

**Location:** Avon, CO

**Year:** 2016



# REFERENCES

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# APPROACH & METHODOLOGY

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The destination real estate industry has undergone a period of extreme change over the past 10 years. Property owner motivations and financial circumstances have shifted, leaving many communities that were well positioned just a decade ago adrift in the current environment. At the same time, this market dislocation is creating opportunities for new destinations and products to satisfy the needs and desires of both today's and tomorrow's anticipated buyers. Correctly identifying and understanding these aspirations and needs, and developing a corresponding Strategic Plan that will resonate with both today's and tomorrow's anticipated property owners, will help Cordillera reach its goal of realizing the community's full economic and quality of life potential.

Our approach to the creation of a Strategic Plan is designed to help stakeholders articulate and share a clear vision for the future—because when people share a vision of the future, it gives them shared belief, shared purpose and shared passion. Our approach seeks to define a community as more than the sum of its parts. While the Strategic Planning Consultation / Facilitation process will address critical hardware, such as amenities, that is required to achieve Cordillera's goals, it will also address the *software* of positioning and programming required to foster the culture and experiences necessary to create a unique and compelling sense of place.

Our experience has also taught us that successful community development planning requires the participation and alignment of not only property owners and stakeholders, but those of both the visitor and your local community as well. As such, our approach is designed to not only consult, but also engage and collaborate with your stakeholders, property owners and community.

Our approach is also designed to:

- Provide a rigorous set of research activities and efforts necessary to facilitate and deliver a comprehensive Strategic Plan to guide Cordillera for the years ahead;
- Create a public and transparent operational approach process to the project so all interested parties can see the activities taking place, monitor project status and be assured that deliverables are on target;
- Create an “apolitical” project environment with an independent and unbiased approach to the issues at hand to help assure that all stakeholders, including Cordillera and property owners, receive the best recommendations and advice possible;
- Create several methods of input and collaboration with stakeholders from all interested groups, so there is ample opportunity to contribute wide-ranging and diverse opinions to the project; and
- Work closely with Cordillera to formulate, draft and finalize the Strategic Plan conclusions and recommendations.

The Strategic Planning Consultation / Facilitation process will:

- Create consensus among your stakeholders of the trends impacting your community and the threats and opportunities they represent;
- Assess and define the product development needs of Cordillera, its amenities, services, facilities and transportation;
- Identify growth and expansion opportunities for the Cordillera community with respect to market realities;
- Identify community actions and activities that can benefit the local economy and social well being;
- Provide policies to inform and direct planning and development in a manner that supports community development goals and objectives;
- Focus use of the property taxes, assessments and other funding mechanisms to advance the adopted strategy;
- Be used as a management tool to prioritize the use of resources to achieve general and specific goals established through the process; and
- Be used as an information resource in conducting individual office, business or organization planning processes and operations.



## Project Management

In recognition of the importance of coordinating a broad range of activities and tasks for this project, and the need to maintain close liaison with the Steering Committee and good relations with the key stakeholders and property owners, we have built specific provisions into this proposal to ensure the effective and efficient delivery of the assignment. This will also ensure the necessary consistency between all of the outputs both in terms of the reports themselves as well as their timely production in line with the proposed program of activity. Our general approach to project management encompasses a number of distinct aspects, which are outlined as follows:

- A core principle of our approach will be open, honest and regular communication with the Steering Committee and the stakeholders. This approach offers the best potential for securing consensus between all the parties to the assignment.
- Regular communication is critical to ensuring that emerging findings are understood by the relevant stakeholders and the partners and that any emerging outputs meet with everyone's expectations.
- Our approach will also involve regular reporting on project progress throughout the project. Resonance Consultancy utilizes a cloud-based time-tracking and reporting system ensuring that weekly project status reports are available detailing the work incurred by each team member on a daily basis.
- Resonance Consultancy utilizes the GoToMeeting platform, which enables screen sharing and participant video conferencing to enable regular virtual meetings with participants in a range of geographic locations.

More specifically;

- At an operational level, we will provide regular updates on progress against the proposal, contract and work plan.
- At a client team level, we envisage having a series of short and timely meetings to initially discuss and agree upon our approach to the study and subsequently to facilitate the feeding back of outputs and results.
- Resonance partner and Executive Vice-President Richard Cutting-Miller will be the key contact on a day-to-day basis to ensure that the Steering Committee and stakeholders are always provided with an executive-level and central point of contact.

