

Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

February 3, 2020

1:00 PM

Town Council Chambers

Chair: Mayor Pete Muldoon

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES WITH VIEWS THAT ENCOMPASS ALL AREAS, PARTICIPANTS AND AUDIENCE MEMBERS. **PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING**

I. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

II. 1:00 PM.....GROWTH MANAGEMENT PLAN (GMP)

Growth Management Plan Agenda Documentation

III. JOINT EXECUTIVE SESSION

Recess to executive session to discuss personnel matters/appointments to volunteer boards and consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price in accordance with Wyoming Statute 16-4-405(a)(ii) and (vii).

IV. POSSIBLE ACTION ITEM RELATED TO EXECUTIVE SESSION

V. 3:30 PM.....PUBLIC COMMENT

This section of the agenda is reserved for public comments on items that are not on today's agenda.

VI. CONSENT CALENDAR

A. Meeting Minutes

1. January 6, 2020 regular JIM
2. January 28, 2020 special JIM

B. Jackson Hole Airport Board Budget Amendment

C. Memorandum of Understanding for Third Party SPET Funding with Historical Society & Museum

D. Agreement with OPS Strategies for 2020 Indicator Report

E. Modification to Logan Simpson contract for additional work on Growth Management Plan and Comprehensive Plan

VII. DISCUSSION/ACTION ITEMS

A. Appointment to Jackson Hole Airport Board (5 Minutes)

B. Housing Supply Plan Annual Update (April Norton, 60 Minutes)

VIII. MATTERS FROM COUNCIL, COMMISSIONERS AND STAFF

Please note that at any point during the meeting, the Chairman or Mayor may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

IX. PROPOSED ITEMS FOR FUTURE JOINT INFORMATION MEETINGS

- Mar 2 Dispatch Staffing Update (Alyssa Watkins, 15 Minutes)
- Mar 2 Traffic Modeling Update from TAC (Amy Ramage, 45 Minutes)
- May 4 Consideration of START Route 2020-2025 Plan (Darren Brugmann)

X. ADJOURN

County Commission adjourns.

Town Council adjourns to executive session to discuss personnel matters/appointment to volunteer boards in accordance with Wyoming Statute 16-4-405(a)(ii).

Please note that at any point during the meeting, the Chairman or Mayor may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.



BOARD OF COMMISSIONERS



TOWN COUNCIL

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: January 30, 2020

MEETING DATE: February 3, 2020

SUBMITTING DEPARTMENT: Joint Long-Range Planning

DEPARTMENT DIRECTORS: Tyler Sinclair and Chris Neubecker

PRESENTER: Bruce Meighen, Logan Simpson (Consultant)

SUBJECT: Comprehensive Plan Update - Growth Management Program (GMP) Review: Phase 2 affirmation of proposed Plan enhancements and modifications

PURPOSE

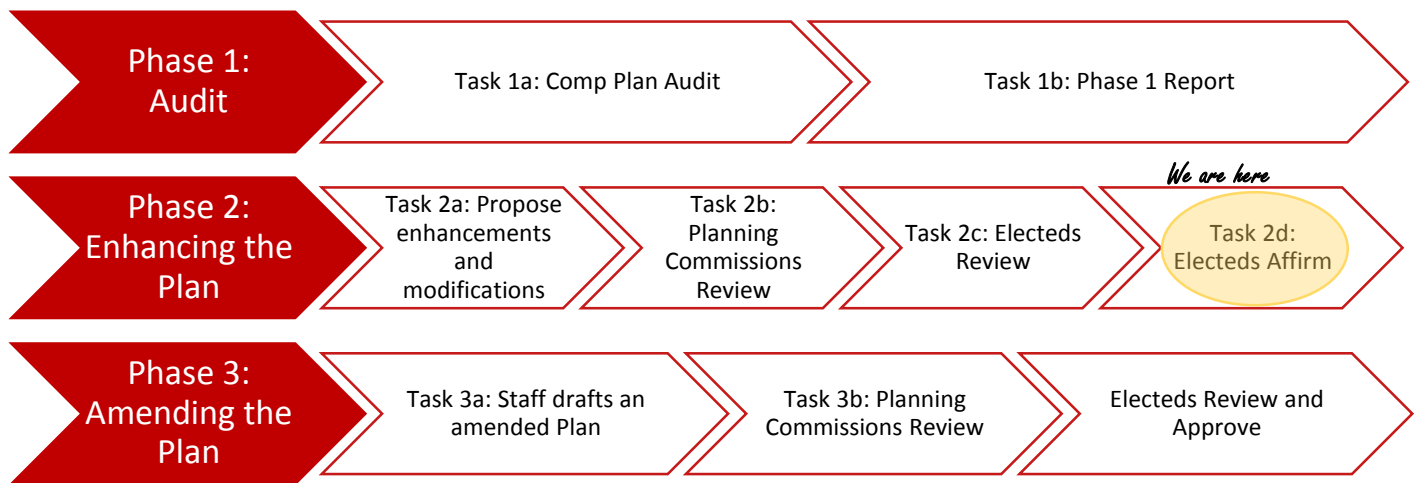
The purpose of this meeting is to affirm the direction previously provided at the December 10 and 11, 2019 Joint Information Meetings on enhancements to be included in the draft Comprehensive Plan Update.

BACKGROUND

In response to reaching the Comprehensive Plan's prescribed 5% growth "check-in" and falling short on achieving our target proportion of workforce members living locally, the Town and County approved a three phase Growth Management Program Review and Comprehensive Plan Update. Phase 1 has been completed with the release of the report "The Comp Plan Seven Years Later: Are We on Track?" which provided an analysis of key data trends and public perceptions on whether the community is achieving our Comprehensive Plan ("Plan") goals. This information was presented and discussed at the October 7, 2019 Joint Information Meeting.

Phase 2 included a community open house, a workshop for Spanish-speakers and an online questionnaire to solicit Plan enhancement suggestions from the community. Public input and staff recommendations were then considered by the Joint Planning Commissions on November 20, 2019 where a motion was made that recommended some amendments to Planning Staff's initial recommendation. Next, the Town Council and Board of County Commissioners met jointly on December 10 and 11, 2019 to consider those proposed Plan modifications and provided direction on which suggestions should be included in the Phase 3 draft of the updated Comprehensive Plan.

This February 3, 2020 meeting is designed to allow the Town Council and Board of County Commissioners time to affirm and clarify the direction previously provided before Planning Staff integrates those Plan modifications and enhancements into a full updated Comprehensive Plan draft for review and approval in Phase 3 of the project. Phase 3 will be presented as a draft of the entire Comprehensive Plan with directed updates included for final review by the public, the Town and County Planning Commissions, and the Town Council and Board of County Commissioners before formal adoption.



ALTERNATIVES

The attached GMP Phase 2 Report “Plan Updates and Corrective Actions: What’s Next?” breaks proposed Comprehensive Plan enhancements and modifications into three (3) categories for consideration. Category 1 and Category 2 items are recommended for approval to be incorporated in the Comprehensive Plan Update. Category 3 items are those suggestions received by Planning Staff that are not recommended for incorporation in the Plan Update at this time. At the December 10 and 11, 2019 Joint Information Meeting, the Town Council and Board of County Commissioners gathered at the Teton County Library to discuss targeted enhancements to further the vision of our community’s Comprehensive Plan. The structure of the meeting allowed for free exchange of ideas in a collaborative atmosphere and the joint group successfully navigated the eight Key Enhancement topics presented in Category 1. An updated Phase 2 report is attached reflecting the direction provided by the group thus far. Where the group voiced support for recommendations, a green box is integrated into the relevant section of the report. Where the group requested a recommendation be changed, a purple box explaining that change is integrated into the relevant section of the report.

The purpose of this meeting is to affirm the enhancements and modifications proposed in the Phase 2 report with emphasis on the Board’s and Council’s requested changes. The project was designed to include this additional Phase 2 meeting so that Planning Staff can ensure that the requested changes have been understood and accurately represented before preparing a draft updated plan for review and approval. The focus of the meeting will be on clarification where needed without revisiting topics in their entirety. It is important that discussion reflects the previous direction given by the group as a whole and avoids rehashing of individual opposition within the group. A good way to frame the affirmation discussion is to focus comments on any perceived need to elaborate or clarify a recommended Plan modification, bring new information to the group that was not available at the last meeting, or if a group member has changed a previously expressed opinion that may result in the group changing a previous recommendation.

MEETING AGENDA: The meeting is limited to two hours with the following tasks to be completed.

Part 1: Background review

Part 2: Public Comment

Part 3: Affirm Category 1 Enhancements with list of requested changes from December 10 & 11, 2019

Part 4: Affirm Category 2 Enhancements

For optimum efficiency, the only Category 2 items that will be open for discussion will be those identified by a Councilor or Commissioner and in the interest of the group to discuss further. Please prepare accordingly and read all Category 2 items prior to the meeting, flagging those that would benefit from group discussion. If you require a more thorough review and discussion of these items, please request a meeting with Planning Staff prior to this February 3rd meeting.

Part 5: Discussion and Direction

Part 6: Next Steps

ATTACHMENTS

- GMP Phase 2 Updated Report: “Comp Plan Updates and Corrective Actions: What’s Next?” (revised 1/24/2020)
- GMP Phase 1 Report: “The Comp Plan Seven Years Later: Are We on Track?”
(<http://www.jacksontetonplan.com/DocumentCenter/View/1558/October-14-2019-GMP-Phase-1-Summary-Paper>)

FISCAL IMPACT

Logan Simpson consulting group identified some work performed in Phase1 and Phase 2 of this project that was outside of the Scope of Work approved in June 2019 and also anticipates additional trips to complete the third and final Phase of the project. The fiscal impact of this additional work is addressed in a separate agenda item for the February 3, 2020 JIM meeting and a staff recommendation is provided therein.

STAFF IMPACT

Phase 2 has progressed within the staff resources indicated in the project Scope of Work approved in June 2019.

LEGAL REVIEW

None at this time.

PLANNING STAFF RECOMMENDATION

Planning Staff recommends that the Key Enhancements identified in Category 1 and the Plan Enhancements and Implementation Directives identified in Category 2 of the GMP Phase 2 Report, with amendments as directed by Town Council and Board of County Commissioners, be incorporated in the Comprehensive Plan Update for formal review and adoption in Phase 3 of this project.

SUGGESTED MOTIONS

TOWN:

I move to direct staff to incorporate the Key Enhancements identified in Category 1 and the Plan Enhancements and Implementation Directives identified in Category 2 of the GMP Phase 2 Report, as amended, into the Comprehensive Plan for formal review and consideration during Phase 3 of this project.

COUNTY:

I move to direct staff to incorporate the Key Enhancements identified in Category 1 and the Plan Enhancements and Implementation Directives identified in Category 2 of the GMP Phase 2 Report, as amended, into the Comprehensive Plan for formal review and consideration during Phase 3 of this project.

Comp Plan Updates and Corrective Actions: What's Next?

February 2020



Jackson/Teton Comprehensive Plan Update

Phase 2 Report

Comp Plan Updates and Corrective Actions: What's Next?

Prepared 11/15/2019 and revised 1/29/2020 for 2/3/2020 Joint Information meeting

Introduction

This report is a revised version of the document that was provided to members of the Town Council and Board of County Commissioners prior to the joint meetings in December. The revisions made to this document highlight the outcomes of the December Joint Information Meetings related to the Growth Management Program review. Plan modifications that were supported by meeting members can be identified by green boxes directly below each section, while plan modifications that were revised at the meeting are highlighted by purple boxes below each section. The purpose of this formatting is to provide the original language adjacent to the revised language to display the outcome from the December meetings. If there are revisions in this document that do not accurately reflect the decisions the group made in December, please come prepared to speak about them.

Comp Plan Updates and Corrective Actions: What's Next?

The Jackson/Teton County Comprehensive Plan is an adaptive management plan. The purpose of adaptive management is to analyze our implementation of the goals set in 2012 when the Comprehensive Plan was adopted and then identify any updates and corrective actions needed. The Growth Management Program (GMP) is the Plan's adaptive management program - it ensures that at a certain amount of growth, we will confirm that growth is happening in the right location and is of the desired type. If satisfied, implementation will continue. If not, we will adapt. This adaptation process is occurring because the community experienced 5% residential growth in 2017, with nearly 60% of units being built in complete neighborhoods since 2012, but only 57% of the workforce lives locally, 8% below the goal under the type category. Job and traffic growth continue to outpace housing and permanent population growth – triggering this consideration of plan updates and targeted corrective actions.



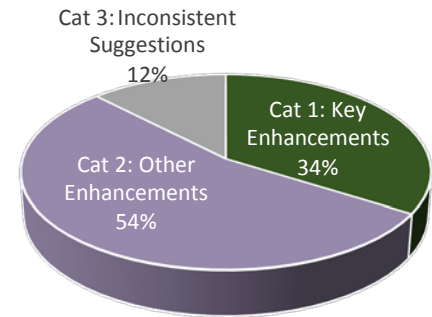
We are currently in Phase Two of the three-phase GMP adaptation process. Phase Two builds off of Phase One, where in August and September 2019, the community completed the analysis of past implementation through a plan audit, stakeholder interviews, questionnaires, and trend analysis. We encourage you to review those documents as they provide the foundation for the following considerations. Through that Phase 1 analysis, four key trends from the past seven years were identified:

- Greenhouse gas emissions are increasing
- Continued demand for housing
- Increasing inequality
- Positive community development pattern

In October 2019 the community considered these trends and other items identified in the Phase One report, [“Are We on Track”](#) and brainstormed potential next steps at an Open House and through another questionnaire. Now, in Phase Two, it is time to decide which of the suggested next steps the community is going to take to further our vision. This document is the result of compilation and analysis of all suggested plan enhancement and provides staff's recommendation for next steps.

Three Comment Categories

Over 900 suggestions for Plan enhancements have been made through the Growth Management Program (GMP) review process. To consider all of that input, staff has combined duplicate comments and grouped suggestions by topic. A table of all grouped suggestions is included as part of this report. Staff has classified suggestions into three categories:



Category 1: Key Enhancements

Category 1 suggestions represent the key enhancements staff recommends based on the “[Are We on Track?](#)” review of where we have been. Most of the Category 1 issues relate directly back to the key trends identified in the “Are We on Track?” review of the past seven years. About 34% of suggestions received fall into one of the Category 1 topics, which are listed below and discussed in the following pages.

- A. Aspire to big goals
- B. Improve water quality
- C. Emissions Reduction and Climate Action Plan
- D. Provision of housing options
- E. No additional growth/growth areas/growth boundaries
- F. Reinforce a shift in how we travel
- G. Define the economy we want
- H. Define the level of service we expect

Category 2: Plan Enhancements and Implementation Directives

Category 2 suggestions are consistent with the Comprehensive Plan vision and are recommended for approval. Some will be implemented through minor updates to the Plan. Some will be implemented at a later date through a separate process, but will be documented as strategies through this process. Others are affirmations of existing policies or strategies. About 54% of suggestions fall into Category 2. See the [table](#) for Category 2 suggestions.

Category 3: Inconsistent Suggestions

Category 3 suggestions are not recommended for implementation. Some suggestions are outside of the scope of the Comprehensive Plan at this time, but may be relevant in future GMP reviews. Others are inconsistent with the Comprehensive Plan Vision. Others have been recently considered. About 12% of the suggestions fall in to Category 3. See the [table](#) for Category 3 suggestions.

Discussion: Category 1 – Key Enhancements

Topic A: Aspire to Big Goals

A positive outcome of the “Are We on Track?” analysis was the identification that some goals are not well enough defined to measure success, and others may not be aspirational enough to drive a better future in a community that has achieved so much already. Staff recommendations are about ensuring each goal in the Plan is aspirational and measurable, adding a GMP target for ecosystem stewardship, and creating a planning structure and public engagement that supports and encourages big ideas.

Staff Recommendation

A1. Update each of the ten Comprehensive Plan section goals to be aspirational and measurable.

- o Unless the section is listed below, update each section goal to be aspirational and measurable, then refine the indicators so that each indicator responds directly to a section goal, and each section goal has an indicator(s).

Each section of the Plan has a goal. However, this GMP review has identified opportunities to enhance those goals. Not all goals have directly associated indicators. Some goals are not well defined. Some goals are practical, while others are aspirational and challenging. The goals that best serve the community are those that are both aspirational and measurable; such goals push the community to look for new solutions and allow us to see when we have done something special. The principles and policies in most sections of the Plan provide plenty of content to set such goals. Each goal needs an indicator(s) to measure success. However, indicators that do not specifically relate to a goal complicate the community's vision and should be avoided. For example, the Section 2: Climate Sustainability goal can be revised to limit greenhouse gas (GHG) emissions to 2012 levels—this update is aspirational and measurable with a defined indicator.

- o Add a strategy to update the goal and indicators for Section 1: Wildlife, Natural Resources, and Scenery through a future process

There is broad agreement that the goal and indicator(s) of stewardship of wildlife, natural resources, and scenery needs refinement. However, consensus has not been reached on what the update should be, and therefore additional discussion will be needed to set the goal and determine the appropriate indicator(s) of success.

- o Establish the appropriate goal and indicators for Section 6: Economy through the update of that section (see recommendation G2)
- o Add a strategy to update the goal and indicators for Section 8: Quality Community Service Provision through a future process (essentially the same as recommendation H1)

Updating the goals in Section 6: Economy and Section 8: Quality Community Service Provision will occur as part of the implementation of other strategies recommended by staff, as a larger conversation is needed on each of these topics.

Support A1 as proposed by staff (reject the Planning Commissions' recommended modification), "Update each of the ten Comprehensive Plan section goals to be aspirational and measurable."

A2. Update the GMP review structure to have an Ecosystem Stewardship target (2012 GHG), Growth Management target (60/40), and Quality of Life target (65%).

A variation on the theme of improving the aspiration and definition of our goals is ensuring all three common values of community character are represented in the GMP review structure. The current 60/40 target addresses Growth Management and the current 65% workforce housing target addresses Quality of Life. There is not currently a target that addresses Ecosystem Stewardship, although one should be determined. Common Value 1: Ecosystem Stewardship is represented in Section 1 (Stewardship of Wildlife, Natural Resources and

Scenery) and Section 2 (Climate Sustainability) of the Comp Plan. Since the Wildlife, Natural Resources, and Scenery (Section 1) goal and indicators are in need of update in a separate process from this GMP project, the updated Climate Sustainability (Section 2) goal to limit greenhouse gas (GHG) emissions to 2012 levels should serve as the Ecosystem Stewardship target at this time. However, the target may be updated as the Section 1 goal is updated.

Revise A2 to read, “Establish an Ecosystem Stewardship target for the GMP by the next GMP review.”

- o The current GMP targets of 60/40 and 65% address Common Value 2: Growth Management and Common Value 3: Quality of Life. There was agreement that a target was also needed for Common Value 1: Ecosystem Stewardship – because corrective action would be needed if we met the other two goals, but the ecosystem was failing. Instead of using 2012 Greenhouse Gas Emissions as the Ecosystem Stewardship target until a better target was developed (staff’s proposed A2), Council and the Board directed staff to develop an Ecosystem Stewardship target prior to the next GMP review. To the extent possible, the target should indicate the quality of habitat on land, water quality, and air quality.

A3. Create a Principle 9.3 that supplements the annual, tactical monitoring and work planning (Principle 9.2) with a commitment to a culture of planning that looks far beyond our current planning models to new ones that directly tackle the challenges that we face now and will in the future.

Coupled with aspirational goals is the need for room to explore outside-the-box approaches and alternative scenarios of the future. The current adaptive management process (Section 9) involves annual tactics and a larger check-in at a 5% growth interval (this GMP review). The recommendation is to augment that process with planning that looks further into the future (e.g. what will it take to address climate change? what does our outdoor recreation-based culture and economy look like after 50 years of climate change?) and explores bigger ideas (e.g. what would it take for all vehicle trips in 2040 to occur in shared, electric, autonomous vehicles?). Some of these concepts would challenge the best practices in the nation and help ensure that our community reaches its vision in an ever-changing environment. Our community would lead the way. Such planning will allow future adaptive management to build not just on what we have learned, but also what might be possible.

Clarify A3 as, “Add a Principle 9.3 that is a commitment to a culture of planning that does not stop at addressing current issues with best practices, but goes beyond to try to get ahead of the issues of the future and pioneer new solutions.”

- The wording of A3 was confusing, but there was agreement with the intent and many good ideas of how it might be carried out. The Principle will address the need for scenario planning to test outside-the-box ideas for feasibility and implementable pieces. It will address the need to enlist input from other areas of expertise to expand the boundaries of our thinking. The result is expected to include specific forums that may result in the investigation of alternative projects to accelerate and facilitate key projects. These actions could be investigated at the same as the current plan and only incorporated once feasibility is tested.

A4. Add public engagement, planning processes and outreach policies to Principle 9.2 regarding annual, tactical engagement and Principle 9.3 regarding continuous engagement on community values and aspirational opportunities.

In order to pursue big ideas, continuous engagement around community values and ideas is needed. The public found the increased engagement in Plan implementation to be one of the successes of the past seven years. That success should be documented and built upon through policies with regard to outreach and engagement. A policy in Principle 9.2 would commit to building on the success of recent engagement efforts around implementation initiatives. A policy in Principle 9.3 would commit to continuously asking the entire community about their values, reporting what is being done about the community’s goals, and exploring big ideas.

Clarify A4 as, “Add policies regarding public engagement in planning processes to ensure there is a two-way conversation with the entire community about everything from the big-picture vision to implementation projects.”

- The technical explanation in A4 of where the policies would be added confused the point, which everyone agreed with, that the public engagement success from 2012-2019 should be memorialized and further enhanced.

