

# Re-Thinking Alta

## Myles Rademan



### Re-Thinking Alta

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### Dreams Have Consequences

- What are we, what do we want to be?
  - Small Town & Great Resort
    - Preserving sense of community
    - Preserving nature
    - Great ski area
  - Prosperous, year-round diverse economy
- Are we already there, or can we get there from here?
  - Can you preserve what's here?

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### The Great Irony

If we want things to stay as they are, many things will have to change

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### Resistance to Change

- Tradition is threatened
- Perceived as illogical: Costs seem greater than benefits
- Perceived as self-serving
- Lacks clear intention and direction
- Brings on fear of the unknown
- Positions are threatened

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### Taking Stock: An Honest Appraisal

### SWOT Analysis

- **S** = Strengths
- **W** = Weaknesses
- **O** = Opportunities
- **T** = Threats

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### Resort Town Challenges

- Affordability
- Economic Meltdown
- Traffic & Congestion
- Growth & Development
- Loss of Character & Diversity
- Sustainability & Global Warming

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## Competitive Advantages

- Snow
- Terrain
- Beauty
- History
- Proximity to Salt Lake City
- People who care very deeply

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## The Alta Ideal

- Timeless & historical
- Natural & beautiful
- Funky & inexpensive
- Un-hyped & un-gentrified
- Skiing the 'way it used to be'
- Cantankerous & idiosyncratic

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## Underbelly of Alta Ideal

- Stodgy, shabby & unchanging
- Hard to live in
- Lack of services
- Losing market share
- Deteriorating infrastructure
- Lack of community cohesion

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### Leave it alone!

?%

- Don't change a thing



### Needs a facelift

?%

- Fix this town up but maintain 'funky' spirit



### 'Nuke it' & start over!

?%

- Need major renovations & changes for 21<sup>st</sup> century

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The most I can do is hold up a mirror so you can better see how you see yourselves and how others see you

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*As the base facilities zone slowly gets old and is replaced and/or sold it is an opportunity to refine what we have...*

*The planning commission has always just responded to ideas and requests but has never done much planning...*

*A summer economy is inevitable especially when someone over-pays for a hotel property and will want more than 120 days / year to try and make it pay...*

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*To me, Alta looks like it did when I started skiing in 1949. Many residents and visitors like it that way. But meanwhile the world is passing us by. I know that some Alta visitors have gone to Park City / Deer Valley for the quality experience of lodging, food and nightlife.*

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*I would like to see an Alta that is so charming that it's a reason to come visit year 'round. I would like to see all the lodges blown up and replaced with contemporary and traditional structures (like Stein's on one hand and the Josef in Prague (ultra glass) on the other). I'd like to see the mine dumps leveled and reclaimed. I'd like to see a no-vehicle main street that wanders from the Peruvian Lodge to the bottom of Albion Basin complete with restaurants, shops, etc.*

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*The biggest problem I see is making travel painless. It would be nice if we could 'shed' the highway to reduce the avalanche problem and address the 'red light parade' of cars every time it snows...*

*A lift across the road would also help so we could have skiing on the other side.*

*As far as lodging, we don't fill up the lodges now, so the best thing to do would be to allow the current lodges to expand if demand warrants it.*

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*Let's face facts: Alta is severely constrained by topography and that's not going to change. There are only so many available building pads and these should be allowed to max out, modernize and spruce up to meet demand. Our snow and terrain make this a very special place. It was made for skiing. It's too steep for most people to hike or mountain bike, so winter is our season and we should pay more attention to it. We live off snow!*

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*The majority of the people who do not want change live in SLC or elsewhere and do not live in Alta 12 months of the year- 7 days a week. The people that live here do not want a **TON** of change but would not mind some year round amenities (like a cup of coffee) and opportunities. Or even a nice sign that says "Welcome to Alta". Some upgrades are needed to do this...Some ideas are feasible and some are not.*

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*One difficulty we have with change in Alta is that many up here have the "We can't do that" attitude. It is very discouraging. I realize and know every hill and obstacle that is here in Alta. They are big but there have to be answers.*

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*I've always been in favor of trying new things to improve. Our old guests are dying off and Alta has lost its edge. We're a resort and must stay up with the times.*

*There are many old animosities and long memories. With new leadership we should get over them, start to dialogue, look to the future and regain our momentum.*

*Let's not be afraid to embrace more density, and look at ideas like the 'Interconnect', but our competitive advantage is making our guests feel welcome on a first name basis.*

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Nobody ever seems to forget where the hatchet is buried

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*With 80% public land Alta doesn't need a big grandiose plan or more visioning, we just need practical facility plans.*

*What we need most is to focus on what is 'doable' and muster the will power to get on with it.*

*It would help if we could get rid of all the lawsuits over development that saps so much of our time, energy and money.*

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Alta is shaped by its geology, geography and terrain. It is pretty well built-out and constrained, but it would be nice to have a new lodge and upgrade existing properties. But our season is so short and our population and tax base so small that it's hard to justify major investments. So I think we've done pretty well considering our resources.