From Cordillera's perspective, we expect a mid-level professional be assigned to direct, manage and facilitate the Steering / Stakeholder Committee, community officials, stakeholders and property owners. This project manager will also need to assist in organizing meetings, facilities, logistics, collection of research, documents and other materials. This point person will also act as a conduit to organizations and individuals that will be participating in some way in the project.

These mechanisms should ensure that updates are provided promptly on project progress, a two-way exchange of views on a regular basis is facilitated and Cordillera's required timescale is met. We are flexible in our approach to the nature and format of this assignment and fully appreciate the complexities involved. Therefore, our approach will be fluid and responsive to the emerging requirements that arise throughout the process.



There will be a checkpoint review at the end of each stage of our methodology, at which point the team will meet to discuss process and issues arising.

## Steering / Stakeholder Committees

It is not unusual for Resonance Consultancy to work with and for a committee, stakeholder or property owners group in its destination consulting work.

For example, the Vancouver Tourism Master Plan completed by Resonance was partnered by three organizations: Tourism Vancouver, the City of Vancouver and Vancouver Economic Commission (VEC).

- Tourism Vancouver – As the authorized official Destination Marketing Organization for Vancouver, Tourism Vancouver leads the effort to bring visitors to the city.
- The City of Vancouver – Has also been an active partner in the development of the Tourism Master Plan, contributing expertise, advice and resources to all aspects of its development.
- The Vancouver Economic Commission – Works to strengthen the city's economic future by helping existing businesses, attracting investment, researching the business environment and making policy recommendations.

For this project, the Tourism Master Plan partners created a Steering Committee that monitored and managed the process and provided feedback to Resonance on the research, conclusions and recommendations.

In the development of the project, Resonance was thoroughly engaged with the project Steering Committee to review and agree on the project output, but was also required by extension to gain the buy-in, support and sign-off of the Tourism Vancouver Board of Directors, the City of Vancouver's Senior Management Team, City Manager and Mayor, as well as the Senior Management of the Vancouver Economic Commission.

To illustrate Resonance's success with this large collection of stakeholders, the Master Plan was officially launched by the Mayor of Vancouver—who also represented the Vancouver Economic Commission along with the Chairman of Tourism Vancouver at the Annual General Meeting of Tourism Vancouver. The launch was a major public event and made front-page news.

For this project, we anticipate working with the Cordillera Steering / Stakeholder Committee and staff on a regular basis and will organize, host and facilitate steering / stakeholder committee and staff meetings spaced throughout the planning process. The actual meeting schedule will be agreed at the kick-off meeting and coincide with the start / finish of specific activities or regular dates (ie. monthly) depending on the project calendar.

We expect to engage with the Cordillera Steering / Stakeholder Committee about 4-5 times during the execution of this project:

1. Kickoff - This meeting will kickoff the project, review activities and work program and establish strategic goals and objectives for the Development Strategy.



2. Situational Analysis - This meeting will review the foundational research compiled for the project to set the stage for the Visioning Workshop
3. Visioning Workshop - This meeting of the Steering Committee will serve as the Visioning Workshop described in Phase 5.
4. Recommendations Review - This fourth meeting will update the Steering Committee on the Draft Development Strategy and engage them in a feedback discussion of recommendations.
5. Final Report - This final meeting of the Steering Committee will serve as a presentation of the Final Report, Strategies, Recommendations and Implementation Plan.

The Steering Committee's role in this regard will be to review deliverables to date, provide comments and feedback to the project team, engage in the visioning effort and champion the Development Strategy to the broader Cordillera community.

# I // KICK-OFF & STAKEHOLDER ANALYSIS

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Anytime a community embarks on a visioning process, various stakeholders will be affected. Failing to proactively involve and respond to stakeholders can lead to negative outcomes, conflict, miscommunication and a failure to launch the plan successfully. To increase the success rate of your destination development strategy initiative, we consider it important to engage stakeholders and property owners right from the beginning: understand who they are, how they will be affected and what steps we can take to maximize their engagement and guide them in the participation, adoption and successful implementation of the plan.

We will work with the client team to identify the best makeup of the project Steering Committee. We will meet with staff of Cordillera throughout the project to ensure the final plan is an effective tool for the organization.

The Kick-off & Stakeholder Analysis will take place with the project Steering Committee and will include:

- Introductions, orientation and project kick-off between the Project Team (Resonance Consultancy) and the committee-designated representatives.
- Discussions regarding Cordillera staff roles, responsibilities and requirements for project direction, management and facilitation.
- Collection of all secondary research including existing property owner and market research and other appropriate sources.
- Detailed project planning between Project Team and Cordillera staff to coordinate the “Research & Analysis” phase.
- Stakeholder and property owner analysis and engagement planning.