Topic B: Improve Water Quality

The “Are We on Track?” analysis identified decreasing water quality as a negative trend in ecosystem and human health in the community. These recommendations respond to that trend and are greatly influenced by the input from the Teton Conservation District.

Staff Recommendation

B1. Update Principle 1.2 to focus on enhancing surface and groundwater quality.

Support B1, “Update Principle 1.2 to focus on enhancing surface and groundwater quality.”

B2. Adopt a strategy to develop a water quality enhancement plan.

As written, Principle 1.2 is focused on maintaining quality surface water. In 2019 we know that we have areas of declining water quality in need of enhancement. We also know that the issue is with both surface and groundwater. The goal of maintenance needs to be replaced by a goal of enhancement and the focus needs to expand to groundwater. Through this GMP review the policies of Principle 1.2 can be updated, but additional work will be needed to create an action plan of future efforts to manage stormwater and wastewater for the Town and County. A water quality enhancement plan similar to what the Town has envisioned will identify the specific strategies the community should pursue, which will likely include updates to stormwater management regulations and wastewater treatment regulations in addition to other non-regulatory actions.

Update B2 to read, “Develop a water quality enhancement plan, acknowledging that existing strategies do not currently include significant County funding.”

- There was support for a water quality enhancement plan in light of recent findings in the Hoback area and Fish Creek. It was noted that monitoring is great, but that once an issue is identified, action is needed. It was acknowledged that the County’s approach to water quality is currently primarily regulatory and does not include much public investment in water treatment infrastructure. The Town has public water quality infrastructure and is currently developing a Town-wide stormwater management plan.

B3. Update Policy 1.2.c to commit to coordinated water quality monitoring with Teton Conservation District.

To inform the water quality enhancement plan, the Town and County should commit to supporting and utilizing the water quality monitoring information gathered by the Teton Conservation District.

Update B3 to read, “Update Policy 1.2.c to commit to coordinated water quality monitoring with Teton Conservation District and other partners.”

- The update here is simply to add, “other partners,” to acknowledge the land managers, State DEQ and other partners already gathering water quality data who should be part of the effort. The updated language in the Plan will focus on comprehensive coordination to ensure efficient collection of the most relevant information.

Topic C: Emissions Reduction and Climate Action Plan

The “Are We on Track?” analysis identified increasing greenhouse gas emissions as one of the key trends from the past seven years. It is important because greenhouse gas emissions change the climate and climate change will affect all aspects of our ecosystem, culture, and economy. The recommendation on this topic is essentially a two-phase approach. First, through this process, we should more clearly set the framework – we need to reduce emissions to limit climate change while also planning for the change that is certain to occur. Second, through a future effort, we should update our principles and policies to respond to that framework and create an action plan to implement the updated principles and policies.

Staff Recommendation

C1. Update Section 2 goal to speak directly to:

- o Reducing greenhouse gases to limit climate change.
- o Planning for climate change that is certain to occur.

The language in Section 2 is currently oriented toward reducing the consumption of nonrenewable energy. Reducing greenhouse gases that contribute to climate change is the reason, but the section is oriented toward energy consumption. This framing obscures the issue and limits the available solutions. If the intent of the community is to get serious about reducing emission of greenhouse gases that contribute to climate change, the first step is to say it. In addition, the section should be updated to acknowledge that climate change cannot be avoided and must be planned for.

Support C1, “Update Section 2 goal to speak directly to: reducing greenhouse gas emissions to limit climate change and planning for climate change that is certain to occur.”

C2. Adopt a strategy to replace Section 2 with a revised statement of principles and policies around emissions reduction and climate change adaptation.

Support C2, “Adopt a strategy to replace Section 2 with a revised statement of principles and policies around emissions reduction and climate change adaptation.”

C3. Adopt a strategy to develop an Emissions Reduction and Climate Action Plan to implement the revised Section 2.

Through this GMP review process, the community can clarify and update its overall climate goals. However, updating the policies and principles of Section 2 to address the updated goals cannot be completed by January 2020 and will require a future effort. There are many communities that have adopted Emission Reduction and Climate Action Plans from which we can build. Many of those plans include policies and strategies that already exist in our Growth Management and Quality of Life sections (e.g. limiting commuting and deprioritizing single-occupancy vehicles). We have a foundation, we are not starting from scratch, but our Climate Section needs to

be linked to all of the other sections of the Plan and needs to augment those sections with policies that further reduce emissions and respond to climate change (e.g. what sources of renewable energy do we support, are we committed to zero-emission public buildings and vehicles, etc.). The section update should be coupled with creation of an action plan because action plans are successful in organizing implementation efforts. An action plan will also allow the Town and County to chart the desired course and then turn implementation over to Energy Conservation Works (ECW) and other partners.

Support C3, “Adopt a strategy to develop an Emissions Reduction and Climate Action Plan to implement the revised Section 2.”

Topic D: Provide housing options

The “Are We on Track” review identified the continued demand for housing as a key trend. When asked what we need to work on, the provision of housing options was by far the top response. In addition, lack of housing has emerged as an underlying issue in recent Community Health Needs Assessments and the Human Services Plan (currently under development) due to the interrelatedness of housing to many community health and human services issues. Staff’s recommendation is to find ways to encourage use of the housing tools that have been developed in order to take action. The community does not want more housing policy they want more housing options.

Staff Recommendation

D1. Amend Policy 4.3.b to reflect that updated zoning has been adopted in transitional subareas and development is encouraged to utilize the allowances and incentives in that zoning.

What is needed is clear, respectful implementation of the updated zoning in transitional subareas. The purpose of that zoning is to provide the very housing the community desires and needs. Staff recommends updating the policy regarding transitional subareas in Town (4.3.b) to acknowledge that the zoning has been updated and the mandate now is to use it. Encouraging the allowed density to be built and the existing housing incentives to be used mirrors a similar policy in the Housing Action Plan.

Update D1 to read, “Amend Policy 4.3.b to reflect that updated zoning has been adopted in Town transitional subareas and development is encouraged to utilize the allowances and incentives in that zoning.”

- o There was confusion around the applicability of Policy 4.3.b. The update to the direction clarifies that 4.3.b only applies to Town and the proposed amendment will acknowledge that Town zoning has been updated to included housing incentives and that developers are encouraged to make use of those incentives. Discussion of additional incentives and locations for housing in the County was reserved for topic E.

D2. Add a Strategy to make impactful investments in infrastructure and catalyst investments in housing projects in transitional subareas.

Support D2, “Add a Strategy to make impactful investments in infrastructure and catalyst investments in housing projects in transitional subareas.”

transition for existing residents.

Beyond stating its support, staff recommends the Town and County prioritize public infrastructure investments in transitional areas that will encourage market redevelopment that utilizes the incentives. The Town and County should also continue to focus public housing investment in transitional subareas where the adopted housing incentives provide the greatest opportunity. However, it should also be acknowledged that the residents of residential transitional neighborhoods are being asked to adapt to a significant change in their neighborhoods and they should be involved in the infrastructure planning process to ease the transition.

Controversial conversations about additional height in Town or growth in the County are unnecessary if the current housing incentives can be implemented. The current housing incentive program purposefully allows more growth than the growth cap allows in order to avoid underuse of the tool. (The cap is maintained through Division 7.8 of the Town LDRs that voids the housing incentive program once the indicator report indicates the cap has been reached.)

Support D3, “Add a Strategy to develop neighborhood plans for transitional residential subareas that address easing the transition for existing residents.”

D4. Add a strategy to develop a goal for the human character of the community, including necessary updates to the principles and policies throughout Section 5-8 (Common Value 3).

A number of comments and suggestions raise questions about the housing needs (and broader quality of life) for seasonal workers, retirees, new community members, long-time community members, families, and everyone in between. Comments would indicate that every group in the community needs some degree of focus. It may be that the 2012 Plan simplified a complex issue too much by elevating the focus on workforce housing.

One of the visions that was lost in 2012 was the socio-cultural goal of being a community first, resort second. If that goal is still appropriate and still describes how we want to treat each other, be treated, and be viewed it should be reinstated. If it is no longer relevant it should be replaced. To make that decision, the community needs to discuss its goals regarding everything from empathizing with long-time residents who do not recognize their community anymore to supporting newcomers who were attracted here because of something we have done well. Creating and documenting policies that define and ensure inclusivity as a defining community value will go a long way to refining the housing, economy, and service delivery sections of the Plan.

Support D4, “Add a strategy to develop a goal for the human character of the community, including necessary updates to the principles and policies throughout Section 5-8 (Common Value 3).”

Topic E: No additional growth/growth areas/growth boundaries

One of the key trends in the “Are We on Track?” review is the success achieved around managing the amount and location of growth. It is no small achievement to shift 20% of the community’s development potential from areas of undeveloped habitat to areas of existing infrastructure. The recommended Plan updates indicate the intention to stay the course through documenting decisions made and promoting implementation of the tools in place rather than exploring new tools that might actually undercut the community’s largest successes.

Staff Recommendation

E1. Update Policy 3.1.a to reflect residential and nonresidential caps at pre-2012 development potential.

The existing cap on residential growth at the level established in 1994 was central to the Plan adoption and solidified by Town and County discussions around the zoning updates adopted in 2016 and 2018. Through those discussions, specifically in January 2016, a cap on nonresidential potential was also defined that respected existing rights without desiring any additional potential. There were a number of explicit or implicit suggestions through this process that the caps be eliminated or raised in order to address housing. While the implications of the caps need to be monitored, the issue has been extensively discussed at this point. The zoning, housing, transportation, and conservation programs developed since 2012 rely on the cap system to create opportunities for housing and conservation. Re-discussion of the caps at this point will only introduce uncertainty into what is now a comprehensive implementation strategy that will provide housing opportunities if implemented. The cap system should be clearly stated in the Plan, but should not be updated or changed.

Support E1, “Update Policy 3.1.a to reflect residential and nonresidential caps at pre-2012 development potential.”

E2. Add a policy in Principle 3.1 that creates a priority list of corrective actions to address when lack of housing provision is identified, and clearly state that only the first action is deemed necessary in 2019.

1. Remove barriers and catalyze development in existing high-density zones through impact infrastructure investment and support for projects that utilize housing incentives. (2019)

These actions are not currently being recommended by staff but prioritization of actions 2-6 should be considered.

2. Add height in transitional subareas in Town. (Future)
3. Add density to Subarea 3.3: Fairgrounds. (Future)
4. Add density to Subarea 5.6: Northern South Park. (Future)
5. Add density to Subarea 12.2: 390 Residential. (Future)

6. Add density to Subarea 7.2: Hog Island Home Business. (Future)

As discussed above (in Topic D) all that is needed right now is to support existing tools, because they should be given a chance to succeed before they are abandoned. The additional residential potential is not needed at this time. However, if development of the transitional subareas using the existing housing incentives cannot be achieved, additional potential will have to be identified. In order to provide predictability, the order of priority for such discussions should be identified in advance. The recommended order of priority above represents the extent to which existing infrastructure, especially walk/bike/bus infrastructure, is already in place to serve additional residential units. The order of priority also acknowledges that the housing and conservation goals of the community mean that relying solely on single-family housing is not a feasible solution.

Other suggested tools, such as adding a growth boundary or a growth rate management system are not necessary. In other communities, such tools have provided commitment to a consolidated development footprint and adaptive management. However, our community has exhibited success in remaining committed to the Character Districts and adaptive management planning without such tools.

Replace E2 with “Provide appropriate locations for needed residential growth by:

- 1. Removing barriers and catalyzing development in existing high-density zones through impact infrastructure investment and support for projects that utilize housing incentives.**
- 2. Exploring allowance of a fourth floor for workforce housing, within existing height allowances, in more Town zones.**
- 3. Adding a sentence to Subarea 12.2 that the area within walking distance of the Aspens Commercial Core (Subarea 12.1) is an appropriate location to receive a transfer of density that results in conservation (i.e. a CN-PRD).**
- 4. Begin the detailed master planning of Northern South Park to ensure it meets the environmental, quality of life, and growth values of the community, as well as accomplishes the key strategies surrounding the reduction of development in rural areas. The Plan would be structured to meet the key strategies related wildlife, natural resources, scenery, climate sustainability, neighborhoods, housing, and transportation. As part of this initiative, a correlated study will occur to determine the location of the Teton County Fair and develop a master plan for the Fairgrounds and any other affected properties.**
- 5. Shrinking the boundaries of Subarea 7.2: Hog Island Home Business to not include environmentally sensitive areas currently at the north and south ends of the Subarea.”**

Topic F: Commit to a shift in how we travel

One of the key trends identified in the “Are we on Track?” review was increasing greenhouse gas emissions. Our travel decisions account for about 80% of our emissions. Per capita vehicle miles traveled have increased since 2012, particularly in the winter and shoulder seasons. The recommended plan updates and future actions are intended to provide a clearer transportation vision to reinforce additional action regarding a shift in how we travel because we can only find alternatives to travel by single-occupancy vehicles if we commit to looking for them.

Staff Recommendation

F1. Rephrase the Principles and reorganize the policies accordingly

- o 7.1: Reduce vehicle emissions.
- o 7.2: No new SOV capacity, Prioritize bike/walk/bus infrastructure.
- o 7.3: Coordinated, regional transportation planning.

Update F1 to read, “Rephrase the Section 7 Goal to read:

- **Travel by walk, bike, carpool or transit will be faster than travel by single-occupancy vehicle.**

Update the Section 7 Principles and reorganize the policies accordingly. The Principles should read:

- a. Principle 7.1: Provide additional transportation capacity without adding capacity for single occupancy vehicles.**
- b. Principle 7.2: Maintain vehicle emissions.**
- c. Principle 7.3: Coordinate regional transportation planning.**

- o Goal Update: If the fastest way to travel around the community is by walking, biking or taking transit, residents and visitors will move in a way that is consistent with the Comp Plan vision benefiting the environment, their pocketbook, and their health. In addition, the updated goal ensures that as the community continues to grow, access to community needs, amenities, and jobs will be available to all community members equally. The historical mode of travel - the single-occupancy vehicle – is available to the smallest portion of the population and is the most impactful to the environment, economy, public health, and physical character of the community. Although, the Comp Plan and ITP currently describe the above vision neither clearly state it. By updating the goal it will make it more understandable and relevant to the general public, while being more measurable to gauge progress moving forward.
 - The updated Principle 7.1 builds on the goal update through a commitment to spending public money on walk, bike, carpool and transit capacity, and shifts in travel behavior. This principle includes policies related to moving more people within the same transportation footprint. For example, policies related to adding sidewalks, pathways and bus capacity, and travel demand management.
 - The updated Principle 7.2 focuses on the environmental impact of the transportation network. The title of the principle relates transportation to the community’s emission reduction policies in Section 2. This principle also contains the community’s policies regarding limiting the habitat and habitat connectivity impacts of the transportation system. Principle 7.2 is no longer focused on limiting growth in VMT – it is refocused on limiting the impact of growth so that the community can grow consistent with its quality of life and ecosystem stewardship values.
 - Principle 7.3 is about the Town, County, WYDOT along with our neighboring communities/counties and governmental entities working together to pilot ideas and prove that new ways of approaching transportation can work.

F2. Refine Chapter 7 to incorporate the ITP as the implementation plan.

In terms of principle and policy updates, the main clarifications recommended are a syncing of the Comprehensive Plan section and the ITP (now that the ITP exists) and clear emphasis on the main transportation related goals – reduced vehicle emissions and no new single-occupancy vehicle capacity. These updates represent a strengthening and emphasis of the policies in the Plan but are largely just a reorganization effort. The Update of the section will be coordinated with the technical update to the ITP that is occurring in parallel.

Support F2, “Refine Chapter 7 to incorporate the ITP as the implementation plan.”

F3. Add a policy about the importance of evaluating outside-the-box transportation solutions

There were not any strategies suggested through this process that do not already exist in the Comprehensive Plan or ITP. There were a number of specific strategies that fall within broader efforts, but no new strategies were developed. For example, there were a lot of TDM methods suggested that will be evaluated as part of Strategy 7.1.S.4, implement a TDM program; and a lot of funding ideas suggested that will be evaluated as part of Strategy 7.1.S.2, consider a funding source for walk/bike/bus travel. What is needed most at this point is an allocation of resources and prioritization of the strategies already in place. However, the Plan should be enhanced with a new policy that encourages outside-the-box solutions to be explored. While many of the specific strategies fall under broader existing efforts, some are at the edges of what is possible. A policy is needed to encourage the community and WYDOT to explore those less conventional alternatives as part of its transportation planning.

Support F3, “Add a policy about the importance of evaluating outside-the-box transportation solutions.”

Topic G: Define the economy we want

The “Are We on Track?” review identified that the economic vision for the community is vague but that the growing inequality in the community is likely contrary to the community’s economic vision. Just as the past economic performance was hard to gauge, the suggestions for a future economic vision are hard to evaluate without a clear economic vision. Staff’s recommendation is that a separate effort is needed to establish a clear economic vision for the community.

Staff Recommendation

G1. Adopt a strategy to update the employee generation nexus study to look at the full range of employee generation and the full range of associated impacts.

Before we can create a clear economic vision for the future, we need a common understanding of our current economy. One of the best resources we have right now is the employee generation nexus study completed in 2013 based on 2012 data. However, job and traffic data since 2012 would indicate that our economy has changed. The number of jobs has become less seasonally variable, but we do not know if our population is any

less seasonal. Job growth is occurring across all sectors, but the physical location of jobs is more dispersed and less reliant on space in a building. An updated employee generation nexus study is needed to look at not only the housing impacts from development, but the drivers of job growth, the location of job growth, and the housing, transportation and socio-demographic impacts from that job growth. Before the community can talk about what we want to be as a population and economy, we need to understand what we are and how we got here.

Support G1, “Adopt a strategy to update the employee generation nexus study to look at the full range of employee generation and the full range of associated impacts.”

G2. Adopt a strategy to update Section 6 so that it is clear and consistent with the rest of the Plan.

On the whole, the current Section 6 seems to be a vision for sustainable economic development that improves the economic quality of life for all community members without sacrificing the other community values. If that is the economic vision for the community, implementation is not trending toward the goal. However, many of the principles and policies in Section 6 are committed to allowing the economy to evolve as it has over the past 50 years, leaving adaption and mitigating impacts to other Sections of the Plan. This mixed message should be clarified through a future effort to rewrite Section 6. An updated employee generation nexus study will be helpful, but data on the community’s prosperity, economic equality, and economic product and its resiliency will also be needed.

Support G2, “Adopt a strategy to update Section 6 so that it is clear and consistent with the rest of the Plan.”

- o It was discussed that this may include doing some economic scenario planning, however it was also acknowledged that this is a future effort for which there are many possible approaches.

G3. Adopt a strategy to develop an Economic Development Plan to implement the updated Section 6.

Allowing the economy to continue to trend in the direction it is going with the existing supports and subsidies coupled with mitigation measures to provide balance is a potential conscious choice. If the community decides instead to work toward an alternative economic future, an economic development plan will be needed to guide the economy in a different direction.

Replace G3 with the following, “Add a policy to partner with Federal and State decision makers relative to the economic implications of Federal and State policy on the local economy and community.

- o The acknowledgment is that decisions by Federal and State entities affect the local economy and community. Examples given were National Park promotion and State tax policy. The policy will be around ensuring we build and nurture partnerships with the Federal and State decision makers who will may have more leverage over our economic future than we do.
- o The prior G3 calling for an economic development plan was deleted because while an economic development plan (or economic implementation plan as it was termed by the Planning Commissions) may be needed as a result of G2, that should be left to the G2 process instead of being predetermined.

Topic H. Define the level of service we expect

The “Are we on Track?” review identified health services and improved intergovernmental coordination as priority actions for the community. The current Section 8 calls for a definition of desired level of service and coordination in service delivery, but the community has room for improvement on each. The staff recommendations encourage implementation of the policies already in place and enhancement through additional policies creating stability in funding decisions and regarding appropriate service levels based on location.

Staff Recommendation

H1. Implement Strategies 8.1.S.1 and 8.1.S.2 to define desired levels of service and prioritize service provision through budgeting.

Policy 8.1.a, Strategies 8.1.S.1, 8.1.S.2, and 8.1.S.3, and Indicator 19 calls for the development of the level of service goals for the community. Recent efforts are starting to move in the direction of defining desired level of service for various services. The Community Health Needs Assessment and Parks and Recreation Strategic Plan set level of service benchmarks. The Human Services Plan being developed will provide service prioritization within the subset of human services. What is needed now is a coordination of the work that exists to ensure the benchmarks used in the various plans represent the community’s goals so that the service providers can develop action plans accordingly. Not all community members desire the same level of service. Some want as high a level of service as the provider can offer, others want a rural experience where services are not expected. And the desire may differ by service. As the community grows, an effort to monitor the community’s desire for services and the provision of services is needed.

Support H1, “Implement Strategies 8.1.S.1 and 8.1.S.2 to define desired levels of service and prioritize service provision through budgeting.”

H2. Add a strategy to develop a funding Principle that addresses stable funding, additional revenue (if needed), and a policy for how to use SPET.

In planning for the provision of services, providers need the goals referenced above, but also an idea of how funding decisions will be made. Actual funding will vary year-to-year, but expectations can be set that various services are funded from various sources. Documenting the high-level framework for how the Town and County plan to fund service delivery in the Comprehensive Plan puts the policies in a place that is more accessible to the public than individual MOUs. Placing the policies in the Comprehensive Plan also coordinates geographic and funding policy in the same document. Such a Principle would require significant discussion but would allow the community to evaluate the status quo outside of the context of a specific budget.

Support H2, “Add a strategy to develop a funding Principle that addresses stable funding, additional revenue (if needed), and a policy for how to use SPET.”

H3. Revise Policies 8.1.b and 8.2.a to recommit to working with other governmental agencies and non-governmental organizations to coordinate service delivery.