We're really a 'company town' and skiing is our only viable business, but it would be great to get some other investors building a new base village, though it's really hard here for young entrepreneurs.

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## Secrets of Successful Resort Towns

The Whole is Greater Than the Sum of Its Parts

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## Secret # 1

Be Authentic... Know &  
Be True to Who You Are

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## Secret # 2

Watch the Trends

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## Trends to Watch

- Aging Baby Boomers
- Inheritance & Transfer of Wealth
- Disposable Income
- Generational Differences & Expectations
- Travel & Air Transportation
- New Technologies
- Lifestyle Refugees
- Economic Meltdown

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## Resort Life Cycles

- Welcome
- Development
- Resentment
- Confrontation
- Destruction

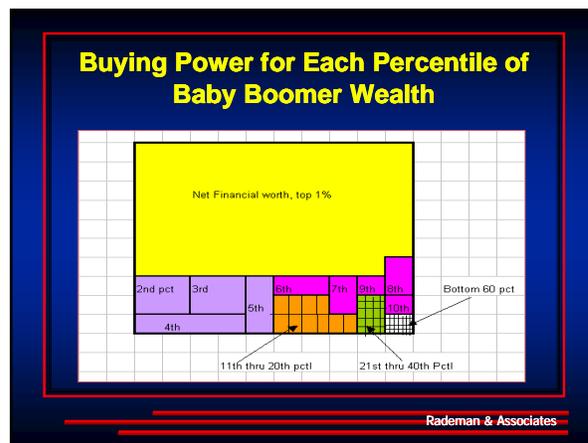
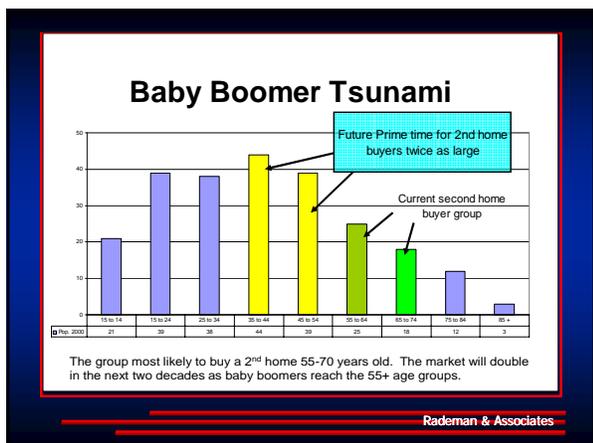
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Legend

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## Sustainability

Meeting the Needs of the Present Without Compromising the Ability of Future Generations to Meet Their Own Needs.

United Nations

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### U.S. Recreation Growth

Recreation Activity	1980-2008 % Growth
Nat'l Park Visits	30%
Movie Admissions	45%
Golf Rounds Played	53%
Amusement Park	54%
Pro Basketball	103%
Las Vegas Visitors	135%
Overseas Trips	183%
Cruise Lines	266%
Skier Visits	5%

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-15.4%	<b>Consumer Confidence:</b> The Consumer Confidence Index (CCI) decreased considerably (-15.4%) in December from November to 38.0 (1985=100), matching the record low level recorded two months ago (October, 2008). Consumer Confidence is 57% lower than one year ago (December 2007). *Consumer Confidence based on a monthly survey of 5,000 households. Survey conducted by the Conference Board.
-1.9%	<b>Consumer Price Index:</b> The Consumer Price Index decreased significantly (-1.9%) in November from October and is currently at 212.4 (1984-82=100). This is the 3rd consecutive decrease in the index and the 4th in the past 12 months. *Consumer Price Index is a monthly indexing of household expenses across a defined 'average' U.S. households. Survey conducted by the Bureau of Labor Statistics
-6.9%	<b>Travel Price Index:</b> The November Travel Price Index decreased dramatically (-6.9%) from October to 237.0. This is the fourth consecutive monthly decline and the first year over year decline (-2.9%) in the TPI since MTRIP began tracking in January 2004. *The Travel Price Index is an indexing of travel related costs (gas, lodging, etc) conducted by the Travel Industry Association.