The Stakeholder Analysis we perform is used to identify and investigate the “force field” formed by any group or individual who can affect or is affected by this initiative. We will begin with a broad definition of the term stakeholder—it will include those who have an interest or a stake in the project; those who are likely to be affected by the project, those who may influence the project’s outcomes, as well as the beneficiaries of the project. While it must be acknowledged that the purpose of engagement may change over the course of the life of the project, the identification and selection of stakeholders is an important consideration as it will guide the choices concerning who should be involved, how participation is organized; how ideas are taken on board and how a coalition of support around the strategic plan can be built.

In collaboration with the client team we will conduct a stakeholder mapping exercise to identify who we need to involve in terms of key people locally and regionally; the agencies and offices who represent the interests of local government, the environment; community interests; existing operators etc. Among this group we expect to

include: realtors, builders, architects, new home owners, Club at Cordillera, board members, and the strategic planning committee.

Among residents, we will identify full-time residents vs seasonal residents, residents who are actively engaged vs non-engaged, residents who are “potential influencers” and geographic clusters of part-time residents such as Denver, Dallas/Fort Worth and Houston, where it might be possible to convene offsite focus group sessions to facilitate greater stakeholder coverage.

In undertaking the stakeholder mapping we will use a participation planning matrix—a technique that acknowledges the notion of a spectrum of levels of participation and ranks the significance of consultees accordingly. The levels of participation range from a minimum of simply obtaining information and informing stakeholders, through to consulting in one-on-one meetings. The details of the actual discussions are discussed later in this document: 4 // Stakeholder Engagement.

We anticipate that this kick-off meeting and stakeholder analysis will be held in September of 2018.

## 2 // CONSUMER RESEARCH AND MARKET ANALYSIS

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The Resonance team has authored research studies on subjects as diverse as vacation homes, outdoor apparel, attitudes toward recreation and affluent travel and leisure. We know that research can be a blunt weapon if not used wisely; we search for answers to find out what really connects people to ideas, places and things—the emotions behind their decisions and their positions.

The Consumer Research & Analysis phase for this project will include the following parts:

- Review and analysis of all relevant community studies and plans.
- Review and analysis of market data, studies and reports.
- Review and analysis of existing property owner research including, but not limited to, the “Cordillera 2018 Community Survey”.
- Analysis and reporting of global, national, state and local consumer and luxury real estate trends.

Objectives of the analysis include:

- Assess the quality and satisfaction with current community services, real estate and amenities; and
- Assess the relative attractiveness of different new amenities and improvements under consideration for the community.

### Cordillera 2018 Community Survey

The wealth of data from the 2018 Community Survey will be factored into this Phase of the Development Strategy project. To facilitate this review, we will collect the detailed database and conduct additional research and analysis of the results, filtering the data by resident groups for example: new owners, location, full time / part time, seasonality, age group, and children / non-children in household. This additional analysis will serve to add color and commentary to the project and identify potential issues and opportunities for future consideration.

# 3 // COMPETITIVE ANALYSIS

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For this project, we will compile a Competitive Analysis of six other luxury residential communities to identify key characteristics, amenities and plans that might impact Cordillera. The Competitive Analysis includes:

- Overview of six luxury residential communities
- Site visits to each of the communities to catalog, document and assess infrastructure, facilities, amenities and operations
- Summary of key strategies and plans
- Summary of recent critical reviews and comments from social media sources
- Summary of residential offering, recent transactions and average values
- Summary of community economics (annual club dues, homeowner association fees, property taxes)
- Comparison and gap analysis with Cordillera

## Competitive Analysis Luxury Residential Communities

Vail Valley selections could include:

- Red Sky Ranch
- Frost Creek
- Beaver Creek
- Singletree
- Eagle Ranch

Other selections outside of Colorado could include:

- Yellowstone Club, Big Sky, MT
- Martis Camp, Truckee, CA
- Promontory, Park City, UT

During the kickoff meeting with the Steering Committee and Cordillera staff, the final selection of six competitive communities will be agreed upon. We anticipate that the competitive analysis will be conducted in October and November of 2018.

# 4 // STAKEHOLDER ENGAGEMENT

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Whenever a luxury residential community undertakes a strategy exercise, it is critical to open the lines of communication with community stakeholders to focus significant attention and engagement on the specific issues related to the destination, quality of life, community vision, objectives, strategies, plans and performance.