Support H3, “Revise Policies 8.1.b and 8.2.a to recommit to working with other governmental agencies and non-governmental organizations to coordinate service delivery.”

H4. Add a strategy to identify appropriate locations for infrastructure before it is needed by projecting the location of growth.

Policies 8.1.b and 8.2.a can be enhanced to commit to intergovernmental and public-private partnership coordination in both the provision and location of services. The enhanced policies should address that urban levels of service are appropriate in Complete Neighborhoods, but may not be appropriate in the rural areas of the County. It should also address that when service levels are increased to address a specific issue it does not change the growth management goals of the community (e.g. a sewer line to address water quality does not mean the location is appropriate for growth). The “Are we on Track?” review identified recent school location decisions as missteps in Plan implementation. To avoid this in the future, the Town and County can help their government and non-governmental partners by projecting where growth will occur and partnering to find better locations for the facilities that will be needed as a result.

Support H4, “Add a strategy to identify appropriate locations for infrastructure before it is needed by projecting the location of growth.”

Table: All Suggestions

Below is a table of all suggestions and the categories staff has recommended for each. These 216 suggestions represent a consolidation and grouping of the over 900 individual comments received through this process. The “#” column is color-coded in the same manner as the report above, with purple boxes indicating the new language developed from the December JIM meetings, and green boxes indicating no changes.

#	Suggestion	Section	Cat.	Discussion
Category 1 – Key Enhancements				
Category 1 suggestions are all recommended by staff. They are discussed in greater detail above.				
A1	Update each section goal to be aspirational and measurable	9.2.a	1	See Category 1, Topic A discussion
A2	Establish an Ecosystem Stewardship target for the GMP by the next GMP review	9.1	1	See Category 1, Topic A discussion
A3	Add a Principle 9.3 that is a commitment to a culture of planning that does not stop at addressing current issues with best practices, but goes beyond to try to get ahead of the issues of the future and pioneer new solutions	9	1	See Category 1, Topic A discussion
A4	Add policies regarding public engagement in planning processes to ensure there is a two-way conversation with the entire community about everything from the big picture vision to implementation projects	9.2	1	See Category 1, Topic A discussion
B1	Update Principle 1.2 to focus on enhancing surface and groundwater quality	1.2	1	See Category 1, Topic B discussion
B2	Develop a water quality enhancement plan, acknowledging that existing strategies do not currently include significant County funding	1.2	1	See Category 1, Topic B discussion
B3	Update Policy 1.2.c to commit to coordinated water quality monitoring with Teton Conservation District and other partners	1.2.c	1	See Category 1, Topic B discussion
C1	Update Section 2 to speak directly to: Reducing greenhouse gas emissions to limit climate change, and planning for climate change that is certain to occur	2.1.a	1	See Category 1, Topic C discussion

#	Suggestion	Section	Cat.	Discussion
C2	Adopt a strategy to replace Section 2 with a revised statement of principles and policies around emissions reduction and climate change adaptation	2	1	See Category 1, Topic C discussion
C3	Adopt a strategy to develop an Emissions Reduction and Climate Action Plan to implement the revised Section 2	2	1	See Category 1, Topic C discussion
D1	Amend Policy 4.3.b to reflect that updated zoning has been adopted in Town transitional subareas and development is encouraged to utilize the allowances and incentives in that zoning	4.3.b	1	See Category 1, Topic D discussion
D2	Add a strategy to make impactful investments in infrastructure and catalyst investments in housing projects in transitional subareas	5.4.a	1	See Category 1, Topic D discussion
D3	Add a strategy to develop neighborhood plans for transitional residential subareas that address easing the transition for existing residents	3.3.e	1	See Category 1, Topic D discussion
D4	Add a strategy to develop a goal for the human character of the community, including necessary updates to the principles and policies throughout Section 5-8 (Common Value 3)	CV3	1	See Category 1, Topic D discussion
E1	Update Policy 3.1.a to reflect residential and nonresidential caps at pre-2012 development potential	3.1.a	1	See Category 1, Topic E discussion
E2	Add a policy in Principle 3.1 that provides appropriate locations for needed residential growth through the actions listed on Page 14 of this document.	3.1.	1	See Category 1, Topic E discussion
F1	Rephrase the Principles and reorganize the policies accordingly: a. Principle 7.1: Provide additional transportation capacity without adding capacity for single occupancy vehicles b. Principle 7.2: Reduce vehicle emissions c. Principle 7.3: Coordination regional transportation planning	7	1	See Category 1, Topic F discussion

#	Suggestion	Section	Cat.	Discussion
F2	Refine Chapter 7 to incorporate the ITP as the implementation plan	7.1.a	1	See Category 1, Topic F discussion
F3	Add a policy about the importance of evaluating outside-the-box transportation solutions	7.3	1	See Category 1, Topic F discussion
G1	Adopt a strategy to update the employee generation nexus study to look at the full range of employee generation and the full range of associated impacts	5.3.a	1	See Category 1, Topic G discussion
G2	Adopt a strategy to update Section 6 (A Diverse and Balanced Economy) so that it is clear and consistent with the rest of the Plan	6	1	See Category 1, Topic G discussion
G3	Add a policy to partner with Federal and State decision makers relative to the economic implications of Federal and State policy on the local economy and community	6	1	See Category 1, Topic G discussion
H1	Implement Strategies 8.1.S.1 and 8.1.S.2 to define desired levels of service and prioritize service provision through budgeting	8.1.a, 8.1.b	1	See Category 1, Topic H discussion
H2	Add a strategy to develop a funding Principle that addresses stable funding, additional revenue (if needed), and a policy for how to use SPET	8	1	See Category 1, Topic H discussion
H3	Revise Policies 8.1.b and 8.2.a to recommit to working with other governmental agencies and non-governmental organizations to coordinate service delivery.	8.1. b, 8.2. a, 3.3	1	See Category 1, Topic H discussion
H4	Add a strategy to identify appropriate locations for infrastructure before it is needed by projecting the location of growth	8.2.a	1	See Category 1, Topic H discussion

#	Suggestion	Section	Cat.	Discussion
Category 2 – Other Enhancements and Affirmations Category 2 suggestions are consistent with the Comprehensive Plan vision and are recommended for approval. They are organized below by discussion type. The discussion for each suggestion is either: - o Plan Update – the suggestion will result in a Plan update through this process - o Strategy – the suggestion will be documented as a strategy through this process but will be actually implemented at a later date. Implement Existing – the suggestion is an affirmation of a policy or strategy that already exists, no changes will be made to the Plan.				
1	Review, and update if needed, any statements in the Plan referencing a specific time period	Plan	2	Plan Update
2	Rewrite the Executive Summary to be the public's version of the Plan	ES	2	Plan Update
3	Update Section 1 to link climate and growth management as the ecosystem stewardship actions we can take	1	2	Plan Update
4	Emphasize the importance of redundancy in wildlife habitat and wildlife movement as part of Principle 1.1: Maintain healthy populations of all native species.	1.1	2	Plan Update
5	Add a policy in Principle 1.1 regarding the importance of protecting against and mitigating for invasive species	1.1	2	Plan Update
6	Update Principle 1.4 to state the same priorities stated in each Preservation Subarea, which are 1) nondevelopment, 2) transfer of development into complete neighborhood, 3) clustered development, 4) 1 per 35 base zoning.	1.4	2	Plan Update
7	Make the link between Wildlife (Section 1), Climate (Section 2), and Transportation (Section 7) in each section	1, 2, 7	2	Plan Update
8	Identify and support existing efforts to reduce emissions	2	2	Plan Update
9	Add an explanation of the local impact of climate change	2	2	Plan Update
10	Link water conservation and water quality	2.5.a, 1.2	2	Plan Update

#	Suggestion	Section	Cat.	Discussion
11	Update Policy 2.5.b to reflect Road to Zero Waste initiative	2.5.b	2	Plan Update
12	Delete policy 2.5.c regarding energy consumption in wastewater treatment	2.5.c	2	Plan Update
13	Add historic preservation language to Section 3 that applies to the County	3	2	Plan Update
14	Move Principles 3.3 and 3.5 to Section 10 and organize Section 10 in Principles/Policies	3.3, 3.5, 10	2	Plan Update
15	Replace Policies 3.3.a and 3.3.b with more definition of predictability and cooperation	3.3	2	Plan Update
16	Recommit to joint planning	3.3	2	Plan Update
17	Add history about the shift from flexibility and discretion to predictability	3.3.c	2	Plan Update
18	Update discussion of predictability to include predictable approval if an application meets the standards	3.3.c	2	Plan Update
19	Work with the State and statewide organizations to keep local decisions local	3.5	2	Plan Update
20	Promote buildings/blocks with cut-throughs for walkability	4.2.c	2	Plan Update

#	Suggestion	Section	Cat.	Discussion
21	Delete Policy 4.2.d, Retail Shopping District	4.2.d	2	Plan Update
22	Identify that social change that will happen in Stable Subareas even if the physical character is preserved	4.3.a	2	Plan Update
23	Update the quality of life definition to include physical, social, and economic security	CV3	2	Plan Update
24	Use terms like affordable and workforce in a defined way	5	2	Plan Update
25	Update housing policies to reflect Housing Action Plan decisions	5	2	Plan Update
26	Add a reference to the Annual Housing Supply Plan	5.2.a	2	Plan Update
27	Delete the policy focusing on restricted rentals	5.2.d	2	Plan Update
28	Add a reference to the Housing Action Plan	5.4.a	2	Plan Update
29	Promotion of light industry needs to be balanced with other policies	6.2.d	2	Plan Update
30	Support employees with housing, daycare, other needs	6.3.e	2	Plan Update

#	Suggestion	Section	Cat.	Discussion
31	Add discussion of last-mile solutions related to interconnecting modes of travel	7.2.b	2	Plan Update
32	Implement Wildlife Crossings Master Plan	7.3.b	2	Plan Update
33	Reference the Human Services Plan and Community Health Needs Assessment in Comprehensive Plan	8.1	2	Plan Update
34	Keep implementing adaptive management every 5% growth, delay a full Plan update	9.1	2	Plan Update
35	Report indicator data continuously	9.2.a	2	Plan Update
36	Cross-reference indicators with the goal(s) they measure	9.2.a	2	Plan Update
37	Each indicator should identify where we've been, where we are, where we're going	9.2.a	2	Plan Update
38	Refine the indicators so that each part of each Section goal has an indicator (other data can be tracked elsewhere)	9.2.a	2	Plan Update
39	Add a Principle to Section 9 that consolidates all strategies (including those completed) into one place and serves as an implementation record	9.3	2	Plan Update
40	Add implementation strategies that were not in the Plan, but implemented Plan policy to the strategies list even if complete.	9.3	2	Plan Update
41	Add a statement that the vision should be used in decision making	10	2	Plan Update

#	Suggestion	Section	Cat.	Discussion
42	Make the Comp Plan amendment process more clear, amendment requires approval of Town and County	10	2	Plan Update
43	Implement the Plan with public, professional planners to the extent practical	10	2	Plan Update
45	Update the Village Form description to be "2-3 stories"	CD	2	Plan Update
46	Update the existing conditions for all Character Districts	CD	2	Plan Update
47	Add discussion of the need to break up the superblocks in District 4: Midtown	CD4	2	Plan Update
48	Develop an Ecosystem Stewardship education program	1.1	2	Strategy
49	Expand ecosystem stewardship thinking to understand our role at the physical center of the ecosystem	1.1, 3.5	2	Strategy
50	Explore hiring of a staff ecologist	1.1	2	Strategy
51	Update the public lighting standards to match the dark skies standards adopted in the LDRs	1.3.d	2	Strategy
52	Increase collaboration with public land managers	1.4, 3.3	2	Strategy
53	Reevaluate the purpose and staffing of the Teton County Scenic Preserve Trust	1.4	2	Strategy
54	Retain a strategy to periodically revisit the rural conservation development options (Rural PRD, Floor Area Option)	1.4.c	2	Strategy
55	Catalyze CN-PRD use	1.4.c, 3.1.b	2	Strategy
56	Evaluate private land recreation needs in order to relieve the public land impact	1.4.e	2	Strategy
57	Create a personal emissions responsibility program	2	2	Strategy
58	Require/incentivize/allow electric bikes, buses, cars	2.3	2	Strategy

#	Suggestion	Section	Cat.	Discussion
59	Develop an Energy Mitigation Program for transportation that addresses the induced transportation demand required to maintain certain site designs	2.3	2	Strategy
60	Commit that every public building and vehicle will be zero-emission	2.3, 2.4.a	2	Strategy
61	Update the Energy Mitigation Program that encourages energy conservation in buildings	2.4.a	2	Strategy
62	Update Landscaping LDRs to encourage water conservation	2.5.a	2	Strategy
63	Develop tools for Conservation subareas	3.1	2	Strategy
64	Explore reduced development/utility fees in Complete Neighborhoods	3.1.b	2	Strategy
66	Explore pedestrian zones downtown	4.2.c, CD1	2	Strategy
67	Evaluate move from standard deed restriction back to the modifiable template through annual Rules and Regulations Update	5.1	2	Strategy
68	Add temporary housing and tiny home allowances	5.2.e	2	Strategy
69	Revisit housing mitigation requirements upon update of the employee generation nexus study	5.3.a	2	Strategy
70	Encourage long-term rental instead of short-term rental	5.4.d	2	Strategy
71	Dedicate more staff and money to the Housing Supply Program	5.4.e	2	Strategy
72	Explore tying TTB/Chamber funding to Section 6 implementation	6.2	2	Strategy
73	Actively enforce short-term rental prohibition in County	6.2.a	2	Strategy
74	Explore setting a minimum wage	6.3	2	Strategy
74	Support PC modification to #74 to limit initial exploration of a minimum wage to data collection as part of the updated Nexus Study.			
75	Create and maintain a local cost of living index	6.3	2	Strategy
76	Explore fare-free START	7.1.c	2	Strategy
77	Create a portal or clearinghouse where the community can easily identify the various services available in the community	8.1	2	Strategy

#	Suggestion	Section	Cat.	Discussion
171	Explore the affordability of community services	8.1.c	2	Strategy
78	Explore the provision of housing for public employees to support quality service provision	8.1.c	2	Strategy
79	Explore paying higher wages for valued services	8.1.c	2	Strategy
80	Explore adoption of impact fees	8.2.c	2	Strategy
81	Hire an employee to manage/report data	9.2	2	Strategy
82	Revisit Subarea 2.5 in light of habitat value	CD2.5	2	Strategy
83	Catalyze redevelopment of Subarea 2.6 Mixed Use Office and Residential	CD2.6	2	Strategy
84	Encourage a grocery store in East Jackson	CD3.1	2	Strategy
85	Evaluate future active use of Karns Meadow	CD4.5	2	Strategy
86	Complete the update of the Natural Resources Overlay (NRO)/ natural resource protections in the LDRs	1.1.b	2	Implement Existing
87	Update wildlife conflict regulations in Town	1.1.b	2	Implement Existing
88	Update water quality protections in LDRs	1.2.a	2	Implement Existing
89	Update the Scenic Resources Overlay (SRO)	1.3	2	Implement Existing
90	Establish a dedicated funding source for conservation	1.4.d	2	Implement Existing
91	Educate on the impact of emissions and climate change	2.1.a	2	Implement Existing
92	Require, incent, identify/remove LDR barriers to onsite renewable energy production	2.1.d, 2.4.a	2	Implement Existing
93	Create incentives for energy conservation/efficiently	2.1	2	Implement Existing
94	Limit house size, focus on multifamily	2.4.a	2	Implement Existing
95	Explore requirements, incentives, allowances for the renovation/reuse of buildings	2.4.b	2	Implement Existing
96	Update water pricing and take other actions to encourage water conservation	2.5.a	2	Implement Existing

#	Suggestion	Section	Cat.	Discussion
97	Update the BC zoning	3.1.d	2	Implement Existing
98	Be consistent and transparent in Plan implementation	3.3.c	2	Implement Existing
99	Limit variances and amendments	3.3.c	2	Implement Existing
100	Work regionally	3.5	2	Implement Existing
101	Develop a Town sidewalk plan	4.2.c, 7.2.a	2	Implement Existing
102	Adopt historic preservation LDRs	4.5	2	Implement Existing
103	The human part of our character is just as important as the physical/landscape part	CV3	2	Implement Existing
104	Focus on all income levels for subsidized housing	5.1.b	2	Implement Existing
105	Provide a variety of housing types	5.2.a	2	Implement Existing
106	Support dormitory housing	5.2.a	2	Implement Existing
107	Balance housing needs with environmental stewardship	5.2.b	2	Implement Existing
108	Encourage Accessory Residential Units (ARUs)	5.2.e	2	Implement Existing
109	Explore a second home tax	5.3.a	2	Implement Existing
110	Need to address the preservation of existing workforce housing stock	5.3.b	2	Implement Existing
111	Need to address funding the housing supply program	5.3.c	2	Implement Existing
112	Create dedicated programs to support Housing Trust and Habitat	5.4	2	Implement Existing
113	Simplify the permitting process for housing	5.4.b	2	Implement Existing
114	Need nondevelopment programs like down payment assistance	5.4.b	2	Implement Existing
115	Create incentives for private development of workforce housing	5.4.d	2	Implement Existing

#	Suggestion	Section	Cat.	Discussion
116	Encourage local business	6.3.d	2	Implement Existing
117	Hire a transportation planner to implement ITP	7.1.a	2	Implement Existing
118	Implement the ITP	7.1.a	2	Implement Existing
119	Implement a Travel Demand Management Program	7.1.b	2	Implement Existing
120	Explore a Park-n-Ride capture at the edge of Town	7.1.b	2	Implement Existing
121	Expand START service area	7.1.c	2	Implement Existing
122	Expand START frequency of service	7.1.c	2	Implement Existing
123	Increase START service frequency	7.1.c	2	Implement Existing
124	Increase START commuter service	7.1.c	2	Implement Existing
125	Evaluate START Routing to improve efficiency and capture latent demand	7.1.c	2	Implement Existing
126	Do a travel survey every 5 years	7.1.d	2	Implement Existing
127	Promote coordination in transportation planning	7.1.f	2	Implement Existing
128	Focus on a Regional Transportation Planning Organization	7.1.f	2	Implement Existing
129	Fund START	7.1.g	2	Implement Existing
130	Adopt context sensitive road standards	7.2.a	2	Implement Existing
131	Implement Town Community Streets Plan	7.2.a	2	Implement Existing
132	Build the intermodal transportation center	7.2.d	2	Implement Existing
133	Redesign Hwy 22/390	7.2.d	2	Implement Existing
134	Make a decision on Tribal Trail	7.2.d	2	Implement Existing
135	Identify and take corrective actions	9.1.d	2	Implement Existing
137	Explore a Town square pedestrian zone	CD1	2	Implement Existing
138	Update light industrial zoning	CD5.2, CD7	2	Implement Existing
139	Update Hog Island zoning	CD7.2	2	Implement Existing
140	Update Aspens zoning	CD12	2	Implement Existing

#	Suggestion	Section	Cat.	Discussion
141	Add workforce housing in Teton Village	CD13	2	Implement Existing
142	Create a single Village Master Plan	CD13	2	Implement Existing
143	Update Alta Core zoning	CD14	2	Implement Existing
144	Update outlier zoning (BC, Kelly, etc.)	CD15	2	Implement Existing
145	Implement the growth management principles and updated zoning as envisioned	3, 4	2	See Category 1, Topic E discussion
146	Prioritize Town infill	3.1.	2	See Category 1, Topic E discussion

Category 3 – Inconsistent Suggestions

Category 3 suggestions are not recommended for implementation. They are organized below by the Plan section to which they apply. The discussion column provides a brief rationale.

147	Add specifics to Principle 1.1	1.1	3	Additional policy unnecessary
148	Update standards for manmade landforms and ponds	1.3.c	3	Additional policy unnecessary
149	Revisit the LDR lighting standards to adopt a true dark sky ordinance	1.3.d	3	Standards recently updated
150	Prohibit Idling	2.3	3	Topic extensively discussed
151	Explore public provision of waste management	2.5.b	3	Beyond the current Comprehensive Plan scope
152	Require western design	3, 4	3	Topic extensively discussed
153	Add growth boundaries	3.1	3	See Category 1, Topic E discussion
154	Add a system to manage and balance the rate of growth	3.1	3	See Category 1, Topic E discussion
155	Increase the allowed development in the Town and County	3.1.a	3	See Category 1, Topic E discussion
156	Allow development outside of Complete Neighborhoods	3.1	3	See Category 1, Topic E discussion
157	Add density outside of Town	3.2	3	See Category 1, Topic E discussion
158	Increase allowed density in Town	4	3	See Category 1, Topic E discussion
159	Increase height allowances in Town	4	3	See Category 1, Topic E discussion
160	Incentivize rather than direct growth into Complete Neighborhoods	3.1.b	3	Standards recently updated
161	Prohibit ground floor office use to encourage vibrancy	3.2	3	Unnecessary at this time

#	Suggestion	Section	Cat.	Discussion
162	Adopt a percent for art ordinance	3.2.e, 4.4.a	3	Beyond the current Comprehensive Plan scope
163	Staff the planning departments	3.3	3	Additional policy unnecessary
164	Reevaluate parking requirements to facilitate density	4.2.c, 5.4.b, 7.1.b	3	Topic recently discussed
164	Support PC modification to make #164, Reevaluate parking requirements, a strategy in the Plan (Category 2). Although the rationale is not just to facilitate density but also related to transportation.			
165	Shrink the Lodging Overlay and more strictly enforce short-term rental	4.2.f	3	Standards recently updated
167	Practice empathy	CV3	3	Beyond the current Comprehensive Plan scope
168	Combine Housing and Economy chapters	5, 6	3	Unnecessary at this time
169	Prioritize sustainability in selecting housing projects	5.1	3	See the Housing Action Plan
170	Solve housing with supply	5.2.b	3	See Category 1, Topic E discussion
172	Build rentals in commuter communities	5.2.c	3	Inconsistent with community Vision
173	Revamp housing program perception	5.4.a	3	See the Housing Action Plan
175	End public-private partnership for housing development	5.4.c	3	Standards recently updated
176	Allow dogs on buses	7.2.b	3	Too specific for Comprehensive Plan
177	Consider merging Town and County government	8.1	3	Topic extensively discussed
178	Add housing to 8.1.b list	8.1.b	3	Unnecessarily redundant
179	Study how today would be different if we had made different choices in past Plans	9	3	Too specific for Comprehensive Plan
180	Give Plan more teeth	10	3	Inconsistent with community Vision
181	Make Character Districts hardline maps	CD	3	Inconsistent with community Vision

#	Suggestion	Section	Cat.	Discussion
181	Make Character Districts hardline maps	CD	3	Inconsistent with community Vision
182	Expand Town Square District	CD1	3	Unnecessary at this time
183	Add density to Fairgrounds	CD3.3	3	See Category 1, Topic E discussion
184	Add density to Fairgrounds/Northern South Park	CD3.3, CD5.6	3	See Category 1, Topic E discussion
185	Add density to Northern South Park	CD5.6	3	See Category 1, Topic E discussion
186	Revise Character District 7	CD7	3	Unnecessary at this time
187	Add density to Hog Island	CD7.2	3	See Category 1, Topic E discussion
188	Revise the boundary of District 9	CD9	3	Unnecessary at this time
189	Add density to Wilson	CD11	3	See Category 1, Topic E discussion
190	Add density to Aspens	CD12	3	See Category 1, Topic E discussion

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

JANUARY 6, 2020

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 1:32 P.M. Upon roll call the following were present:

TOWN COUNCIL: Mayor Pete Muldoon, Hailey Morton Levinson, Arne Jorgensen, and Jonathan Schechter. Jim Stanford arrived at 1:35 p.m.

