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Comments: To Whom It May Concern,

Here's what I know: I ran a marketing strategy firm for over 25 years, working with Fortune 50 companies to forecast global sales for everything from ion exchange resins to Gore-Tex outerwear-even NASA's Orion capsule, which will one day take astronauts to Mars. In every single one of these projects-dozens upon dozens of forecasting engagements-not one of those revenue or expense projections came close to being accurate.

Why? Because forecasts are often thrown off by cost overruns, misinterpreted market demand, and shifting economic conditions, both globally and within the United States.

After reviewing much of the Environmental Impact Statement (EIS), I can say this: as well-meaning as its authors may be, if my professional experience is any indication, many of the projections made-especially those affecting Teton County, Idaho, and Grand Targhee Resort-are likely inaccurate.

If you've ever built a house, and it came in on budget-congratulations. But most people I know have experienced some degree of cost overruns. Similarly, the consulting group behind the EIS is doing its job: trying to sell a plan that looks viable to its clients-Grand Targhee Resort and the Forest Service.

Two major concerns stand out to me that are really going to hurt Teton Valley, Idaho:

First, Teton Valley receives no revenue from Grand Targhee. To my knowledge, there are no serious conversations underway to ensure any form of compensation to our community from this proposed expansion.

Second, anyone living near a ski town knows the affordable housing crisis is real-just ask residents of Vail, Breckenridge, Steamboat Springs, Park City, or Aspen. We're already struggling to house our own workforce in Teton County. Expanding the resort-even by one lift-means more employees, more housing demands, and greater infrastructure stress on a system already beyond its limit.

Airbnb rentals and short-term vacationers have displaced long-term renters. Homes and condos that once housed hourly workers are now monetized for tourism. Adding another lift will only increase this pressure-and Teton Valley gets nothing in return but degraded infrastructure and a diminished way of life.

My sincere hope is that the Forest Service selects Option One-to do nothing, not even one more lift in the in-bounds area. Any expansion opens the floodgates to development from Teton Pass through Tetonia over the next 20 years. I saw it in Vail. I've seen it in Aspen, Breckenridge, and Steamboat. As one resident put it at a commissioner's forum: "Show me a ski town that's been developed and hasn't lost its character." There isn't one.

Let Grand Targhee remain small and family-oriented. Don't invite in the millionaires and billionaires. Don't try to be Vail. If anything beyond Option One is pursued, it will likely lead to financial strain-and eventually, a sell-off to Vail Associates or another conglomerate.

Focus on improving what you already have. Stay loyal to those in our valley and to the culture we've built here, and find profitability in something smaller and more sustainable.

With all due respect to the authors of the EIS and their voluminous sourcing, reality is reality-and the projections in this report are, at best, theoretical possibilities. My hope is that the citizens of this county won't mistake those

numbers for certainties.

After all-when is enough, enough?

Sincerely,

John Unland
Driggs, Idaho