In this regard, this phase of the project will entail a series of interviews and meetings with key stakeholders to vision a forward-looking Cordillera—taking into consideration all that has been learned to date.

Approximately one man-week of one-on-one and group sessions will be conducted.

The primary purpose of these discussions will be to identify participant opinions, aspirations and ideas for the future of the community and quality of life for residents in Cordillera, while also building an informal group of “champions” for the project that will be critical to the endorsement and implementation of the Strategic Plan upon completion.

A Resonance consultant(s) will meet individually, in person and by telephone with stakeholders in individual and group sessions ranging from 45 – 75 minutes each to discuss:

1. The trends impacting the Cordillera community and the threats and opportunities they represent;
2. Current community activities and development efforts and their impact on the Cordillera community, destination quality, environment and quality of life;
3. Growth and expansion opportunities for the Cordillera community with respect to market realities;
4. Community actions and activities that can and do impact the local residents and social well-being; and
5. Issues and opportunities needed to inform and direct governance, management, funding, planning and development in a manner that supports community development, community goals and objectives.

The results of these discussions will be recorded and summarized by Resonance into a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) to help identify and articulate stakeholder, property owner and community issues and opportunities—along with the strategies and plans required—to guide the long-term planning of Cordillera as an important luxury residential community and place to live.

During this stakeholder engagement activity, Resonance will also conduct specifically focused “community sessions” (4 sessions) with 6-8 interested residents per session (approximately 1 hour, 15 mins each) to focus the discussion and stakeholder input on residents’ perspective and quality-of-life issues.

To encourage an open and honest discussion, all conversations will be confidential; and the only attribution of comments would be to the collective “stakeholders.”

Stakeholders’ individual comments will be recorded and filtered based on the stakeholder’s knowledge, experience, involvement with tourism in Cordillera, insight, awareness, specificity and frequency, and summarized into issue area findings. The process used to summarize the comments received and conclusions made by Resonance Consultancy will be based on:

1. How often the feedback/comment was received from stakeholders.
2. The expertise of the stakeholder regarding the community impact in Cordillera.

These interview sessions can also be extremely helpful for interested stakeholders to understand the implications of community issues and help create a sense of consultation, engagement and contribution to the process. Our experience is that the goodwill generated by these efforts far exceeds the time and expense necessary to carry them out.

Although we have suggested one man-week of stakeholder and resident engagement, we can easily adjust the scope of work included in this proposal to accommodate additional time to this effort if necessary and / or requested.

The delivery for this phase of the project will be a SWOT Analysis report of stakeholder issues and opportunities that should be carried forward to the Cordillera project Steering Committee for priority consideration in a workshop exercise.

Resonance anticipates holding 2-3 stakeholder roundtables with full-time residents in January of 2019. For those residents who are not in residence during the winter, we will conduct some of these sessions offsite in January in places like Denver, Dallas or Houston where their might be a concentration of seasonal residents.



# 5 // VISIONING WORKSHOP

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Our team has led community visioning and strategy workshops in many destinations and in multiple languages. We get sparks by rubbing brains together: our people and your people together, because inspiration comes from places we don't know by heart or by habit. We factor in the research we've done, and use all the combined energy to help stakeholders create rich, detailed visions of what the future could be like for their destination or community.

With the research and stakeholder input in hand, Resonance will facilitate a full-day workshop with the Steering Committee, Board members and select stakeholders. This process puts Cordillera under a strategic microscope to identify where it is competitive, where it's deficient and what are the opportunities to differentiate it from that of its competitors. We then identify ideas and opportunities as to how that positioning can inform the community's Strategic Plan.

Our approach to strategic planning and workshop facilitation is differentiated by three core beliefs:

1. Engaging a diverse range of participants in the process.
2. Shifting the dialogue from focusing on "What is" to "What could be" through the use of futures techniques and methodologies.
3. Utilizing graphic facilitation methods and imagery in strategic exercises to illustrate ideas that are more robust than can be expressed by words alone.

Recognized at the World Sense of Place Summit as the "Place Branding Thought Leader of the Year" in 2013, Resonance Consultancy President Chris Fair will lead the workshops to help uncover, articulate and define Cordillera's DNA and sense of place in a manner that will resonate with stakeholder and residents by discussing the benchmarking of the community against its competitors, analyzing current consumer research, forecasting future trends and engaging your team with story-seeking exercises and questions that help you get to the heart of the matter. What makes Cordillera different? What does it stand for? What unique stories can it tell? What are its aspirations for the future?

We anticipate that this workshop will be held in March of 2019.