COUNTY COMMISSIONERS: Chair Natalia Macker, Mark Newcomb, Luther Propst, and Mark Barron. Greg Epstein was absent.

STAFF: Larry Pardee, Tyler Sinclair, Lea Colasuonno, Todd Smith, Susan Scarlata, Paul Anthony, Alyssa Watkins, John Graham, Chris Neubecker, Kristen Waters, Darren Brugmann, April Norton, and Sandy Birdyshaw.

Joint Board Interviews. The elected officials continued interviews for joint board open seats. Jerry Blann and Patrick Dominick interviewed for the Airport Board, Kate Roberts interviewed for the Jackson/Teton County Affordable Housing Supply Board, and Robert Benedict, Michael DeLange, and Ellie Stratton-Brook interviewed for the Parks and Recreation Board.

Executive Session. At 2:35 p.m., a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to recess to executive session to discuss personnel matters/appointments to volunteer boards in accordance with Wyoming Statute 16-4-405(a)(ii). The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Mark Newcomb to enter into executive session to discuss personnel matters/appointments to volunteer boards in accordance with Wyoming Statute 16-4-405(a)(ii). The vote showed all in favor and the motion carried for the County.

On behalf of the County, a motion was made by Mark Barron and seconded by Luther Propst to exit executive session. Chair Macker called for the vote. The vote showed all in favor and the motion carried for the County.

Mayor Muldoon reconvened the public meeting at 3:25 p.m.

Public Comment. None.

Consent Calendar. The items on the consent calendar were considered separately.

Meeting Minutes. Discussion was held on the December 11-12, 2019 special joint meeting minutes related to the Growth Management Plan.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Mark Barron to approve the meeting minutes as presented for the December 2, 2019 regular joint information meeting, December 11-12, 2019 special joint meeting, December 17, 2019 special joint meeting, and the December 19, 2019 special joint meeting. The vote showed all in favor and the motion carried for the County.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jonathan Schechter to approve the meeting minutes as presented for the December 2, 2019 regular joint information meeting, December 11-12, 2019 special joint meeting, December 17, 2019 special joint meeting, and the December 19, 2019 special joint meeting. The vote showed all in favor and the motion carried for the Town.

Title Transfer (Quitclaim Deeds) for 430 and 440 West Kelly, and 3590 North Kennel Lane. Discussion was held on the transfer process.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to direct and authorize the Jackson Teton County Housing Authority Board to execute the quitclaim deeds for 430 West Kelly Avenue, 440 West Kelly Avenue, and 3590 North Kennel Lane

as presented. The vote showed 3-2 in favor with Stanford and Schechter opposed. The motion carried for the Town.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Mark Barron to direct and authorize the Jackson Teton County Housing Authority Board to execute the quitclaim deeds for 430 West Kelly Avenue, 440 West Kelly Avenue, and 3590 North Kennel Lane as presented items on the consent calendar as presented. The vote showed 3-1 in favor with Propst opposed. The motion carried for the County.

START Board Membership. The Council and Commission discussed the number of members on the START board. Lea Colasuonno and Sandy Birdyshaw made staff comment.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to increase the number of members from seven to nine. The vote showed 4-1 in favor with Stanford opposed. The motion carried for the Town.

On behalf of the County, a motion was made by Luther Propst and seconded by Mark Newcomb to increase the number of members from seven to nine. The vote showed all in favor and the motion carried for the County.

Appointments to Joint Boards.

Pathway Taskforce. No appointments were made at this time.

Jackson/Teton County Advisory Affordable Housing Supply Board. On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Hailey Morton Levinson to appoint Carrie Kruse and Fred Arbuckle to the Jackson/Teton County Advisory Affordable Housing Supply Board to full 3-year terms expiring 12/31/2022. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Luther Propst and seconded by Mark Newcomb to appoint Carrie Kruse and Fred Arbuckle to the Jackson/Teton County Advisory Affordable Housing Supply Board to full 3-year terms expiring 12/31/2022. The vote showed all in favor and the motion carried for the County.

START Board. On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Jim Stanford to appoint Susan Mick, Brett Simic, Jared Smith, and Ty Hoath to the START Board for full 3-year terms expiring 12/31/2022. The vote showed 4-1 in favor with Stanford opposed. The motion carried for the Town.

On behalf of the County, a motion was made by Mark Barron and seconded by Mark Newcomb to appoint Susan Mick, Brett Simic, Jared Smith, and Ty Hoath to the START Board for full 3-year terms expiring 12/31/2022. The vote showed all in favor and the motion carried for the County.

Jackson Hole Airport Board. On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Jim Stanford to appoint Ed Liebrecht to the Jackson Hole Airport Board for a full 5-year term expiring 1/31/2025. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Luther Propst and seconded by Mark Barron to appoint Ed Liebrecht to the Jackson Hole Airport Board for a full 5-year term expiring 1/31/2025. The vote showed all in favor and the motion carried for the County.

Parks and Recreation Board. On behalf of the Town, a motion was made by Arne Jorgensen and seconded by Jim Stanford to appoint Jim Clouse and Ellie Stratton-Brook to the Parks and Recreation Board for full 3-year terms expiring 12/31/2022. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Luther Propst and seconded by Mark Newcomb to appoint Jim Clouse and Ellie Stratton-Brook to the Parks and Recreation Board for full 3-year terms expiring 12/31/2022. The vote showed all in favor and the motion carried for the County.

Housing Nexus Study. April Norton presented a proposed timeline to conduct an Employee Generation by Land Use Study, also known as, a Nexus Study to determine the number of employees generated by development, the types of jobs created, wages, the percent of workforce living locally, and the gap between income and housing costs. A recommendation was made to create a stakeholder group who would provide insight to staff to help inform recommendations on housing mitigation.

Council and Commission held discussion with staff on the stakeholder participant profiles, scope of the study, timeline, budget, mitigation program, and staff impact.

John Graham made staff comment on the legal effect of a nexus study.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to direct staff to draft a Request for Proposals for an Employee Generation by Land Use Study and provide facilitation services for the technical stakeholder group, and to bring the draft Request for Proposals back to the February Joint Information Meeting or sooner for consideration and approval, and further direct staff to appoint a technical stakeholder group based on the Proposed Stakeholder Group Purpose and Profiles attached to the staff report, including a statistician. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Luther Propst to direct staff to draft a Request for Proposals for an Employee Generation by Land Use Study and provide facilitation services for the technical stakeholder group, and to bring the draft Request for Proposals back to the February Joint Information Meeting or sooner for consideration and approval, and further direct staff to appoint a technical stakeholder group based on the Proposed Stakeholder Group Purpose and Profiles attached to the staff report, including a statistician. The vote showed all in favor and the motion carried for the County.

Matters from Council, Commissioners, and Staff. Luther Propst commented on a letter from the Airport Board related to helicopter flights, concerns of helicopter crashes causing wildland fire, and inviting the FAA to Jackson for a discussion. Jonathan Schechter volunteered to speak with the Airport Director about this and report back to the Mayor and Chair.

Mark Barron left the meeting at 4:36 p.m.

Adjourn. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Arne Jorgensen to adjourn. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Luther Propst and seconded by Mark Newcomb to adjourn the meeting. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 4:39 p.m. minutes:spb

TOWN OF JACKSON

ATTEST:

Pete Muldoon, Mayor

Sandra P. Birdyshaw, Town Clerk

Publish JH News & Guide: January 15, 2020

SPECIAL JOINT INFORMATION PROCEEDINGS - UNAPPROVED
TOWN COUNCIL AND BOARD OF COUNTY COMMISSIONERS MEETING

JANUARY 28, 2020

JACKSON, WYOMING

The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information meeting (JIM) located in the Town Council Chambers located at 150 East Pearl Avenue at 1:02 P.M. Upon roll call the following were present:

TOWN COUNCIL: Mayor Pete Muldoon, Hailey Morton Levinson, Arne Jorgensen, Jim Stanford, and Jonathan Schechter.

COUNTY COMMISSIONERS: Chair Natalia Macker, Mark Newcomb, Luther Propst, and Greg Epstein. Mark Barron arrived at 1:09 p.m.

STAFF: Larry Pardee, Tyler Sinclair, Lea Colasuonno, Susan Scarlata, Paul Anthony, April Norton, Alyssa Watkins, John Graham, Kristen Waters, Steve Ashworth, and Sandy Birdyshaw.

Consideration of a Request for Qualifications (RFQ) for an Employee Generation by Land Use Study. April Norton presented a draft Request for Qualifications (“RFQ”) for the Council and Commission’s consideration to update the Employee Generation by Land Use Study, or Housing Nexus Study. The following timeline was presented for the release, initiation, and completion of the study:

- January 28, 2020: RFQ is approved by the Board and Council
- January 29, 2020: RFQ is released
- February 27, 2020: RFQ responses are due
- February 28, 2020: Public opening at 8:00 am at the Housing Department Office
- March 16, 2020: Board and Council award contract
- April 6, 2020: Project initiation
- November 30, 2020: study complete
- December 2020: study presentation to Board and Council
- February-December: technical stakeholder group meets to discuss study and provide consultation to inform staff

Discussion included that a budget amendment would likely be needed for this fiscal year as work on this project begins in April 2020, the project would be managed by the Housing Director, the stakeholder group would provide recommendations, and the use types that would be included in the employee generation numbers.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jonathan Schechter to direct staff to release the Request for Qualifications for the Employee Generation by Land Use Study.

Mark Newcomb suggested adding the Clarion Study to the resource documents listed in the RFQ.

The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Luther Propst and seconded by Greg Epstein to direct staff to release the Request for Qualifications for the Employee Generation by Land Use Study. The vote showed all in favor and the motion carried for the County.

Executive Session. At 1:13 p.m., a motion was made by Jonathan Schechter and seconded by Hailey Morton Levinson to recess to executive session to consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price in accordance with Wyoming Statute 16-4-405(a)(vii). The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Greg Epstein to recess to executive session to consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price in accordance with Wyoming Statute 16-4-405(a)(vii). The vote showed all in favor and the motion carried for the County.

On behalf of the County, a motion was made by Mark Newcomb and seconded by Greg Epstein to exit executive session. Chair Macker called for the vote. The vote showed all in favor and the motion carried for the County.

Mayor Muldoon reconvened the public meeting at 2:28 p.m.

Possible Action Item related to Executive Session Discussion on Real Estate. No action was taken.

Adjourn. On behalf of the Town, a motion was made by Mark Barron and seconded by Greg Epstein to adjourn. The vote showed all in favor and the motion carried for the Town.

On behalf of the County, a motion was made by Hailey Morton Levinson and seconded by Jim Stanford to adjourn the meeting. The vote showed all in favor and the motion carried for the County. The meeting adjourned at 2:33 p.m. minutes:spb

TOWN OF JACKSON

ATTEST:

Pete Muldoon, Mayor

Sandra P. Birdyshaw, Town Clerk

Publish JH News & Guide: February 5, 2020



JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Administration

PRESENTER: Roxanne Robinson

MEETING DATE: February 3, 2020

SUBJECT: Jackson Hole Airport FY2020 Budget Amendment

STATEMENT/PURPOSE

The Town Council and County Commission approve the annual budget for the Airport Board and any amendments to it.

BACKGROUND/ALTERNATIVES

The Jackson Hole Airport's budget is developed in February and March for July execution. There are challenges associated with capturing certain unknowns such as timing of capital expenses if a project takes longer than expected or bills come in later than anticipated.

The proposed budget amendment would accommodate additional expenses related to capital and operations expenses as well as increased revenue in operations, fuel farm, and capital. The capital expenses include both the closeout of the airport car rental Quick Turn Around facility (QTA) project and the landside construction project expenses. The invoices for these projects were received after the close of the 2018/19 fiscal year so were paid in this fiscal year (2019/2020). There have been increases in operation revenues and expenses as a result of increased passenger loads causing higher repair and maintenance costs. The Airport Board approved the budget amendment on January 16, 2020. The attached document provides updated revenue and expense numbers to provide a more accurate reflection of how the fiscal year will end.

Representatives from the Airport Board will be at the meeting to answer any questions the Council and Commission may have.

The Council and Commission have the follow options to consider:

1. Approve the budget amendment as presented.
2. Request additional information and postpone the decision to the March 2 Joint Information Meeting or to separate meetings of the Town Council and County Commission.
3. Other

COMPREHENSIVE PLAN ALIGNMENT

Airport operations and upgrades to airport facilities is in direct alignment with Common Value 3, Quality of Life and more specifically, Principle 8.2 coordinating the provision of infrastructure and facilities needed for service delivery. The airport also has a direct correlation to a diverse and balanced economy as noted in Section 6 of Common Value 3.

STAKEHOLDER ANALYSIS

The stakeholders involved in this project include the Airport operations and everyone served by the airport in our community.

FISCAL IMPACT

The Airport does not receive any funding from the Town or County. Investment in improvements at our airport have indirect positive impacts on the visitation, experience, and spending in our community.

STAFF IMPACT

None.

LEGAL REVIEW

The Town and County Attorneys have not yet been provided the information to provide a legal review.

ATTACHMENTS

Budget Amendment Summary.

RECOMMENDATION

Staff recommends the Town Council and County Commission approve the budget amendment as presented.

SUGGESTED MOTION

I move to approve the FY2020 Airport Budget Amendment as presented.

MEMORANDUM

DATE: January 17, 2020

TO: Town Council and Teton County Commissioners

FROM: Jim Elwood, A.A.E.

SUBJECT: SUMMARY OF JANUARY 16, 2020 SPECIAL BOARD MEETING

SPECIAL BOARD MEETING ACTION ITEMS:

GREENHOUSE GAS OFFSET PURCHASE: Proposed was the purchase of greenhouse gas offsets through the Good Traveler program for employee commuting travel and airport vehicle use. The Good Traveler program sets the rate at \$2 per 400 miles driven. That would mean the cost to offset all Airport Board employee commute miles, plus the staff's suggested 10% additional miles, would be \$7,232.85 for the upcoming year. Staff recommended the purchase up to \$10,000, in order to accommodate additional carbon offsets. The Board approved the purchase of greenhouse gas offsets.

PROPOSED BUDGET AMENDMENT: The proposed budget amendment will accommodate additional expenses related to capital and operations expenses as well as increased revenue in operations, fuel farm and capital. The capital expenses include both the closeout of the QTA project and the landside construction project expenses. The invoices for these projects were received after the close of the 2018/19 fiscal year so were paid in this fiscal year (2019/2020). There have been increases in operation revenues and expenses as a result of increased passenger loads causing higher repair and maintenance costs. The Board approved the budget amendment and it will be forwarded for consideration by both the Town and County at the Joint Information meeting on February 3, 2020.

SECOND AMENDMENT TO THE JACKSON HOLE AVIATION ASSET PURCHASE AGREEMENT (APA): The First Amendment to the Jackson Hole Aviation Asset Purchase Agreement provided for a period of 60 days in which to renegotiate the purchase price, after a decision of the Wyoming Supreme Court in the revenue bond case. That decision came down just before the start of the busy winter holiday season. The proposed Second Amendment to the APA with Jackson Hole Aviation extended the renegotiation deadline by 60 days to March 23, 2020. The Board approved the Second Amendment to the APA with Jackson Hole Aviation.

Approved by Airport Board
January 16, 2020

		Approved May 2019	Amended February 2020
Revenues		2019-2020	2019-2020
	Airport Operations	13,718,860	14,535,070
	Security Operations	7,087,593	7,170,359
	Fuel Farm Operations	15,336,662	17,014,185
Total Revenue		36,143,115	38,719,614
Expenses			
	Airport Operations	-10,613,827	-11,704,370
	Security Operations	-7,297,351	-7,297,351
	Fuel Farm Operations	-14,027,455	-15,740,282
Total Expense		-31,938,634	-34,742,003
	Net Income	4,204,482	3,977,611
Capital and Debt Sources			
	State/Federal Grants	3,334,974	6,365,067
	PFC	1,250,000	1,500,000
	CFC	1,584,946	1,584,946
	Loans	0	0
	Total Capital and Debt Sources	6,169,920	9,450,013
Capital and Debt Uses			
	Terminal	-1,006,921	-1,006,921
	Rental Car QTA	-1,562,524	-1,562,524
	Fuel Farm	-1,038,021	-1,038,021
	Total Capital and Debt Uses	-3,607,466	-3,607,466
Capital Expenditures			
		-6,052,260	-9,104,737
To Net Reserves FY 19/20		714,676	715,420



BOARD OF COUNTY
COMMISSIONERS



TOWN
COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Legal

PRESENTER: Lea Colasuonno, Town Attorney

MEETING DATE: February 3, 2020

SUBJECT: Memorandum of Understanding (MOU) for 3rd Party SPET Funding

STATEMENT/PURPOSE

The attached draft agreement is between the Town, County, and the Jackson Hole Historical Society and Museum, Inc., a Wyoming Corporation ("Historical Society") in order to comply with the Specific Purpose Excise Tax (SPET) Resolution regarding the requirement to follow Town and County procedures and to provide public oversight of the tax dollars associated with the Historical Society project on the Genevieve Block.

BACKGROUND/ALTERNATIVES

In November 2019 the following SPET proposition was approved by voters:

***\$4,400,000.00** for the purchase of land for the locating of a Historical Museum upon portions of the property known as 135 and 175 East Broadway Avenue (the Café Genevieve Block). Following the purchase, the remaining funds will be used for relocation of historic structures and artifacts, including the rehabilitation of those structures, construction of one or more new structures and related site improvements on the site, and designing, planning, engineering, constructing, and/or furnishing of the Historical Museum building and site. In the event the Café Genevieve Block property is not acquired and approved for location of a Historical Museum, the funds will be used for the purchase and development of land, relocation and rehabilitation of historic structures and construction of one or more new structures and related site improvements, at such alternative location as may be approved jointly by the Jackson Town Council and Teton County Board of County Commissioners.*

This project is sponsored by Teton County.

Joint Resolution 19-20 (Town) and 19-015 (County) spells out the requirements for sponsoring entities receiving SPET funding. The Resolution includes requirements for accounting records, deposits, tax receipts, interest earned, and required reports. Additionally, the Resolution states that all projects funded by SPET which involve construction, require planning reviews pursuant to the Land Development Regulations (LDRs) of the Town or County, depending on the location.

The attached draft MOU sets forth these requirements to explicitly notify and bind the Historical Society as the recipient of these SPET funds, to support respective Town review processes, and to ensure appropriate public oversight of the tax dollars invested in the Historical Society project. This has been a concern in previous SPET elections with construction projects outside the Town and County's authority and therefore staff is recommending this MOU be executed to ensure compliance. Notably, the Historical Society is a private corporation and it is important to ensure that public taxpayer funds are spent in compliance with Wyoming Constitutional and Statutory provisions.

COMPREHENSIVE PLAN ALIGNMENT

This item aligns with the Comprehensive Plan, as the LDRs are a result of the Comprehensive Plan. Allowing development or construction to occur without LDR compliance contravenes the will of the voters and the community vision and common values.

STAKEHOLDER ANALYSIS

The stakeholders include the citizens of the community that rely on the Town and County government to regulate construction and enforce the laws duly adopted, citizens who voted in favor of the initiative, and residents and guests to the community that will ultimately enjoy the amenity provided by the SPET initiative. Stakeholders also include the Town and County staff members charged with the health, safety, and welfare in the community as well as staff members involved with development reviews. And, finally, the stakeholders include the recipient of the SPET funds.

FISCAL IMPACT

There is no direct fiscal impact to adopting the MOU.

STAFF IMPACT

Town staff has spent approximately 10 hours total discussing and preparing the draft MOU. Staff will also spend a minimal amount of time obtaining signatures and scanning and archiving the document for records management.

LEGAL REVIEW

Gingery.

Ongoing as needed in the Town Attorney's office.

ATTACHMENTS

- Draft MOU between the County, Town, and the Historical Society.