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December Actual Occupancy and ADR: Actual Occupancy across a selection of Mountain Destination Communities declined in December (-8.5%) versus the same period in 2007. Actual December ADR across the same selection of Communities declined (-4.8%) versus 2007.	December Actual Occupancy and ADR	2008/2009	2007/2008	% Change
	Actual Occupancy Rate:	40.4%	44.2%	-8.5%
Season-To-Date Occupancy and ADR: Occupancy across a selection of Mountain Destination Communities is in decline (-18.1%) for the period Nov - Apr versus the same period last year. ADR across the same selection of communities is in decline (-6.8%) versus the same period last year.	Winter Season (Nov - Apr) Occupancy / ADR	2008/2009	2007/2008	% Change
	Winter Season Occupancy	28.6%	34.9%	-18.1%
Booking Pace: Overall Rooms booked during December 2008 for arrival December - May declined moderately (-7.1%) versus overall rooms booked during December 2007 for the corresponding period.	Winter Season ADR	\$333	\$357	-6.8%
	Overall Rooms Booked in December for arrival December through May Dec 2008 vs Dec 2007			-7.1%

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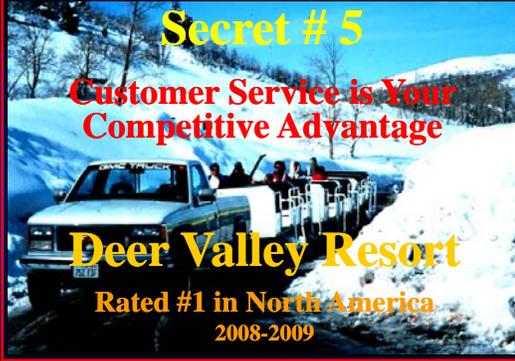
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**Secret # 4**  
Always Look Over Your Shoulder  
*Steal from the Best*

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**Secret # 5**  
Customer Service is Your  
Competitive Advantage  
**Deer Valley Resort**  
Rated #1 in North America  
2008-2009

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**Secret # 6**  
Seize the Moment

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**Secret # 7**  
Craft a Shared Vision  
*Determine What's Important & Make it Happen*

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**Park City Council Goals 2009**

- World Class, Multi-Seasonal Resort Community
- Preservation of Park City Character
- Effective Transportation and Parking
- More Open Space and Usable Trails
- Improve Historic Park City
- Quality Water
- Regional Collaboration and Partnerships
- Open and Responsive Government
- Great Place for Families to Live

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**Secret 8**  
Bet on Your Future

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**If your memories outweigh  
your dreams, you have  
nothing to look forward to**

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**Park City is known for:**

- Mining Heritage
- Ski / Resort Experience
- Historical Preservation
- Open Space
- Community
- Major Events – Sundance / Olympics

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**Park City will be known for:**

- Sustainable Community  
(Environmental, Art / Culture,  
Neighborhoods)
- Recreation/Training Opportunities
- Being the Best Managed Resort  
Town in the Country

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**What will Alta  
be known for in  
the future?**

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**Secret #9  
Cultivate Signature Events**

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**Secret # 10  
We're All in this Together  
But Who Leads?**

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# Leadership

The Ability to Get Good Things Done With the Help of Others

Kellogg Foundation Rademan & Associates

## Shaping the Future

- Demonstrate leadership
- Gain alignment
- Counter resistance
- Use a breakthrough philosophy
- Develop capability for long haul

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## Visioning

Requires  
Hindsight  
Foresight  
Insight



Considers  
Possible  
Plausible  
Preferable

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## Secret # 12

Wisdom is Inclusionary

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## Seeking Common Unity

Issues

Relationships

Community

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## Successful Communities

- Sense of Belonging and Place
- Respect the Past
- High Levels of Trust & Involvement
- Converse Civilly
- Are Inclusive & Fair
- Realistic Eye on the Future
- **Willing to Tax & Invest**
- Recruit & Train New Leaders

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**Secret # 13**  
Hope & Do Something About It

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**The Greatest  
Vision  
Without  
Action Is  
Hallucination**

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**The Widest Chasm**

**Knowing** **Doing**

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**Reality Check for Alta**

- Can't have it all
- Change happens whether you want it or not
- Can't freeze-dry the present
- Pay attention to new perspectives
- Growth & development is both good & bad
- There are winners & losers
- Stagnation equals death

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**More Realities**

- Doing nothing is doing something
- Denial is never enough
- There is wisdom in holding hands
- Dreams compete in the marketplace of ideas
- We get the towns & landscapes we believe in
- Protection takes regulation
- There is no guarantee of success

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**Alta's Future**

- Develop guiding principles for 2020
- Concentrate on a basketful of small important aesthetic improvements
  - Entry statement
  - Flowers & water features
  - Coordinated signing
- Look for a major success
  - New community center? But where?
- Ask yourselves whether you can thrive in the future if things stay as they are



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**The Moon Would  
Never Rise If It  
Paid Attention to  
All the Dogs  
Barking at It**

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**Secret # 14**  
**Recreation is About Re-Creating**

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**Insanity is doing the  
same old things &  
expecting something  
different**



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**Secret # 15**  
**Focus**

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**Focus is a Key**

- **Focus**
  - Accomplishing what can & needs to be done
  - What do we have
  - What do we need
  - What would we like to have
  - What can we afford
- **Overreaching**
  - Trying to do more than either time or resources permit

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**Thank You**  
*If You're Lucky Enough to be  
in Alta, You're Lucky Enough*

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