# 6 // DRAFT RECOMMENDATIONS

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Following the workshop, Resonance will summarize the input and ideas collected there with our emergent findings, and draft recommendations with respect to: placemaking, product, programming, policies and positioning to enhance Cordillera as a destination and grow its community. These recommendations will be general in nature, but illustrated with best practice examples from other leading destinations.

- **Place:** This speaks to the integration of destination development with the vision and planning of a community. The Place lens incorporates and considers the development of communities, parks, trails, public spaces and transportation as key magnets and differentiating characteristics of a community.
- **Product:** This is the most obvious and considers and addresses the development of the hardware of a destination such as its golf clubs, health facilities, swimming pools, restaurants and other amenities.
- **Programing:** This considers and addresses the development of the software of a destination such as its events and community services.
- **Policies:** This considers recommendations with respect to policies on fees, dues and taxes that may need to be modified in light of the competitive analysis and to ensure the long-term economic sustainability of the community.
- **Positioning:** This considers the marketing of the community and how it should be positioned to attract future buyers and maximize residential property values.

When examining key strategic destination development opportunities, we will anticipate how they would be developed and operationalized, and consider the best approaches to financing and funding each of them. An understanding of the ongoing operational viability of any proposed developments is essential.

As such, the consulting team brings to the process a strong understanding of international and national luxury residential community development, an intimate appreciation of the dynamic and direction of the national industry, and an understanding of the unique issues confronting local community efforts, as well as the needs and expectations of key stakeholders.

The process begins with the list of opportunities based on the comprehensive analysis of existing and potential luxury real estate trends, market analysis and situational analysis. Many of these potential opportunities could address gaps in the community's product base, while others could seek to enhance the existing infrastructure. In some cases the development opportunities may already be underway.

This list is then narrowed by matching product opportunities to marketplace requirements and detailing the prioritization of each opportunity.

## Prioritization

Building on stakeholder and property owner input, examining which potential opportunities identified by the process have the greatest return on investment (financially and otherwise) is expected to be a key goal of this project.

When examining destination strategy opportunities, we must anticipate how they would be developed and operationalized, as well as what are the best approaches to financing and funding each of them. As such, an understanding of the ongoing operational viability of any proposed recommendation is essential.

In addition to detailing each of the workshop recommendations, Resonance will produce a priority ranking for each of the recommendations detailing its fit with the following return on investment criteria:

- Strategic Plan goals
- Cost (order of magnitude) to Cordillera and stakeholders
- Visibility among stakeholders and residents of Cordillera
- Economic impact (order of magnitude) of attracting new property owners to Cordillera
- Timing to implement the opportunity and/or realize the benefits (near-term, medium- and long-term)

These criteria and priority ranking will allow the project team, community stakeholders and residents to put each recommendation into perspective as it moves forward in the process.

We anticipate that a draft recommendations will be prepared by May 2019. These recommendations will then be shared with Cordillera residents at an “Open House” in June 2019. This open forum will allow us to engage as many residents as possible and provide feedback for the preparation of the final report and recommendations.

# 7 // FINAL REPORT & DELIVERY

Following feedback from the Steering Committee, Resonance will prepare a draft Strategic Plan that consists of:

- Summary of current market and profiles of anticipated/desired residents of the future
- Summary of key competitive advantages and gaps versus competitors
- Recommended market positioning and vision for Cordillera to enhance property values
- Summary of recommended development initiatives to grow Cordillera’s community, including goals, strategies and tasks, as well as planning level costs, funding options, and consensus-based roles and responsibilities to ensure the plans goals and ambitions are implemented
- Recommendations for how the destination and its partners will use the plan to define, monitor and assess progress, as well as detail policy and procedures to ensure the best use of community funding

The project needs to ensure a strong product-market match and, as such, we will identify what existing resources offer strong community development potential and what resources can be further developed to enhance the quality of life in the community, all in the context of meeting marketplace needs.