RECOMMENDATION

Staff recommends the Town Council and County Commission approve the MOU between the County, Town, and the Historical Society as presented, including any minor changes by the Town and County Attorneys and authorize the Mayor and Chair of the County Commission to execute the MOU.

SUGGESTED MOTION

I move to approve the MOU between the County, Town, and the Historical Society as presented, including any minor changes by the Town and County Attorneys and authorize the Mayor and Chair of the County Commission to execute the MOU.

**MEMORANDUM OF UNDERSTANDING BETWEEN TETON COUNTY, WYOMING,
THE TOWN OF JACKSON AND THE JACKSON HOLE HISTORICAL SOCIETY AND MUSEUM**

1. **Parties.** This Memorandum of Understanding (“**MOU**”) is made and entered into this ____ day of _____, 2020, (“**Effective Date**”) by and between Teton County, Wyoming, whose address is 200 South Willow Street, P.O. Box 1727, Jackson, Wyoming 83001 (“**County**”); the Town of Jackson, whose address is 150 East Pearl Avenue, P.O. Box 1687, Jackson, Wyoming 83001 (“**Town**”); and Jackson Hole Historical Society and Museum, whose address is 225 North Cache Street, P.O. Box 1005, Jackson, Wyoming 83001 (“**Historical Society**”).
2. **Purpose of MOU.** The purpose of this MOU is to require the Historical Society to undergo and complete all planning, building and any other regulatory reviews; obtain all permit approvals required by the Town or County for any project(s) the Historical Society undertakes that utilize all or any portion of 2019 Specific Purpose Excise Tax (“**2019 SPET**”) funds dispersed to it; and to follow the Town and County required financial assurance process when receiving any and all portions of the 2010 SPET.
3. **Responsibilities of the Historical Society.**
 - A. The Historical Society acknowledges and affirms that the following 2019 SPET proposition was approved by voters: “\$4,400,000.00 for the purchase of land for the locating of a Historical Museum upon portions of the property known as 135 and 175 East Broadway Avenue (the Café Genevieve Block). Following the purchase, the remaining funds will be used for relocation of historic structures and artifacts, including the rehabilitation of those structures, construction of one or more new structures and related site improvements on the site, and designing, planning, engineering, constructing, and/or furnishing of the Historical Museum building and site. In the event the Café Genevieve Block property is not acquired and approved for location of a Historical Museum, the funds will be used for the purchase and development of land, relocation and rehabilitation of historic structures and construction of one or more new structures and related site improvements, at such alternative location as may be approved jointly by the Jackson Town Council and Teton County Board of County Commissioners.”
 - B. The Historical Society acknowledges and affirms that the 2019 SPET proposition included the limitation that “All specific projects funded by the Tax Proposition, which involve construction, shall be subject to a planning review pursuant to the Land Development Regulations of Teton County or the Town of Jackson, depending on where the project is located.”
 - C. The Historical Society acknowledges and affirms that it will undergo and complete all planning, building and any other regulatory reviews and obtain all permit approvals required by the Town

or Teton County, Wyoming for any project(s) the Historical Society undertakes that utilize all or any portion of 2019 SPET funds it receives.

- D. The Historical Society acknowledges and affirms that its construction bidding must and will comply with Wyo. Stat. Ann. § 16-6-101 *et seq.*
- E. The Historical Society shall take any actions and provide any and all information necessary to enable the Teton County Treasurer to comply with subsection (h) of the 2019 SPET ballot, specifically:
 - i. Maintain its accounting in records in accordance with generally accepted accounting principles as promulgated by the American Institute of Certified Public Accountants and the Governmental Accounting Standards Board (GASB);
 - ii. Establish separate interest-bearing ledger accounts into which the 2019 SPET revenues it receives will be deposited;
 - iii. Deposit and record all tax receipts within the appropriate ledger account;
 - iv. Retain and record interest earned on each account; and
 - v. At the end of each fiscal year, prepare and forward to the County Treasurer's Office a report on each account showing a reconciliation of all tax receipts and the amount of interest earned thereon, and a reconciliation showing all expenditures in the account or fund, grouped by major categories or classifications.
- F. The Historical Society acknowledges and affirms that, prior to each disbursement of any 2019 SPET funds to it, it shall complete and submit, in the form prescribed by the Teton County Clerk, a voucher. If the voucher does not evidence that the 2019 SPET funds to be disbursed are allocated to costs that complied with the 2019 SPET Proposition, no funds shall be disbursed.

4. **Notices.**

- A. All notices arising out of, or from, the provisions of this MOU shall be in writing and given to the Parties at the address provided under this MOU, either by regular mail or delivery in person.

Town of Jackson
Attn: Town Manager
P.O. Box 1687
Jackson, WY 83001

Teton County Clerk
Attn: Sherry L. Daigle
P.O. Box 1727
Jackson, WY 83001

Jackson Hole Historical Society and Museum
Attn: Executive Director
P.O. Box 1005
Jackson, Wyoming 83001

5. **General Provisions.**

- A. **Amendments.** Any changes, modifications, revisions, or amendments to this MOU which are mutually agreed upon by the Parties shall be incorporated by written instrument, executed and signed by all Parties of this MOU. No verbal amendments are permitted.
- B. **Applicable Law.** The laws of the State of Wyoming shall govern the construction, interpretation and enforcement of this MOU. The courts of the State of Wyoming shall have jurisdiction over any action arising out of the MOU, and over the Parties, and the venue shall be the Ninth Judicial District, Teton County, Wyoming.
- C. **Entirety of Agreement.** This MOU represents the entire and integrated agreement between the Parties as to the subject matter of this MOU and supersedes all prior negotiations, representations and agreements, whether written or oral. Where any portion of this MOU is in conflict with state statute, state statute shall govern.
- D. **Severability.** Should any portion of this MOU be judicially determined to be illegal or unenforceable, the remainder of the MOU shall continue in full force and effect, and the Parties may re-negotiate the terms affected by the severance.
- E. **Governmental Immunity.** The Town or County do not waive their respective governmental immunity by entering into this MOU and fully retain all immunities and defenses provided by law with respect to any action based on or occurring as a result of this MOU.
- F. **Indemnification.** Each Party shall assume the risk of any liability arising from its own actions or omissions or the actions or omissions of its employees, volunteers, and agents at all times. None of the Parties agree to insure, defend, or indemnify the others, subject to negligence or willful misconduct.
- G. **Third Party Beneficiary Rights.** The Parties do not intend to create in any other individual or entity the status of a third-party beneficiary, and this MOU shall not be construed so as to create such status. The Parties to this MOU intend and expressly agree that only parties signatory to this MOU shall have any legal or equitable right to seek to enforce this MOU, to seek any remedy arising out of a party's performance or failure to perform any term or condition of this MOU, or to bring an action for the breach of this MOU.
- H. **Signatures.** In witness whereof, the Parties to this MOU, through their duly authorized representatives, have executed this MOU on the days and dates set forth below, and certify that

they have read, understood, and agreed to the terms and conditions of this MOU as set forth herein.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU as of the date above.

TOWN OF JACKSON

By: _____ DATE: _____
Pete Muldoon, Mayor

ATTEST: _____
Sandra P. Birdyshaw, Town Clerk

TETON COUNTY WYOMING

By: _____ DATE: _____
Natalia D. Macker, Chairwoman
Teton County Board of County Commissioners

ATTEST: _____
Sherry L. Daigle, County Clerk

JACKSON HOLE HISTORICAL SOCIETY AND MUSEUM

By: _____ DATE: _____
Its: _____



**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

PREPARATION DATE: January 30, 2020

MEETING DATE: February 3, 2020

SUBMITTING DEPARTMENT: Joint Long-Range Planning

DEPARTMENT DIRECTORS: Tyler Sinclair and Chris Neubecker

PRESENTER: Tyler Sinclair

SUBJECT: OPS Strategies Proposal Consideration: 2020 Indicator Report Work

PURPOSE

The purpose of this item is to consider approval of a proposal from OPS Strategies to assist Long Range Planning Staff in preparing the 2020 Indicator Report.

BACKGROUND

An Indicator Report is prepared annually by Long Range Planning Staff as directed in Comprehensive Plan Principle 9.2 - *Monitor and implement our Vision annually: Annual indicator reports should be designed as a check-in on the community's progress toward achieving our Vision. Through annual indicator reports the community will understand how we are measuring up to the Plan's framework and will have the information needed to proactively design annual work plans to move toward the Growth Management Program targets.* In the current Comp Plan, nineteen indicators are to be measured every year using various data sources and methods. Many of the methodologies for measurement were developed over time by previous Planning Staff and, to ensure consistency of annual analysis, this proposal would allow training of current Planning Staff and refinement of an Indicator Report methodology guide for future use.

ALTERNATIVES

Due to the vacancy of the Principal Long-Range Planner position and other County Planning positions over the past year, all staff time for the Senior Long-Range Planner has been put into Long Range Planning projects approved in the 2020 Work Plan and other areas including:

- County Land Development Regulation Text Amendments
- Comp Plan GMP Update
- Hillside Regulations
- District 1 and Historic Preservation Regulations
- Flat Creek Corridor – Not started
- Hog Island and Aspens Zoning – Not Started
- Natural Resource Regulations

As many of these projects are ongoing or have yet to be started staff finds that the most efficient and effective way to complete the annual indicator report is through the use of a consultant, leaving all staff time for the projects identified in the 2020 Work Plan.

If contracted services are not approved, current Planning Staff will prepare the annual Indicator Report, but such work will impact staff's ability to advance other identified priorities. Also, the current staff do not have the same knowledge as the consultant on this matter and the quality of the report may not be consistent with past reports.

The attached proposal includes a scope of services with estimated costs. Optional services are denoted as such in the proposal with the total project cost not to exceed \$21,350. Planning Staff will work to take on as much of the tasks listed "optional" as possible to minimize total project cost. Future preparation of the annual Indicator Reports will be solely preformed by Planning Staff once this facilitation and training has been completed.

ATTACHMENTS

1. OPS Strategies Proposal/Agreement for 2020 Indicator Report

FISCAL IMPACT

The total project cost will be split 50/50 between the Town and County.

TOWN: The Town Planning Professional Services account has funding to cover this expense (\$10,675) due to salary savings from the vacant Principal Long-Range Planner and Transportation Coordinator positions.

COUNTY: The Planning & Building Professional Services account has funding to cover this expense (\$10,675) due to salary savings from the vacant Principal Long-Range Planner and Transportation Coordinator positions.

STAFF IMPACT

Approval of this proposal will alleviate impacts to staff and will produce a report consistent with prior years.

LEGAL REVIEW

None at this time; the Town Attorney will review the standard Town Professional Services Contract prior to execution by the Mayor.

PLANNING STAFF RECOMMENDATION

The Town Community Development Director and County Planning Director recommend approval of this proposal.

SUGGESTED MOTIONS

TOWN:

I move to approve the proposal from OPS Strategies to assist Planning Staff in preparing the 2020 Indicator Report as presented in the agreement dated January 10, 2020 and authorize the Mayor the execute a Professional Services Contract upon review and approval by the Town Attorney.

COUNTY:

I move to approve the proposal from OPS Strategies to assist Planning Staff in preparing the 2020 Indicator Report as presented in the agreement dated January 10, 2020.



January 10, 2020

20-01

Town of Jackson
PO Box 1687
Jackson, WY 83001
Via email: tsinclair@jacksonwy.gov

ATTN: Tyler Sinclair
RE: Proposal/Letter Agreement, 2020 Indicator Report

Tyler,

As requested, this a proposal for professional services to assist the Town of Jackson and Teton County in preparing the 2020 Indicator Report.

PROJECT DESCRIPTION

It is my understanding that the Town of Jackson and Teton County are seeking assistance in preparing the 2020 Indicator Report. At the same time the Town and County would like to use preparation of the 2020 Indicator Report as a means to understand the methodology and logistics for in-house preparation of future indicator reports.

SCOPE OF SERVICES

1. Collect Indicator Report Data (\$ 6,300 | \$ 10,675 WITH OPTIONS)
 - a. Create a data source table from the master spreadsheet and 2019 Indicator Report and review the data source table with Kristi
 - b. Show Kristi how to process the Town and County building permit data
 - c. Pull non-building permit data and input it into the master spreadsheet
 - d. Evaluate the methodology for calculating the percentage of the workforce living locally based on recent conversations about various sources of commuter data. Update the percentage of the workforce living locally, effective population, and housing stock methodologies as needed.
 - e. Input building permit data into the master spreadsheet
 - f. OPTIONAL: Reformat master spreadsheet to include source data tabs and data processing tabs in order to make future reports easier (\$ 1,750)
 - g. OPTIONAL: Evaluate and update energy consumption methodology to mirror energy audit/GMP methodology (\$ 875)
 - h. OPTIONAL: Evaluate and refine Employment by Sector methodology and reporting (\$ 875)
 - i. OPTIONAL: Evaluate and develop a methodology for the Redevelopment indicator (\$875)
2. Analyze Data and Create 2020 Indicator Report (\$ 4,550)
 - a. Document the link between the tables in the indicator report and the master spreadsheet and review with Kristi.
 - b. Update the tables in the indicator report, analyze the data, and document trends
 - c. Review analysis with Kristi, Tyler, Chris
 - d. Finalize Report
 - e. Meet with Kristi to review existing methodology document

3. OPTIONAL: Update Methodology Document (\$ 6,125)

- a. Update the methodology document to explain the methodology/rationale for each indicator in a manner that is more user friendly for a future user
- b. Review updated methodology document with Kristi
- c. Revise methodology document

EXCLUSIONS TO SCOPE OF SERVICES

The scope of services **does not** include the following:

1. Processing of Town and County building permit data
2. Drafting or review of the FY21 Work Plan
3. Drafting or review of a staff report for the 2020 Indicator Report or Work Plan
4. Any public presentation of the 2020 Indicator Report

FEE AND PAYMENT TERMS

OPS Strategies will complete the scope of services on a time and materials basis at a rate of \$175 per hour, with a total project cost not to exceed **\$21,350**. You will receive an invoice for the total amount due upon completion of the work.

This financial agreement is based upon the prompt payment of OPS Strategies invoices and orderly, continuous progress of the project. OPS Strategies reserves the right to stop work if invoices remain unpaid 60 days past the date of invoice. Past due invoices will be charged finance charges at a rate of 1% per month.

ADDITIONAL SERVICES

If services in addition to the proposed scope of services become necessary, I will discuss the services with you and will request your approval to perform such services on a time and materials basis or for an agreed upon lump sum fee. The hourly rate for additional services is \$175.00. I will require your approval before proceeding with additional services. Please note that revisions requested to completed work will be considered additional services.

PERFORMANCE SCHEDULE

Upon receipt of this signed agreement by January 24, 2020, OPS Strategies agrees to complete Tasks 1 and 2 of the scope of work by February 28, 2020. If elected, OPS Strategies agrees to complete Task 3 by May 1, 2020.

If there are protracted delays for reasons beyond my control, I would expect to negotiate with you an equitable adjustment of the completion date and my compensation, taking into consideration the impact of such a delay on items including, but not limited to, reallocation of my time and changes in price indices and pay scales applicable to the period when services are in fact being rendered. Additional services, if requested, can be considered just cause for OPS Strategies to renegotiate the date for completion of the services.

CLIENT RESPONSIBILITIES

As the Client, you agree to provide OPS Strategies with all pertinent and available project information and promptly inform OPS Strategies of any change in the work that pertains to the scope of services.

AGREEMENT

This proposal can serve as a Letter of Agreement for services. This proposal represents the understanding between you and OPS Strategies with respect to the project and may only be modified in writing signed by both parties. If it satisfactorily sets forth your understanding of our agreement, please sign in the space provided and return a signed copy as soon as possible.

Thank you for the opportunity to submit this proposal and to be of service to you. Please call if you have any questions.

Sincerely,



Alex Norton, AICP
Principal

Proposal Accepted by: Town of Jackson
Tyler Sinclair, Community Development Director

(signature)

(date)



**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

**JOINT INFORMATION MEETING
AGENDA DOCUMENTATION**

PREPARATION DATE: January 30, 2020

MEETING DATE: February 3, 2020

SUBMITTING DEPARTMENT: Joint Long-Range Planning

DEPARTMENT DIRECTORS: Tyler Sinclair and Chris Neubecker

PRESENTER: Tyler Sinclair

SUBJECT: Consideration of Logan Simpson Contract Modification: Growth Management Program Review & Comprehensive Plan Update

PURPOSE

The purpose of this item is to consider approval of proposed modifications to the Logan Simpson contract for the Growth Management Program Review & Comprehensive Plan Update.

BACKGROUND

Prior to beginning work on the Growth Management Program Review & Comprehensive Plan Update, the Town and County entered into contract with Logan Simpson consulting group for services specified in the scope of work dated May 24, 2019 (attached). Since that time, Logan Simpson has identified work performed or to be performed to ensure successful completion of this project that is outside the original scope of work. Those additional tasks are specified in a proposed contract modification from Logan Simpson dated January 28, 2020 (attached) and highlighted below:

Additional Work Performed:

- One additional full day of meetings and coordination in December 2019 for Plan modifications

Additional Work to be Performed:

- Two additional future meetings to facilitate the Comprehensive Plan Update process.
- In response to the amount and extent of plan amendments through the GMP review, beyond the intent of the original scope, staff has indicated a need for additional review drafts of the draft plan.
- Graphic enhancements made to highlight key information within the Plan and provide an updated look to the Plan.

ALTERNATIVES

Planning Staff has coordinated with Logan Simpson to adjust the proposed contract modifications to those deemed essential as presented. Per the contract in effect, written approval from the Town of Jackson is required for compensation to Logan Simpson to exceed the "not to exceed" amount of \$127,052. This contract modification would provide an additional \$29,170 to Logan Simpson in exchange for an additional 180 hours of work. All costs will be split between the Town and County 50/50.

ATTACHMENTS

1. Proposed contract modification from Logan Simpson dated January 28, 2020
2. Original Scope of Work dated May 24, 2019

FISCAL IMPACT

TOWN: The Town Planning Professional Services account has funding to cover this expense (\$14,585) due to salary savings from the vacant Principal Long-Range Planner and Transportation Coordinator positions.

COUNTY: The County Planning & Building Professional Services account has funding to cover this expense (\$14,585) due to salary savings from the vacant Principal Long-Range Planner and Transportation Coordinator positions.

STAFF IMPACT

Approval of this proposal will alleviate impacts to staff.

LEGAL REVIEW

None at this time. The Town Attorney will review an addendum to the standard Town Professional Services Contract prior to execution by the Mayor.

PLANNING STAFF RECOMMENDATION

The Town Community Development Director and County Planning Director recommend approval of this proposal.

SUGGESTED MOTIONS

TOWN:

I move to approve the contract modification proposal from Logan Simpson consulting group for additional work required to complete the Growth Management Program Review & Comprehensive Plan Update not to exceed \$29,170 in cost as presented in the agreement dated January 28, 2020 and authorize the Mayor the execute a Professional Services Contract upon review and approval by the Town Attorney..

COUNTY:

I move to approve the contract modification proposal from Logan Simpson consulting group for additional work required to complete the Growth Management Program Review & Comprehensive Plan Update not to exceed \$29,170 in cost as presented in the agreement dated January 28, 2020.

ATTACHMENT 1



L O G A N S I M P S O N

PROFESSIONAL SERVICES AGREEMENT MODIFICATION #1 TOWN OF JACKSON & TETON COUNTY GROWTH MANAGEMENT PLAN AMENDMENT SCOPE OF SERVICES AND COMPENSATION, 28 JANUARY 2020

1 | ADDITIONAL MEETINGS (3)

Task 1. Facilitation

- Task 1A: Additional Meetings
 - Two additional future meetings to facilitate the Comprehensive Plan Update process.
 - One additional full day of meetings and coordination in December 2019 for Plan modifications

2 | ADDITIONAL PLAN DRAFTS FOR REVIEW

Task 2. Additional Plan Drafts for Review (3)

- Task 2A: Review and Incorporation of Plan Amendments.
 - In response to the amount and extent of plan amendments through the GMP review, beyond the intent of the original scope, staff has indicated a need for additional review drafts of the draft plan.

3 | GRAPHIC ENHANCEMENTS

Task 3. Graphic Enhancements

- Task 3A: Graphic Enhancements
 - Graphic enhancements made to highlight key information within the Plan and provide an updated look to the Plan.

SUMMARY

Collectively, the estimated cost of these three tasks, including expenses, is \$29,170.24. The hours listed in the table below represent the expected time commitment of staff members Bruce Meighen, Mitch Hendrick, and Maria Michieli-Best of Logan Simpson, and Alex Norton of OPS Strategies.



COMPENSATION

TASK	Hours	Labor	Expenses	Total
1 ADDITIONAL MEETINGS (3)				
Task 1. Facilitation	48	9,845	4,000	\$ 13,845
Subtotals	48	\$9,845	\$4,000	\$ 13,845
2 ADDITIONAL PLAN DRAFTS FOR REVIEW (3)				
Task 2. Additional Plan Drafts for Review	84	9,804	\$ -	\$9,804
Subtotals	84	\$9,804	\$ -	\$9,804
3 GRAPHIC ENHANCEMENTS				
Task 3. Graphic Enhancements	48	5,521	\$ -	\$5,521
Subtotals	48	\$5,521	\$-	\$5,521
Totals	180	\$25,170	\$ 4,000	\$29,170

ATTACHMENT 2: Original Scope of Work



May 24, 2019

Tyler Sinclair, Planning Director
Town of Jackson
150 East Pearl Avenue
PO BO X 1687
Jackson, Wyoming 83001
307.733.0440, Ext. 1301
tsinclair@jacksonwy.gov

Subject: Growth Management Plan Five-Year Review

Dear Tyler,

Logan Simpson is pleased to provide the following documents in support of our contract of the Town of Jackson/Teton County's Growth Management Plan (GMP) Five-Year Review. Based on our four sessions with both Town and County staff regarding the five-year review of this amendment, we have chosen a tailored team to work collaboratively with the Town. Bruce Meighen, a certified planner with over 25 years of experience, has specialized in award-winning plans for quality of life communities across the West, will lead the project as planning principal, and will be responsible for overall guidance of the amendment. Senior Associate Megan Moore will serve as the senior planner, responsible for day-to-day communications with the Town and team, as well primary authorship of the amendment. These experienced project leads have worked together on similarly sized projects and locations for over 12 years in Wyoming, Idaho, Colorado, and Mountain West communities facing growth and planning challenges. These updates - and in some cases, first-time plans—represent the balance of current trends in growth management, recreation, tourism, education, health, small business, and resiliency.

Bruce and Megan will be supported by staff from Logan Simpson's Fort Collins, Colorado office. Mitch Hendrick, a planner, will conduct research and analysis, and Maria Michieli-Best is available for technical review and document layout and graphics. Alex Norton of OPS Strategies, formerly a planner with the Town of Jackson, brings his expertise in statistical analysis and mapping support. Logan Simpson's multi-disciplined support staff also includes community, environmental, and recreation planners; public engagement specialists; landscape architects and designers; economists; archaeologists and historians; cultural resources specialists; biologists; parks, recreation, and travel management specialists; graphics and editorial staff, and GIS specialists. Our broad, integrated practice is well-suited for strategic community planning; we have the bench strength necessary to reach out to staff in other disciplines and offices to ensure that the right person is assigned to assist with tasks and work within the budget, schedule, and expectations of the community.

Our recent work in the region includes planning efforts for Driggs, Twin Falls, Meridian, Valley and Meadows counties, and McCall, Idaho; Teton counties (Idaho and Wyoming); and Gallatin County, Bozeman, and Big Sky, Montana. Moreover, Logan Simpson staff and Alex Norton have worked extensively with the Town and Teton County, having updated the 2012 Comprehensive Plan and completed a set of Character Districts, Land Development Regulations, Workforce Housing Action Plan, and Integrated Transportation Plan update. Brief resumes of our key personnel showing this experience and other related projects are included as an attachment to this letter, as well as the Scope of Work reviewed with staff, Fee for Professional Services, and final modified Professional Services Contract.

We look forward to continuing our relationship with the Town and County. Please feel free to contact us with any additional questions or materials you find you may need.

Sincerely,



Bruce Meighen, AICP
Principal

Attachments:

Exhibit A, Scope of Work
Exhibit B, Fee Schedule
Resumes of Key Personnel
Professional Services Contract

Exhibit A –Growth Management Plan Five Year Review (GMPR) Scope of Work

The following scope for the Growth Management Plan Review (GMPR) is the 5-year update to conduct a check-in on our vision to ensure we are moving in the right direction. The Growth Management Plan (GMP) has shown great progress; this process is a chance to review the GMP's successes and educate our leaders on its intent. The GMPR assumes the vision remains strong and can be accelerated with new strategies and refined indicators. The process assumes the vision, themes, policies, and indicators will need minor revisions. The GMPR will focus on the necessary strategies and corrective actions to accelerate the desired goals. It is assumed that staff will assist with key tasks, including the website, video, meeting arrangements, public meeting, and adoption.

Process Highlights

Phase 1: Our 5-Year Audit

- Task 1a: GMP Amendment Audit
- Task 1b: The Last Five Years
- Public Outreach - Questionnaire 1, Text Polling 1, Webpage (by Staff) and 3 Events (by Staff), Trip 1 (3 days, stakeholder interviews)

Phase 2: Augmenting Our GMP Amendment

- Task 2a: Reintroduce the GMP Amendment, Our Successes, and Where We Need to Go
- Task 2b: Enhancing the GMP with Planning Commission
- Task 2c: Enhancing the GMP Amendment with our Electeds - Part 1
- Task 2d: Affirmation of GMP Amendment with our Electeds - Part 2
- Public Outreach - Public Drop-in With Stations (Staff/Consultant), Webpage (by Staff), Trips 2, 3, 4 and 5 (2-3 days each, worksessions with Commissions and Electeds)

Phase 3: Creating our GMP Amendment

- Task 3a: Draft Amendments to GMP
- Task 3b: Adopt Amendments to GMP
- Four Presentations (by Staff), Public Outreach (by Staff)

Phase 1: Our 5-Year Audit – How Are We Doing?**June-August 2019**

The team will examine the implementation efforts of 2012-2019 and provide insight as to whether the community has been moving toward its aspirations. This task will include an audit of the vision, policies, strategies, and indicators, including the 60/40, 65%, and 5% thresholds. We will also evaluate new opportunities, additions, deletions, and clarifications.

Task 1a: GMP Amendment Audit**June-August 2019**

An electronic plan audit will be conducted of the vision, policies, strategies, and indicators to identify which are working, which need minor modifications, and which are unnecessary. For each vision, principles/policies, indicators, strategies, the audit will affirm those that are still relevant, have become irrelevant, need modification, or are missing. The GMP audit will be targeted towards staff, consultants, and those who use the GMP.

Staff can choose to invite other stakeholders who utilize the plan, such as planners from neighboring communities or elected officials. The type of user who conducts the audit will be tracked to determine if different opinions arise. Key questions to consider by the user include:

- Common Values
 - o Which principles/policies/targets drove decisions based on findings/rationale?
- Principles/Policies
 - o Review staff reports, tapes for references
 - o Which policies are most/not referenced?
- Strategies
 - o Identify strategies done/undone/ongoing
- Character District/Subareas
 - o Which subareas need modifications or have updated zoning?
 - o Does the zoning match the description?
 - o Have there been any changes to existing land uses or amenities in each District (e.g., Hog Island, Northern South Park)?
- Indicators Triggers
 - o Indicator Audit – which ones were effective, which should we modify, delete, new additions?

Complementing this audit will be a list of changes that have occurred, such as the cap on no new non-residential square footage or residential buildout caps, and how it works with workforce housing and conservation incentives.

Deliverable: Audit Report

Task 1b: The Last 5 Years**June-August 2019**

It is important the GMPR considers the recent trends; as such, the team will review the recent annual indicator reports and produce a white paper that provides a qualitative analysis of the indicator report - highlighting successes, if we are heading in the right direction, identifying missing information and what work we still need to do.

To supplement the analysis of the indicators, an evaluation of how the GMP influences the lives of our community will be conducted. The team will utilize text polling combined with a questionnaire to collect public input and their perception. Staff may choose to produce a short video (Video 1) to provide background information. This technique will be utilized at the farmer's market and other events, as well as advertised in the paper and through electronic media. The consultant will work with staff to refine the questions before launching the questionnaire. Questions should be approachable to the everyday citizen and relate to existing indicators. For example:

- Is it harder to live and work in Jackson than 5 years ago?
- Do you see growth happening more in the County or Town?
- What are the most positive things you have observed? What changed most since 2012?
- What is the best example of ecosystem stewardship you can think of? Growth management? Quality of life?

Outreach will encompass a wide range of people and will focus on reaching out “where they are.” We will attempt to engage:

- Owners and Renters
- Longtime residents and short term residents
- White and blue collar workforce
- Commuters and residents
- Minorities
- Younger generations
- Visitors and residents who have moved away

Video footage may be used of people responding to questions at key events as an input to Phase 2 (staff). The results of this task will be compiled into a brief report commenting on the successes to-date, trends, indicators, and information from the public outreach. Trip 1 (3 days) will occur at this time to conduct stakeholder interviews with elected officials (past and present), commission members, and others. The interviews will be used to collect information regarding the last five years and provide information on the process.

Meetings: Three events (Staff), Trip 1 (3-days of Stakeholder Interviews)

Deliverable: Questionnaire 1, Text Polling 1, Last 5 Yrs. White Paper, Website Page (Staff), Meeting Materials 1

Phase 2: Augmenting Our GMP Amendment September-November 2019

Task 2a: Reintroduce the GMP, Our Successes and Where We Need to Go September 2019

An executive summary will be produced to restate the vision and intent of the GMP, as well as explain how it works. It is important to restate the vision, successes, and collective direction in a manner that the community can understand. This will include a summary of the plan's vision, principles/policies, indicators, strategies, and how they have been implemented.

Trip 2 (3 days) will occur at this time to discuss the results of Phase 1 (audit, trends, and outreach) and provide additional educational information about the GMP with Planning Commission and the Electeds. Additional community outreach will occur at this time (e.g., drop-

in public meeting/workshop with stations) to review the results of Phase 1, educational information, and collect information on other needed strategies.

Deliverables: Executive Summary, Public Meeting Materials, Summary

Meetings: Trip 2 (3 Days) (PC/Electeds Joint Meeting, Public Workshop)

Task 2b: Enhancing the GMP with Planning Commission September 2019

The goal of Trip 3 and the corresponding Planning Commission work session is to review the modifications to the chapters based on Phase 1 and Task 2a (including staff's recommendations and key things we have heard) and identify if there are any other clarifications/additions necessary to each chapter. The goal of the task is to recommend modifications that help clarify, update, and enhance the intent of the GMP. It is assumed that the vision, structure, and general direction of the GMP remain the same.

A key focus will be to prioritize strategies and identify new ones that will help accelerate the community's vision. The work session will primarily be focused on prioritizing future strategies and identifying additional corrective actions. We will also ask questions such as, "Are we thinking big enough?" "Are there new big ideas?" and "Are there any preliminary strategies we need to accelerate our progress?" These could include a series of interactive exercises that focus on any strategies or corrective actions that are critical for the plan to be effective. The consultant will prepare a list of recommended enhancements and strategies for the next two work sessions with electeds.

Deliverables: Meeting Materials 3, Modified Preliminary Draft GMP Amendment, Summary

Meetings: Trip 3 (2 days)

Task 2c: Enhancing the GMP Amendment with our Electeds - Part 1 October 2019

The goal of Trip 4 and the corresponding Electeds worksession is to review the modifications to the chapters based on Phase 1 and Task 2a, 2b (including staff's recommendations, key things we have heard and Planning Commission recommendations) and identify if there are any other clarifications necessary to each chapter. The goal of the task is to recommend modifications that help clarify, update, and enhance the intent of the GMP Amendment following the same process as utilized with the Planning Commission in Task 2b. It is assumed that the vision, structure, and general direction of the GMP remain the same.

A key focus will be to prioritize strategies and identify new ones that will help accelerate the community's vision. The work session will primarily be focused on prioritizing future strategies and identifying additional corrective actions. We will also ask questions such as, "Are we thinking big enough?" "Are there new big ideas?" and "Are there any preliminary strategies we need to accelerate our progress?" These could include a series of interactive exercises that focus on any strategies or corrective actions that are critical for the plan to be effective.

Deliverables: Meeting Materials 4, Modified Preliminary Draft GMP Amendment, Summary

Meetings: Trip 4 (2 days)

Task 2d: Affirmation of GMP Amendment with our Electeds - Part 2 November 2019

The goal of Trip 5 and the corresponding elected official session is to affirm and discuss the recommendations and changes to the Public Draft GMP Amendment. Based on the recommended changes, a Draft Public GMP Amendment will be prepared. At this stage, staff may choose to prepare a Video associated with Phase 2.

Deliverables: Meeting Materials 5, Modified Preliminary Draft GMP Amendment, Summary

Meetings: Trip 5 (2 days)

Phase 3: Creating our GMP Amendment

December –January 2020

Task 3a: Public Draft GMP Amendment

December 2019

The Preliminary Draft GMP Amendment will be delivered for review. Based on staff comments, a public draft will be prepared. Staff will attend to facilitate any meetings and provide necessary notifications.

Deliverables: Draft Public GMP Amendment, Public Outreach and Meetings (staff)

Task 3b: Adopt Amendments to GMP

January 2020-February 2020

Based on public comment, a Draft Public Amendment will be prepared for adoption. The following meetings will be facilitated by staff occur:

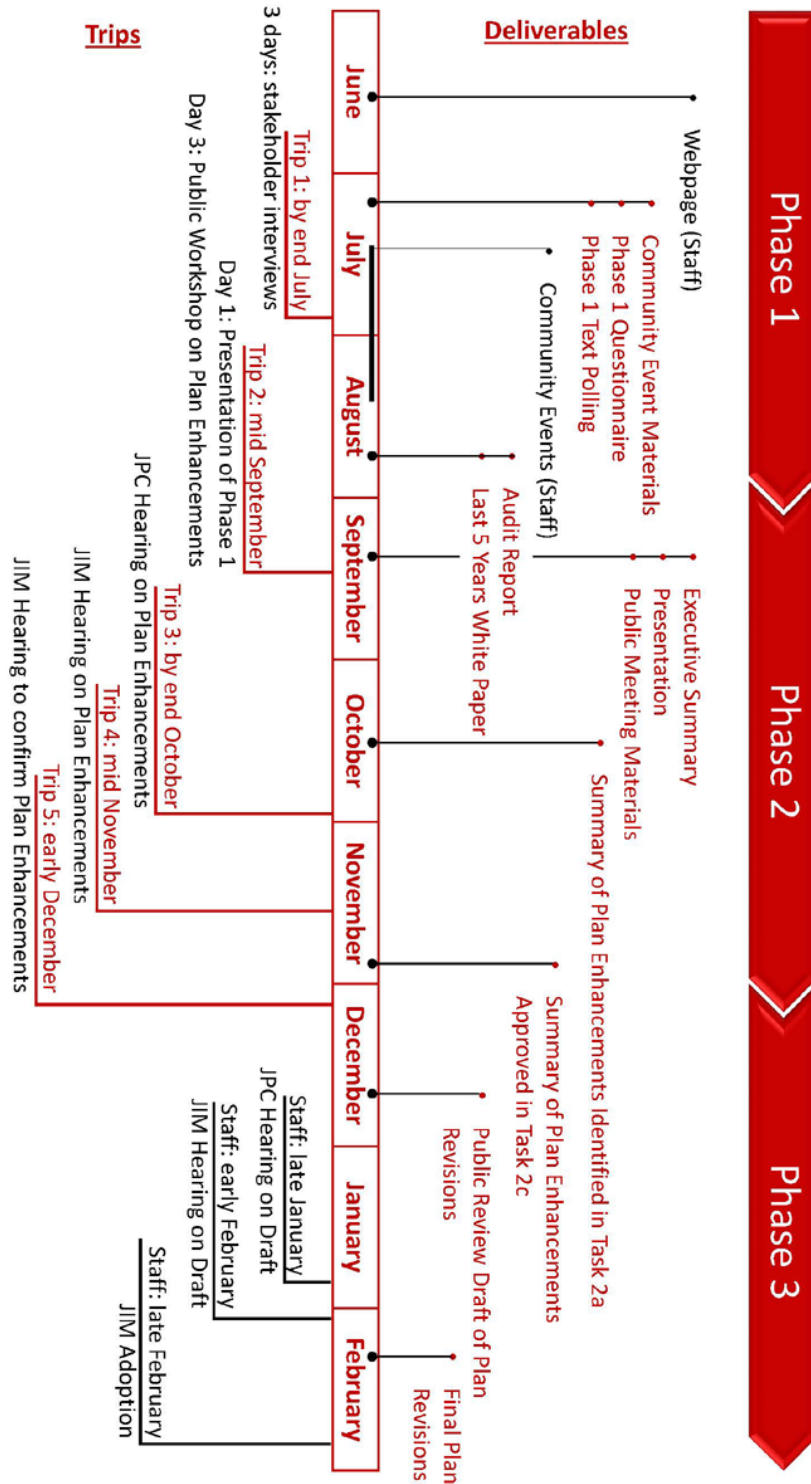
- Joint Planning Commission Hearing
- Joint Council/BCC Hearing
- Revisions
- Final Council/BCC Hearing

One set of revisions will occur during this period. A final video could be prepared by staff to highlight the intent of the plan, key policies, strategies, and the desired vision for our community.

Deliverables: Final GMP Amendment, Public Outreach, and Meetings (by Staff).

Exhibit B – Schedule and Fee for Professional Services

Schedule



Fee

	Subtotal	Subtotal	Expenses	Total Labor
Tasks	Hours	Costs		and Exp.
Phase 1 - Our 5-yr Audit - How Are We Doing? (June-August 2019)				
1a: Plan Audit	78	\$ 9,697	\$ 100	\$ 9,797
1b: The Last 5 Years	78	\$ 9,697	\$ 100	\$ 9,797
Meeting Materials	7	\$ 940	\$ -	\$ 940
Trip 1 (3 days)	32	\$ 6,339	\$ 2,001	\$ 8,340
Questionnaire 1, Text Polling 1	44	\$ 3,924	\$ 500	\$ 4,424
Subtotal Phase 1 Labor	239	\$ 30,597	\$ 2,701	\$ 33,298
Phase 2 - Augmenting Our Plan (September-October 2019)				
2a: Reintroduce the Plan, Our Successes and Where We Need to Go				
Executive Summary	52	\$ 7,190	\$ -	\$ 7,190
Meeting Materials/Public Meeting Materials	22	\$ 2,784	\$ -	\$ 2,784
Trip 2 (3 days)	32	\$ 6,339	\$ 2,001	\$ 8,340
Summary	10	\$ 2,053	\$ -	\$ 2,053
2b: Enhancing the GMP with Planning Commission				
Meeting Materials	5	\$ 735	\$ 100	\$ 835
Summary	6	\$ 1,128	\$ -	\$ 1,128
Trip 3 (2 days)	20	\$ 4,190	\$ 1,606	\$ 5,796
Modified Preliminary Draft GMP Amendment	96	\$ 12,747	\$ 1,801	\$ 14,548
2c: Enhancing the GMP Amendment with our Electeds - Part 1				
Meeting Materials	7	\$ 939	\$ -	\$ 939
Summary	8	\$ 1,591	\$ -	\$ 1,591
Trip 4 (2 days)	20	\$ 4,190	\$ 1,606	\$ 5,796
Modified Draft GMP Amendment	72	\$ 8,233	\$ 1,801	\$ 10,034
2d: Affirmation of GMP Amendment with our Electeds - Part 2				
Meeting Materials	7	\$ 939	\$ -	\$ 939
Summary	8	\$ 1,591	\$ -	\$ 1,591
Trip 5 (2 days)	20	\$ 4,190	\$ 1,606	\$ 5,796
Modified Draft GMP Amendment	64	\$ 6,900	\$ 1,801	\$ 8,701
Subtotal Phase 2 Labor	449	\$ 65,739	\$ 12,322	\$ 78,061
Phase 3 - Creating our Next Action Plan				
3a: Public Draft GMP Amendment	64	\$ 8,066	\$ 100	\$ 8,166
3b: Adopt Amendments to Comp Plan				
Draft GMP Amendment	40	\$ 4,957	\$ 100	\$ 5,057
Final GMP Amendment	22	\$ 2,370	\$ 100	\$ 2,470
Subtotal Phase 3 Labor	126	\$ 15,393	\$ 300	\$ 15,693
Subtotal Labor Costs	814	\$ 111,729	\$ 15,323	\$ 127,052

- No new GIS data analysis is anticipated (basic updates to community character maps are part of Task 1). Additional GIS analysis is an optional \$5-15K depending on scope
- Additional meetings/trips (3 days at \$9,000) or in-person meetings at \$4,000 - 5,000 (1-2 days meetings) as needed. Trips include summaries, facilitation, presentations, interviews etc..



LOGAN SIMPSON

Resumes of Key Personnel

Logan Simpson

Bruce Meighen, AICP | Planning Principal

Bruce is a certified planner with 25 years of experience and more than 50 awards in comprehensive planning and public involvement. His planning experience includes the successful completion of hundreds of public involvement programs associated with economic, recreation, transportation, and planning assignments. Bruce has spent his career working with quality of life communities in the West, particularly those seeking to preserve their character while exercising adaptability and innovation. Many of his projects include incorporation of funding sources and incentivization, and a number of plans have resulted in changes to code and development strategies. He will serve as the project's principal in charge, and will be responsible for responsible for contract management, public engagement facilitation, and quality assurance review of the draft amendment.

Selected Relevant Experience

- Comprehensive Plan and Character Districts, Town of Jackson / Teton County, Wyoming
- Land Development Regulations Update, Town of Jackson / Teton County, Wyoming
- Workforce Housing Action Plan, Town of Jackson / Teton County, Wyoming
- Integrated Transportation Plan, Town of Jackson / Teton County, Wyoming
- Cody Comprehensive Plan, Wyoming
- Generation Casper Comprehensive Plan, Wyoming
- McCall Downtown Master Plan Update; Comprehensive Plan and Transportation Plan Updates; and Workforce Housing Study, Idaho
- Driggs Comprehensive Plan Update, Idaho
- West Central Mountains Economic Development Strategy, Valley County and Meadows Valley, Idaho
- Teton View Regional Plan for Sustainable Development, Idaho and Wyoming
- Teton County Comprehensive Plan, Idaho
- Wasatch Canyon General Plan, Utah
- Town of Mountain Village at Telluride Comprehensive Plan and Town Hall Amendment, Colorado
- Bozeman Community Plan, Montana
- Big Sky Resort Area District Community Visioning Strategy, Montana
- Gallatin County Comprehensive Plan, Montana
- Meridian Comprehensive Plan, Idaho
- Elevate Eagle Comprehensive and Land Use and Development Code Update, Colorado
- Imagine Winter Park Town Master Plan, Colorado
- Vision Winter Park, Florida
- Green Mountain Falls Comprehensive Plan, Colorado
- Larimer County Comprehensive Plan and Mountain Resiliency Plan, Colorado
- Adams County District Plan, Colorado
- Ogden Valley General Plan Update, Utah
- Spanish Fork The River Bottoms Subarea Plan, Utah
- Maricopa County Flood Control District Non-Structural Best Practices, Arizona

Megan Moore, ASLA, Assoc. AIA | Senior Planner

Megan is an urban designer with extensive experience in planning and design at a wide range of scales. She specializes in comprehensive, subarea, and corridor planning with a key focus on urban revitalization and redevelopment. With over 15 years of experience, she is already the recipient of more than 30 design and planning awards. Her planning capabilities are enhanced by her background in architecture and landscape architecture, giving her a unique perspective

into urban design strategies and solutions and implementing policy guidance to create human-scale places and preserve character. She has been working with a number of similar communities in Idaho, Montana, Colorado, and throughout the West. Megan will serve as the project's senior planner, primarily responsible for amendment guidance, authorship, and review.