Although the exact content of the Strategic Plan may evolve during the course of the project, we suggest the outline of the Strategic Plan as follows:

## Outline of Strategic Plan

1. Introduction
2. Executive Summary
3. Overview of Process
  - a. Guiding principles obtained from public outreach effort
4. Vision, Mission, Objectives
5. Current Situation Analysis
  - a. Current partners and their responsibilities and resources
  - b. Luxury residential trends, research and forecasts
  - c. Property owner characteristics
  - d. Organizational assets
6. Strengths / Weaknesses / Opportunities / Threats Analysis
7. Strategies and Implementation Approach
8. Recommended Action Plan (prioritize with immediate, medium-term and long-term needs and performance metrics)
  - a. Marketing/Positioning Strategy
  - b. Operating Plan
  - c. Financial / Investment Plan
  - d. Partner Action Plan

# PROJECT TIMELINE

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Phase 1: Kick-Off & Stakeholder Analysis	September 2018
Phase 2: Consumer Research & Market Analysis	October 2018
Phase 3: Competitive Analysis	November 2018
Phase 4: Stakeholder Engagement	January 2019
Phase 5: Visioning Workshop	March 2019
Phase 6: Draft Recommendations	May 2019
Phase 7: Final Report	August 2019

# PROJECT FEES

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The financial proposal for the Cordillera Strategic Planning Consultation / Facilitation follows below and on the following pages.

Based on our understanding of Cordillera's goals and objectives for the Strategic Planning Consultation / Facilitation project and our experience in doing similar work in other destinations, we have set the Professional Fees at US\$124,800 plus estimated out-of-pocket expenses including travel at US\$18,100. The total project budget is US\$142,900.

We are more than happy to discuss any and all adjustments to the Scope of Work or the activities that we have proposed to fulfill Cordillera's project objectives.



# BUDGET

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Estimated fees for the provision of the aforementioned services are as follows:

## Phase 1: Kick-Off & Stakeholder Analysis

Stakeholder Analysis	\$3,000
Site Visit & Project Planning	\$3,000
<b>Phase 1 Total</b>	<b>\$6,000</b>

## Phase 2: Consumer Research & Market Analysis

Research Review	\$8,400
<b>Phase 2 Total</b>	<b>\$8,400</b>

## Phase 3: Competitive Analysis

Site Visits & Data Collection	\$9,600
Competitive Analysis Report	\$7,200
Steering Committee Meeting & Report Presentation	\$1,200
<b>Phase 3 Total</b>	<b>\$18,000</b>

<b>2018 ESTIMATED FEE TOTAL</b>	<b>\$32,400.00</b>
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## Phase 4: Stakeholder Engagement

Strategic Conversations (one man week)	\$12,000
Report Development & Delivery	\$6,600
<b>Phase 4 Total</b>	<b>\$18,600</b>

## Trailhead Pool Project

There were several changes made to the design approach to upgrade the Trailhead Pool based upon the July 27 discussions with the Board.

Proposed repairs and improvements in the following schematic include:

- The main pool would be repaired and one end will be modified to include a zero-depth entry.
- The hot tub would be relocated and replaced with a new one.
- The baby pool would be replaced with a new one.
- The entire pool deck will be replaced with pavers and expanded to include additional space for seating and lounge furniture.
- An accessible pathway meeting the ADA guidelines will be constructed down to the pool.

Other items were moved to a separate options, including rebuilding the pathway down to the playground with pavers, replacing the existing playground and replacing the concrete sidewalk at the main entry. Additional landscaping, pavers at the main entry, all pool deck shade structures, outdoor kitchen and fireplace were removed completely from the schematic.

## CORDILLERA TRAILHEAD POOL PROJECT

Thursday, August 9, 2018

Schematic Cost Estimate

Ohlson Lavoie  
Collaborative  
Architecture &  
Aquatic Design

### POOL CONSTRUCTION & AMENITIES

Item	Estimated Costs
Main Pool repairs	\$295,650.00
Zero-depth Entry Play Feature budget	\$40,000.00
Hot Tub Replacement	\$88,750.00
Baby Pool removal and reconstruction	\$40,000.00
Decking for pavers	\$329,000.00
Replace Baby Pool Equipment	\$15,500.00
Heating System Replacement	\$71,400.00
Landscaping & Retaining Walls	\$30,000.00
Perimeter Fence	\$40,000.00
Landscape Budget (additional trees, planting bed, irrigation and trees)	\$0.00
Main Entry Pavers	\$0.00
Pool Deck Extra Hardscape (Extra Pool Deck, Trails, Steps, Walls, etc.)	\$225,000.00



Pool Deck Structures	\$0.00
Outdoor Amenity Space (Fire Pit, Outdoor Kitchen and Trellis)	\$0.00
Relocation and Extension of Pool Fence	\$20,000.00
ADA Pathway Pavers	\$65,000.00

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**Subtotal "Hard" Costs \$1,260,300.00**

Other Work ("Soft" Cost Budget)