Selected Relevant Experience

- Comprehensive Plan and Character Districts, Town of Jackson / Teton County, Wyoming
- Land Development Regulations Update, Town of Jackson / Teton County, Wyoming
- Workforce Housing Action Plan, Town of Jackson / Teton County, Wyoming
- Integrated Transportation Plan, Town of Jackson / Teton County, Wyoming
- Cody Comprehensive Plan, Wyoming
- Teton County Comprehensive Plan, Idaho
- Driggs Comprehensive Plan Update, Idaho
- McCall Downtown Master Plan Update; Comprehensive Plan and Transportation Plan Updates; and Workforce Housing Study, Idaho
- Meridian Comprehensive Plan, Idaho
- Twin Falls Comprehensive Plan Update, Idaho
- Green Mountain Falls Comprehensive Plan, Colorado
- Larimer County Comprehensive Plan and Mountain Resiliency Plan, Colorado
- Gallatin County Comprehensive Plan, Montana
- Bozeman Community Plan, Montana
- Big Sky Resort Area District Community Visioning Strategy, Montana
- Imagine Winter Park Town Master Plan, Colorado
- Vision Winter Park, Florida
- North Ranch Sector Plan, Florida
- Osceola County Conceptual Master Plans, Florida
- Town of Mountain Village at Telluride Comprehensive Plan, Colorado
- PlanCOS Comprehensive Plan, Colorado Springs, Colorado
- Generation Casper Comprehensive Plan, Wyoming
- Timnath Comprehensive Plan Update and Parks, Recreation, Open Space, and Trails (PROST) Plan Update, Colorado
- Westminster Comprehensive Plan Update, Colorado
- City and County of Broomfield Comprehensive and Transportation Plan Update, Colorado
- Arvada Comprehensive and Transportation Plan Update, Colorado
- Timnath Comprehensive Plan, Colorado



Mitch Hendrick | Planner

Mitch is a planner with experience in community engagement, economic analysis, and in-depth, community-level research. He brings relevant experience from both the public and private sectors, having served as a planning intern for the City of Fort Collins while completing his degree in Urban Planning and also as a project coordinator for a real estate financial consultant firm. In both positions, Mitch conducted detailed population and economic research focused on a variety of communities around the Country. He will work with this team to develop existing conditions and projections, organize materials, and prepare documents. His background using Adobe products and ArcMap enables him to provide support related to graphic and map production.

Selected Relevant Experience

- Gallatin County Comprehensive Plan, Montana
- Bozeman Community Plan, Montana
- Big Sky Resort Area District Community Visioning Strategy, Montana
- Meridian Comprehensive Plan, Idaho
- Elevate Eagle Comprehensive Plan and Land Use Development Code Update, Colorado
- Arvada Traffic Standards, Arvada, Colorado
- Westminster Comprehensive Plan Update, Colorado
- W192 Streetscape and Building Design Guidelines, Sign Code, and Land Use Code, Osceola County, Florida
- Maricopa County Flood Control District Non-Structural Best Practices, Arizona
- Green Mountain Falls Comprehensive Plan, Colorado
- Larimer County Comprehensive Plan and Mountain Resiliency Plan, Colorado
- The Concord at Sheridan (Lender Regulation Compliance Assistance), Chicago, Illinois
- Madison Apartments Tax Credit Application and Site Review Process, Peoria, Illinois

Maria Michieli-Best | Technical Review and Document Layout

Maria brings more than 18 years of experience in quality assurance review and more than 14 years of experience in graphic layout. She is responsible for text editing; quality control/review of documents graphics and deliverables; and document design and layout. Maria has worked on variety of products, including comprehensive and general plans, design guidelines, implementation toolkits, parks and recreation master plans, and public meeting posters and handouts. She has also developed a number of templates for use in firm and project marketing, including flyers, technical proposal standards and templates, and brochures. Maria will be responsible for document design and layout, assistance with graphic updates, and technical review of the amendment document.

Selected Relevant Experience

- Comprehensive Plan and Character Districts, Town of Jackson / Teton County, Wyoming
- Land Development Regulations Update, Town of Jackson / Teton County, Wyoming
- Workforce Housing Action Plan, Town of Jackson / Teton County, Wyoming
- Teton County Comprehensive Plan, Idaho
- McCall Downtown Master Plan Update and Comprehensive Plan and Transportation Plan Updates, Idaho
- Meridian Comprehensive Plan, Idaho
- Twin Falls Comprehensive Plan Update, Idaho
- Big Sky Resort Area District Community Visioning Strategy, Montana
- Imagine Winter Park Town Master Plan, Colorado
- West Central Mountains Economic Development Strategy, Valley County and Meadows Valley, Idaho
- Teton View Regional Plan for Sustainable Development, Idaho and Wyoming
- Spanish Fork The River Bottoms Subarea Plan, Utah
- Town of Mountain Village at Telluride Comprehensive Plan, Colorado
- Wasatch Canyon General Plan, Utah

- Larimer County Comprehensive Plan and Mountain Resiliency Plan, Colorado
- Adams County District Plan, Colorado
- Bozeman Community Plan, Montana
- Big Sky Resort Area District Community Visioning Strategy, Montana
- Generation Casper Comprehensive Plan, Wyoming

OPS Strategies

Alex Norton, AICP | Principal, OPS Strategies

Alex is an award-winning, veteran of translating and communicating complex trends, relationships, and conversations so that communities can make informed policy decisions. After earning a degree in Urban and Regional Studies from Cornell University, he spent 12 years working as a planner in the resort community of Jackson Hole, Wyoming, his hometown. Working for the Town of Jackson and Teton County, he helped the community to identify a vision, take steps to achieve that vision, and establish an adaptive management approach to monitoring community success. He will add regional perspective to the project team, especially through his expertise in the Teton County Wyoming housing situation and his experience with intergovernmental growth management tools and coordination. Alex will serve as the project analyst, bringing a local perspective and regional context.

Selected Relevant Experience

- Jackson/Teton County Workforce Housing Action Plan
- Jackson/Teton County Land Development Regulations Restructure
- Jackson/Teton County Indicator Report
- Jackson/Teton County Comprehensive Plan
- Driggs Comprehensive Plan Update, Idaho
- Engage 2017 Public Engagement Effort
- Jackson/Teton County Affordable Workforce Housing Requirements
- Town of Jackson Zoning Updates
- Teton County Natural Resource Protections
- Town of Jackson Parking Management Study
- Teton County Rural Zoning and Conservation Incentives

PROFESSIONAL SERVICES CONTRACT

AGREEMENT FOR SERVICES TO UPDATE THE TOWN OF JACKSON/TETON COUNTY COMPREHENSIVE PLAN

This Agreement for Services ("Agreement") is entered into this ____ day of _____, 2019, (hereinafter referred to as the effective date of the agreement) by and between the Town of Jackson, a Wyoming municipal corporation, P.O. Box 1687, Jackson, WY 83001 (hereinafter referred to as **City**) and LOGAN SIMPSON _____, (hereinafter referred to as **Contractor**)

Witnesseth

WHEREAS, the City desires to hire a consultant to assist with the preparation of an update to the Town of Jackson/Teton County Comprehensive Plan; and

WHEREAS, Contractor has the necessary skills and experience long range planning, zoning tools, urban design, and public facilitation; and

WHEREAS, the City desires to hire Contractor and Contractor desires to provide consulting for an update to the Town of Jackson /Teton County Comprehensive Plan.

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree to the terms and conditions set forth herein.

Article 1. Statement of Work

Contractor shall provide professional long range planning, zoning, design, and public facilitation services to the City as more fully described in **Exhibit A hereto – Scope of Services** which is incorporated herein by reference (hereinafter referred to as **Work**).

Article 2. Timetable

Contractor shall complete all of the Work within 12 months of the date of a written notice to proceed from the City.

Article 3. Compensation and Payment

The City agrees to pay Contractor, as full compensation for all Work provided hereunder, not to exceed \$ _____. Contractor shall present an appropriate invoice to the City by the 1st day of every month with a detailed breakdown of Work performed by hourly unit. The Contractor shall be paid per hour of completed services, plus actual direct expenses which shall be pre-approved by the City if in excess of

AGREEMENT FOR SERVICES TO COMPLETE THE TOWN OF JACKSON

\$5,000.00 as illustrated on **Exhibit B hereto – Budget** and **Exhibit C Schedule** which are incorporated herein by reference. The City will provide Staff to assist with certain tasks as noted in the attached scope of work. The amount of permissible compensation per Task is more fully described in **Exhibit B hereto**. It is specifically understood and agreed to by the Contractor that the amounts listed for each Task is a “not to exceed” amount and may be reallocated between tasks as needed for completion of the overall contract. Contractor shall not receive compensation in excess of the total “not to exceed” amount as set forth in this Article without the prior written approval of the City. The amount of compensation shall not vary as a result of the time of day the Work is performed or the number of hours during which services are performed in any given period of time. The City may examine all records of Contractor during reasonable hours for a period up to and including one (1) year after termination of this Agreement in order to audit and verify the aforesaid charges.

Article 4. Term and Termination

The term of this Agreement shall commence on the effective date of this Agreement and shall expire on July 1, 2020, unless otherwise extended by written request from the City and agreed upon by Contractor. Contractor or City may terminate this Agreement at any time with or without cause by giving thirty (30) days written notice to the other party of its intent to terminate this Agreement; provided, however, that all compensation earned or costs incurred prior to such termination shall be payable to Contractor. The provisions of Article 7 shall survive termination or expiration hereof.

Article 5. Place of Performance

Contractor shall be responsible for maintaining its own office facilities and will not be provided with either office facilities or secretarial support by the City. The Contractor shall supply at its own expense, all materials, supplies, equipment, and tools required to accomplish the Work that is agreed to be performed in accordance with this agreement.

Article 6. Independent Contractor Status

It is understood and agreed the Contractor will provide the services under this Agreement on a professional basis and as an independent contractor and that during the performance of the services under this Agreement, Contractor's employees will not be considered employees of the City within the meaning or the applications of any federal, state, or local laws or regulations including, but not limited to, laws or regulations covering unemployment insurance, old age benefits, worker's compensation, industrial accident, labor, or taxes of any kind. Contractor's employees shall not be entitled to benefits that may be afforded from time to time to City employees, including without limitation, vacation, holidays, sick leave, worker's compensation and unemployment insurance. Further, the City shall not be responsible for any such withholding or paying of taxes or social security.

Article 7. Trademark and Trade Name

This Agreement does not give either Party any ownership rights or interest in the other Party's trade name or trademarks.

Article 8. General Provisions

A. Entire Agreement

This Agreement represents the entire and sole agreement between the Parties with respect to the subject matter hereof and supersedes any and all prior negotiations, understanding, representation, or consulting agreements whether written or oral. This Agreement cannot be modified, changed, or amended, except in writing signed by the Parties.

B. Waiver

The failure of either Party to require performance by the other of any provision hereof shall in no way affect the right to require performance at any time thereafter, nor shall the waiver of a breach of any provision hereof be taken to be a waiver of any succeeding breach of such provision or as a waiver of the provision itself. All remedies afforded in this Agreement shall be taken and construed as cumulative; that is, in addition to every other remedy available at law or in equity.

C. Relationship

Nothing herein contained shall be construed to imply a joint venture, partnership, or principal-agent relationship between Contractor and the City; and neither Party shall have the right, power, or authority to obligate or bind the other in any manner whatsoever, except as otherwise agreed in writing.

D. Assignment and Delegation

Neither Party shall assign or delegate this Agreement or any rights, duties, or obligations hereunder without the express written consent of the other. Subject to the foregoing, this Agreement shall inure to the benefit of and be binding upon the successors, legal representatives, and assignees of the Parties hereto.

E. Severability

If any provision of this Agreement is declared invalid or unenforceable, such provision shall be deemed modified to the extent necessary and possible to render it valid and enforceable. In any event, the unenforceability or invalidity of any provision shall not affect any other provision of this Agreement, and this Agreement shall continue in force

and effect, and be construed and enforced, as if such provision had not been included, or had been modified as provided above, as the case may be.

F. Governing Law

This Agreement shall be governed by, and construed in accordance with, the laws of the State of Wyoming.

G. Paragraph Headings

The paragraph headings set forth in this Agreement are for the convenience of the Parties, and in no way define, limit, or describe the scope or intent of the Agreement and are to be given no legal effect.

H. Insurance/Indemnity

Contractor agrees to secure and maintain insurance in an amount required by the City, naming the City as additional insureds, and shall indemnify, save and hold City, its officers and employees harmless from any damages, costs, liability or expenses (including reasonable attorney's fees) to the extent caused by or arising from the negligent performance of the Work or negligent actions of the Contractor, its employees or representatives in the pursuit or performance of this Agreement; provided however, that nothing contained in this section shall be construed as requiring Contractor to indemnify the City against liability for any claims, including damages, caused by or resulting from the sole negligence of the City, its officers, employees or agents. A Certificate of such insurance shall be filed with the City before commencing any of the Work under this Agreement.

I. Declaration by Independent Contractor

The Contractor declares and states that it has complied with all federal, state, and local laws regarding business permits and licenses that may be required to carry out the Work to be performed under this Agreement.

J. Sovereign and Governmental Immunities

The City does not waive its sovereign and governmental immunities by entering into this Agreement, and fully retains all immunities and defenses provided by law with respect to any action based on or arising out of this Agreement.

K. Dispute Resolution

In the event of a dispute arising under the terms of this Agreement the Parties shall, prior to resorting to the Courts, enter into good faith efforts to mediate their differences. The Parties shall jointly select a disinterested third party to act as a mediator to facilitate

AGREEMENT FOR SERVICES TO COMPLETE THE TOWN OF JACKSON

the resolution of their dispute. In the event the Parties are unable to jointly decide on a mediator, they shall each select an impartial representative, the two of whom shall decide on a mediator. The mediator shall, within ninety (90) days, conduct a hearing on the matter, and submit his or her findings and conclusions to the Parties. The provisions of Wyoming Statutes shall apply to the mediation process. Each of the Parties shall share equally in the cost of the mediator, but shall otherwise each bear their own costs in the mediation process.

Article 9. Notice

For purposes of this Agreement, any notice shall be deemed properly sent and received when sent by certified mail with return receipt requested to the Parties at the following addresses:

Town of Jackson
Attn: Tyler Sinclair
P.O. Box 1687
Jackson, WY 83001

Logan Simpson
Attn: Bruce Meighen
3980 Broadway, Ste 103, PMB140
Boulder, CO 80304

Until or unless changed by one Party giving written notice of such change of address to the other Party.

APPROVAL AND EXECUTION

IN WITNESS WHEREOF the parties have executed this Agreement on this ____ day of _____, 2019.

CITY OF JACKSON, WYOMING

Mayor Pete Muldoon

Attest:

Sandy Birdyshaw, Town Clerk

LOGAN SIMPSON

Bruce Meighen, Principal

AGREEMENT FOR SERVICES TO COMPLETE THE TOWN OF JACKSON

Jackson Hole Airport Board

Interviews conducted on December 17, 2019:

Edward Minczeski

Richard Aurelio

Greg Herrick

Tyler LaMotte

Ed Liebrecht – appointed to a full term on January 6

Interviews conducted January 6, 2020:

Jerry Blann

Patrick Dominick

Applicants for the partial term of Mary Gibson Scott, going through February 2022:

1. Greg Herrick
2. Tyler LaMotte
3. Jerry Blann
4. Patrick Dominick
5. (new) Valerie Brown – interview on January 30 at 5:00pm

Executive Session scheduled for deliberation on January 30 following Valerie Brown interview and in the February 3 JIM

Appointment in the February 3 JIM

Suggested motion: I move to appoint ____ to the remainder of a partial term left by a resigning member of the Jackson Hole Airport Board going to February 7, 2022.



**BOARD OF COUNTY
COMMISSIONERS**



TOWN COUNCIL

JOINT INFORMATION MEETING AGENDA DOCUMENTATION

PREPARATION DATE: January 30, 2020

MEETING DATE: February 3, 2020

SUBMITTING DEPARTMENT: Affordable Housing

DEPARTMENT DIRECTOR: April Norton

PRESENTER: April Norton

SUBJECT: Housing Supply Plan Annual Adoption

STATEMENT/PURPOSE

The purpose of this item is to review and approve the Housing Supply Plan. The Supply Plan includes Town tasks, County tasks, and Joint tasks with the goal of providing housing for our community members. The Supply Plan addresses chapters 2 and 4 in the Housing Action Plan and is a portion of the Joint Housing Department's overall work plan that will be provided as part of the budget process.

- Housing Action Plan Chapter 2 (Supply) & Chapter 4 (Funding) → Housing Supply Plan
- Housing Action Plan Chapter 3 (Management) → Housing Department Work Plan
- Housing Supply Plan tasks and associated budget requests are included in the Housing Department Work Plan. Staff brings the Supply Plan separately for consideration because of its breadth and incorporates the approved plan into the Housing Department Work Plan and budget.

The Town Council ("Council") and Board of County Commissioners ("Board") should come prepared to provide direction to staff on the key issue outlined in this staff report. The Council and Board should also be prepared to answer the following questions:

- What projects or programs would the Board and Council like to remove or add?
- What additional strategies would the Board and Council like to see prioritized?
- What other additions or modifications would the Board and Council like to discuss?
- What level of additional resources are the Board and Council prepared to commit to accomplish the projects, programs, and/or strategies selected if they exceed existing staff capacity?

BACKGROUND/ALTERNATIVES/RECOMMENDATIONS

In 2015, the Workforce Housing Action Plan (HAP) was adopted by the Council and Board. This plan set in motion corrective actions to regain our resident workforce goal (65% of workforce living locally), including creating the joint affordable housing department, hiring a housing director, and drafting a 5-year workforce housing supply plan that is updated annually. The supply plan is attached to this staff report. The key issue is discussed, below.

Key Issue: Plan Scope and Staff Capacity

Right now, the Council and Board have less than one full time employee dedicated to housing supply. The Housing Director, in addition to leading the Housing Supply Program, is also tasked with overseeing the Housing Management Program and she dedicates at least 25% of her time to this. There are no other staff in the Housing Supply division.

The Housing Supply Program represents an ambitious program and cannot be accomplished as written with the current staff resources available. With this knowledge, staff recommends pursuing the following project and programs for this year's Supply Plan.

- Four existing capital projects: 105 Mercill Ave., 174 N. King St., 430 & 440 W. Kelly Ave., Grove III Phase 3
- One capital project that is currently in process: Jackson & Kelly Apartments
- One new capital project: Low-Income Housing Tax Credit RFQ
- Housing Nexus Study
- Limited data collection and analysis

If additional staff capacity or consultant capacity was made available (and depending on how much is provided) to achieve the Housing Supply Program, then the following projects and programs could also be included in the Supply Plan for this year.

- Data development, analysis and management for the Intake Form, apartment annual reports, annual compliance reports, weighted drawings, and market research.
- New capital project partnership with Teton Habitat
- First / Last / Deposit Program for low-income renters
- Accessory Residential Unit Program
- Restriction Fund for new and existing housing stock
- Employer Roundtable

EXISTING POLICY DIRECTION – COMPREHENSIVE PLAN, HOUSING ACTION PLAN

- Jackson/Teton County Comprehensive Plan Common Value Three: Quality of Life
- Jackson/Teton County Workforce Housing Action Plan

ATTACHMENTS

- 2020 Housing Supply Plan

FISCAL IMPACT

The fiscal impact will vary depending on the direction provided today. Budget information is provided as part of the Supply Plan.

STAFF IMPACT

The Housing Director spends 75% of her time on the Housing Supply Program. The Housing Supply Plan represents an enormous amount of work that exceeds 75% of the Housing Director's time and cannot be accomplished as presented today with the amount of staff resources currently allocated to it.

In addition to the Housing Director's time, the Supply Plan requires expertise and support from the Town and County Legal Departments, Planning Departments, Town Community Development Department, the Town Manager, and the County Administrator.

STAKEHOLDER ANALYSIS

Stakeholders include Town and County taxpayers, local working families, business owners, developers, and visitors.

LEGAL REVIEW

Reviewed by John Graham, Deputy County Attorney and Lea Colasuonno, Town Attorney.

SUGGESTED MOTION

I move to approve the Housing Supply Plan with the modifications and direction provided today.



Jackson & Teton County Annual Housing Supply Plan

A Five-Year Look Ahead at Workforce Housing Supply



2020-2025

Why a Housing Supply Plan?

The 2012 Jackson/Teton County Comprehensive Plan is predicated on three equally important Common Values: 1) Ecosystem Stewardship, 2) Growth Management, and 3) Quality of life. For our ecosystem protection to result in a healthy environment, community, and economy, the community has committed to achieve all three goals and recognizes that the strength of our community character is derived from a commitment to all three Common Values, each in support and reliant upon the others.

The 2019 Growth Management Plan public outreach process confirmed that housing remains the public's top priority.

The key indicator for Quality of Life is the percentage of the workforce living locally. While the Comprehensive Plan was being discussed and adopted, the percentage of the workforce living locally fell dramatically. However, since 2014, that fall has declined, and implementation of the Housing Action Plan has set the community up for success. The plan directs the Housing Director to annually produce a 5-year Housing Supply Program that specifies the amount, type, and location of housing production and preservation projects.