Design & Engineering	\$160,000.00
Construction Materials Testing & Inspections	\$10,000.00
Performance and Payment Bonds	\$16,000.00
Furniture, Fixtures & Equipment	\$60,000.00
Contingency	\$150,000.00

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**Subtotal "Soft" Costs \$396,000.00**

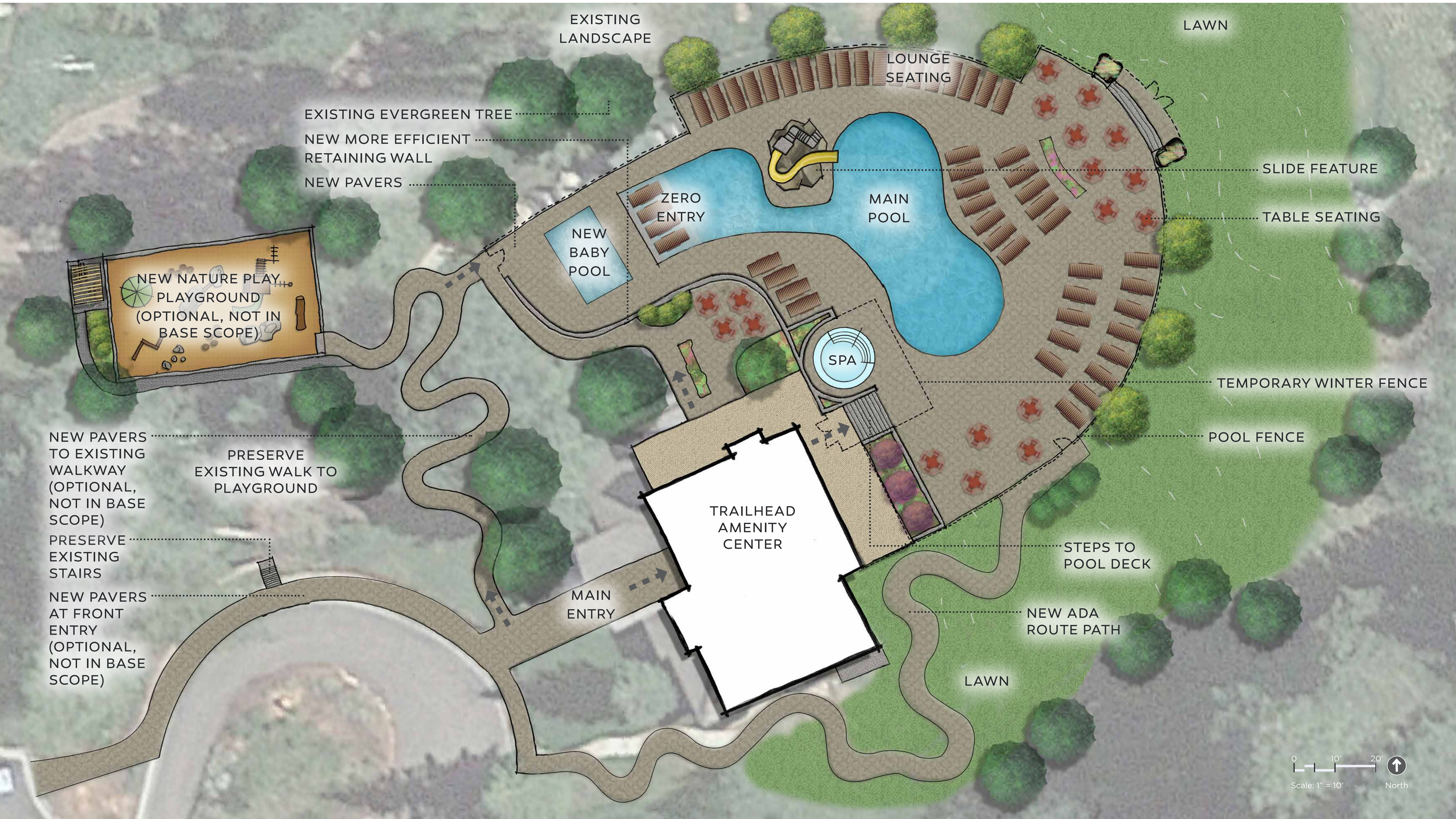
**Total Project Budget Estimate \$1,656,300.00**

**PLAYGROUND CONSTRUCTION & AMENITIES**

Item	Estimated Costs
Playground Pathway Pavers	\$30,000.00
Playground (Modifying existing space, replacing soft surface, removing existing playground features, installing 6+ new features)	\$175,000.00



ILLUSTRATIVE SITE PLAN

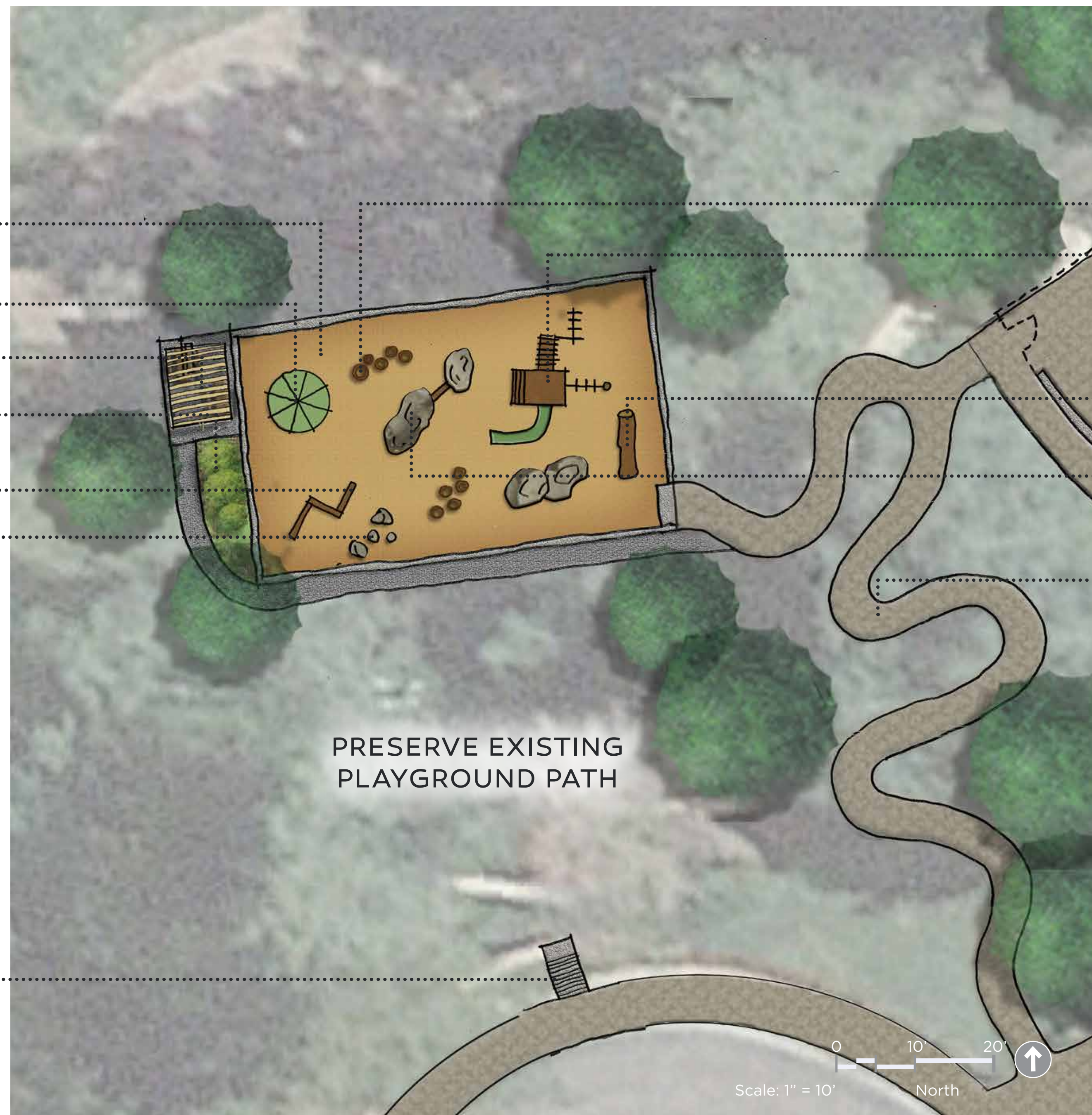




NEW NATURE PLAY

OPTIONAL, NOT IN BASE BID

- FIBAR PLAY
- SOFT SURFACE
- TEE-PEE FORT
- PICNIC AREA
- LANDSCAPE BED
- LOG CRAWL
- BOULDER SCRAMBLE
- PRESERVE EXISTING STAIR



- LOG STEPPERS
- MAIN PLAYGROUND FORT FEATURE WITH SLIDE
- LOG WALK
- BOULDER CLIMBERS
- ADA ROUTE TO PLAYGROUND AND POOL, (OPTIONAL NOT IN BASE SCOPE)