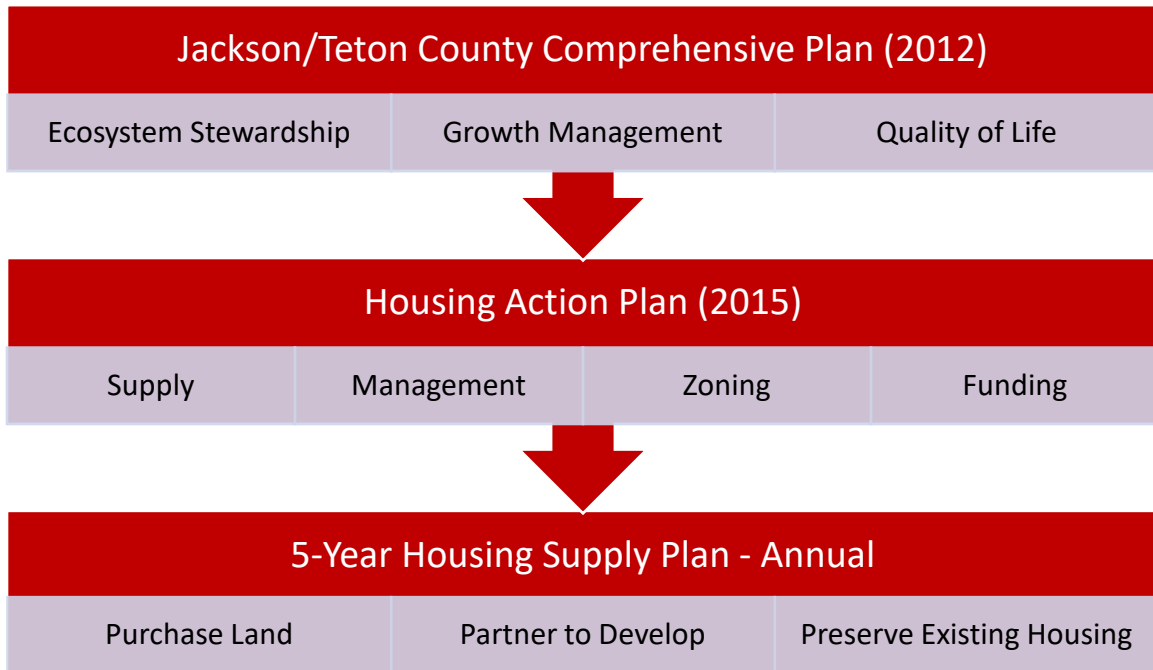
The 2020 Housing Supply Plan lays forth a five-year project and program portfolio that includes capital project partnerships and production and preservation programs.

2020 will bring a new Housing Nexus Study that will provide us with baseline information against which we will track our successes. This data will include resident workforce percentage, type and amount of job growth, wage information, and more.

Did you know that each commuter contributes over 5 metric tons of greenhouse gas emissions annually?

Increased commuter traffic is a significant source of emissions, wildlife/vehicle collisions, and loss of workforce when Teton Pass and/or the Snake River Canyon are closed. Providing local housing for the workforce will directly address these threats.

- Overall emissions are up 17% since 2008
- > 80% of community emissions are travel related



1. Community Indicators: Demand / Pipeline / Goals

Community Indicators: Median Income, Home Sales Prices

For over three decades housing in Teton County has been unaffordable for the working class. That trend shows no signs of changing with housing prices at near all-time highs and incomes, while higher, not rising fast enough to keep pace.

The last year a single-family home in Teton County was affordable for a household earning median family income Whitney Houston was belting out “I Wanna Dance with Somebody” and Tim Brown won the Heisman Trophy (1987).

Last year, to afford the median condominium sales price, a household needed to earn at least \$94,000, or 102% of Median Family Income (“MFI”) for a three-person household, assuming a down payment of \$55,250 (10% of purchase price).

To afford the median single-family home sales price, a household needed to earn at least \$280,000, or 305% of MFI for a three-person household, assuming a down payment of \$164,950 (10% of purchase price).

As of November 2019, the vacancy rate for rentals throughout the valley was less than 6%. Blair Place Apartments had the highest vacancy rate at 13%, which is likely the result of the addition of 53 rental units at Hidden Hollow – all of which are occupied. According to the State of Wyoming, the average rent for a 2-bedroom apartment in Teton County was \$2,274 – the highest in the state and more than double the next closest county (Sublette at \$839). A household needs to earn \$90,000 to afford the average 2-bedroom apartment.

Why use the median?

The median is the number in the middle of a range of numbers. For example, 5 is the median of 2, 3, 5, 6, 50 (13.2 would be the average).

The median is used for housing analysis because the median does not allow an outlier to distort the measurement. An example of an outlier could be an annual income of \$1,000,000 or home that sells for \$10,000,000.

Median Family Income (“MFI”) in Teton County:

1-person	\$71,540
2-people	\$81,760
3-people	\$91,980
4-people	\$102,200

Median Sales Price:

Condo:	\$552,500
Townhome:	\$740,000
Single Family:	\$1,649,500

Community Indicators: Intake Form Data + Pipeline

Intake Form

To apply for housing through the Housing Department, households are required to complete an Intake Form and to keep the form updated annually. This form was created in collaboration with Teton Habitat, Jackson Hole Community Housing Trust, Housing Department, and Joint Long-Range Planning staff and has been in use for two years. A detailed snapshot of active Intake Forms is provided as Appendix A. This will be updated and released mid-year.

As of January 3, 2020:

- 1,190 households have active Intake Forms
- Adults in these households work an average of 1.21 jobs
- 2/3 of all households are one or two people
- 1,045 (88%) of all households earn <120% MFI – these households can typically qualify for the Affordable Program and the Workforce Program
- 145 (11%) of all households earn >120% MFI – these households can only qualify for the Workforce Program
- 426 (36%) of all households are cost-burdened, which means they pay more than 30% of their income towards housing – most of these households earn <80% Median Family Income.
- Most households with active Intake Forms live in Teton County.



1,190 households
representing 2,586
people

Adults work an
average of 1.21 jobs



2/3 of all
households are 1 or
2 people

88% of all
households earn
<120 % MFI



36% of all
households are
cost-burdened

Pipeline

In 2019 we gained 62 deed restricted units. Four of these units were conversions from market housing. All of these were rentals and only four of these served households earning <80% MFI.

We lost 20 restrictions because they sunset. We were able to purchase a Workforce Ownership restriction on another unit with a restriction that sunset. Nine deed restricted homes will sunset this year. The sunset program is a legacy program that has been inactive for decades. The homes that are now sunsetting are ones in which the owners have lived for 20-30 years, depending on the restriction.

The current pipeline has over 275 deed restricted units in some stage of development. Of these, we anticipate 73 units coming online this year and 125 units coming online next year. A detailed snapshot of the current pipeline is provided as Appendix B. This will be updated and released mid-year.



*Does **not** include 241 deed restricted dorm beds or units lost because they sunset. Does include 41 Teton Habitat units and 143 Jackson Hole Community Housing Trust units.

Community Indicators: Goals, Metrics, Data

Based on current demand and pipeline data, the biggest needs are for one and two-bedroom Affordable Rentals serving households earning <80% MFI and two and three-bedroom Affordable and Workforce Ownership homes serving households earning 80-120% MFI. Staff has identified these two housing types as primary foci for the next few capital projects and programs.

Additionally, with the development of several deed restricted apartment complexes over the past few years, staff has developed an apartment annual report that must be submitted annually for The Grove Phase I, Redmond Street Rentals, Hidden Hollow, and Sagebrush Apartments (once complete). These annual reports, along with annual compliance information that is being submitted on existing restricted rentals, and Intake Form information, provide a fertile data set that can help us better understand who is living in restricted rental units, where they are employed, how much they earn, the rents being charged, the current demand for housing, and other potential threats to quality of life. Additional staff capacity will need to be created to analyze this data.

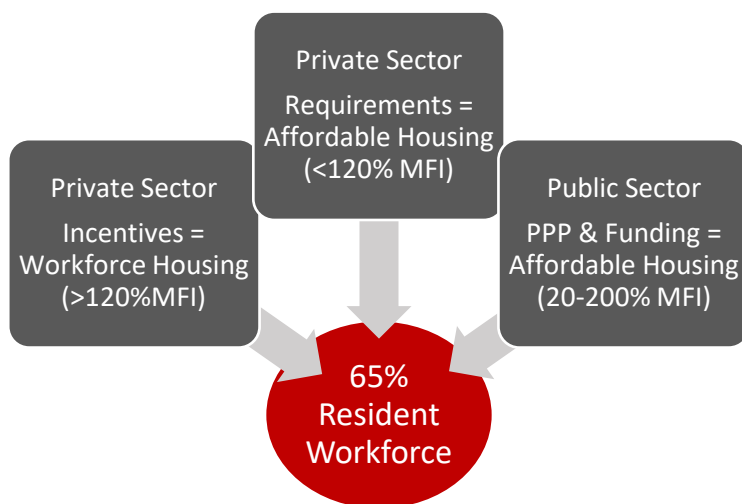
Summary

Housing prices continue to rise at a faster rate than wages, exacerbating a market that is already out of reach for most working individuals and families. In 2019 we saw the addition of 62 new deed restricted units and anticipate approximately 200 more new deed restricted units to come online in the next two years. This is considerable momentum that should be celebrated and leveraged to continue creating workforce housing in the face of ever-present challenges.

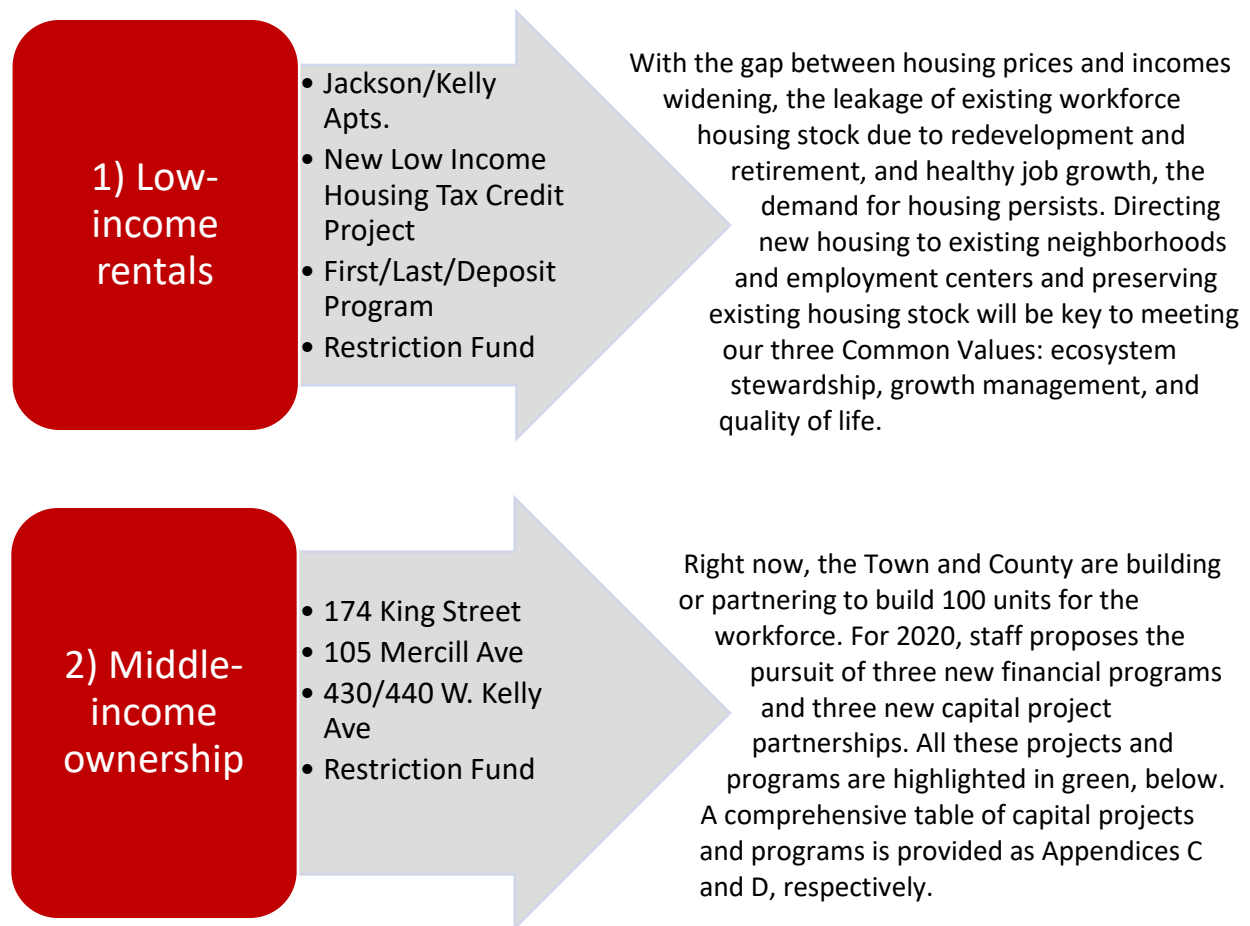
Over the next several years, we will continue to rely on the private sector to build housing through new zoning incentive tools in the Town and updated mitigation requirements, both put in place in July 2018. We have seen initial success with housing being generated by both.

We will also continue to rely on public involvement as the demand for low-income rentals persists and is a clear space in which government should participate given the market's inability to do so. The demand for middle-income ownership housing also remains and is another gap the market is not filling.

As has been noted elsewhere, the need for private sector and public sector participation is critical. Working together, we will have the best opportunity to meet our community's housing goals.



2. Capital Project & Program Portfolio: A five-year look ahead



Five Year Portfolio: Capital Projects & Programs –Timing, Affordability, Size			
Year/Status	Project	Affordability	# Units
Under construction	Grove III Phase 2 & 3 - ownership	<80%	16
Under construction	400 W. Snow King - rental	Employee	26
Planning	174 N. King Street - ownership	<120% MFI	24
Planning	105 Mercill Ave - ownership	<200% MFI	30
Pre-planning	430 & 440 W. Kelly Ave - ownership	<200% MFI	12-16
New capital partnership	TBD Teton Habitat Partnership - ownership	<80% MFI	TBD
Feasibility – new capital partnership	Jackson/Kelly Apts. – rental	20-200% MFI	70-100
New capital partnership	TBD LIHTC Project – rental	<60% MFI	TBD
3 new capital programs	Accessory Residential Unit Program – rental	<200%	TBD
	F/L/D Program – rental	<80% MFI	TBD
	Restriction Fund – either	<200% MFI	TBD
New Partnership Program with JH Chamber of Commerce	Employer Roundtable	<200% MFI	TBD
2021 – 2 new capital project partnerships	TBD Net Zero Energy Project – rental	<120% MFI	TBD
	TBD JHCHT Partnership – ownership	<120% MFI	TBD
2021 – 1 new capital program	Rehabilitation Fund – rental	<120% MFI	TBD
2022 – 2 new capital project partnerships	TBD County CN Project – ownership	<200% MFI	TBD
	TBD Town Infill Project – rental	<120% MFI	TBD
2023 – 2 new capital project partnerships	TBD Town Infill Project – ownership	<200% MFI	TBD
	TBD JHCHT Partnership – ownership	<120% MFI	TBD
2024 – 1 new capital project partnership	TBD Teton Habitat Partnership – ownership	<80% MFI	TBD

3. Funding for Housing / Proposed Housing Supply Program Budget

The Growth Management Plan (“GMP”) public outreach process confirmed that housing remains the public’s top priority. The GMP also identified securing a permanent funding source for housing, transportation, and open space as the public’s second priority. The GMP states that increased action and investment is needed for housing progress and that more resources should be allocated for housing supply. Both the Comprehensive Plan and Housing Action Plan call for a dedicated funding source for housing which has not been achieved.

Today, the Housing Supply Program is funded by three primary sources: Town, County, and mitigation fees-in-lieu. In 2019 a Specific Purpose Excise Tax (“SPET”) ballot initiative for housing was passed by the voters and allocates \$5,500,000 towards housing supply. Staff anticipates receiving \$500,000 in SPET funds in FY 21; \$2,000,000 in late 2022; and \$3,000,000 in mid-to-late 2023.

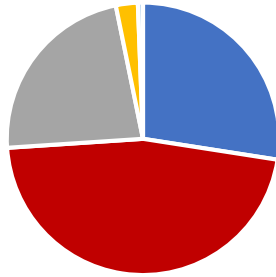
For FY 20/21, housing staff requests \$1,000,000 from the Town General Fund and \$1,000,000 from the County General Fund for the Housing Supply Program. These funds will be used to fund the proposed Housing Supply Project and Program Portfolio. The mitigation fees identified for FY 20/21 are estimates that are provided by the planning departments.

Proposed FY 20 / 21 Housing Supply Program Budget			
Account	Current Balance	FY 20/21 Budget	Use
ToJ Fund Balance – unrestricted	\$1,080,274	\$1,000,000 (requested)	Financial Programs, Land Acquisition, Melody Ranch TH
TC Fund 17 – unrestricted	\$1,021,684	\$1,000,000 (requested)	Financial Programs, Land Acquisition
Mitigation Fees	\$0 – ToJ \$4,084,049 – TC	\$150,000 – ToJ (estimate) \$600,000 – TC (estimate)	Land Acquisition, Jackson/Kelly Apts., Melody Ranch TH, 105 Mercill Demo/Move
TC SPET (2006)	\$0.00	\$1,900,000 anticipated from the sale of the Rains Property	Land Acquisition, Affordable Housing Production
JTCHA Housing Supply	\$16,644	\$22,000 – GL fees	Land Acquisition, Financial Programs
JTCHA – SPET	\$0.00	\$250,000 – 10/2020 \$250,000 – 1/2021	Land Acquisition, Restriction Fund
Total	\$6,202,651	\$5,172,000	Housing Supply

Appendix A: Intake Form Data

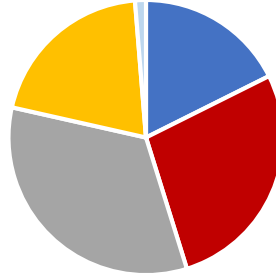
Total Households: 1,189 representing 2,584 people

1-person household
(499 households)



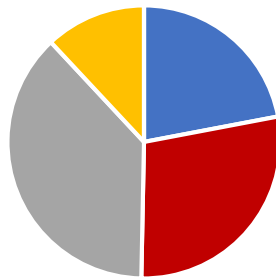
- <50% MFI (<\$35,770)
- 50-80% MFI (<\$57,232)
- 80-120% MFI (<\$85,848)
- 120-200% MFI (<\$71,540)
- >200% MFI (>\$71,540)

2-person household
(312 households)



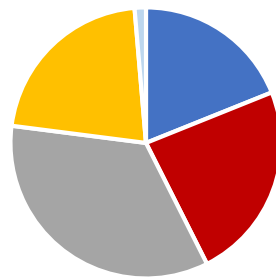
- <50% MFI (<\$40,860)
- 50-80% MFI (<\$65,408)
- 80-120% MFI (<\$98,112)
- 120-200% MFI (< \$163,520)
- >200% MFI (> \$163,520)

3-person household
(159 households)

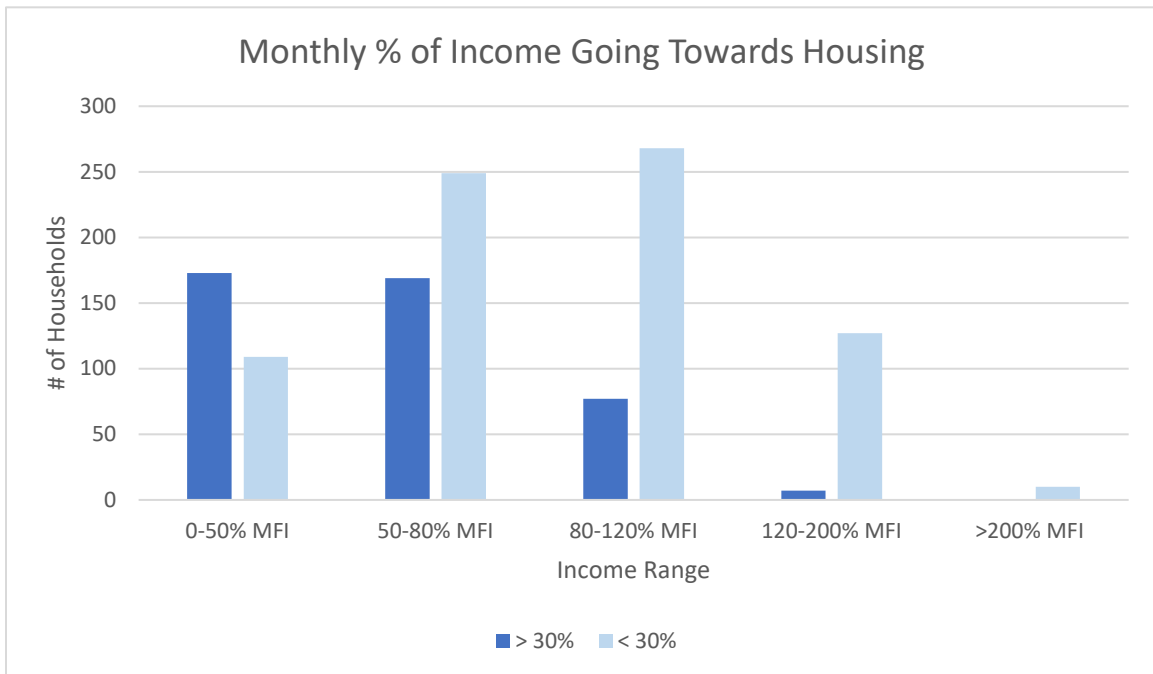
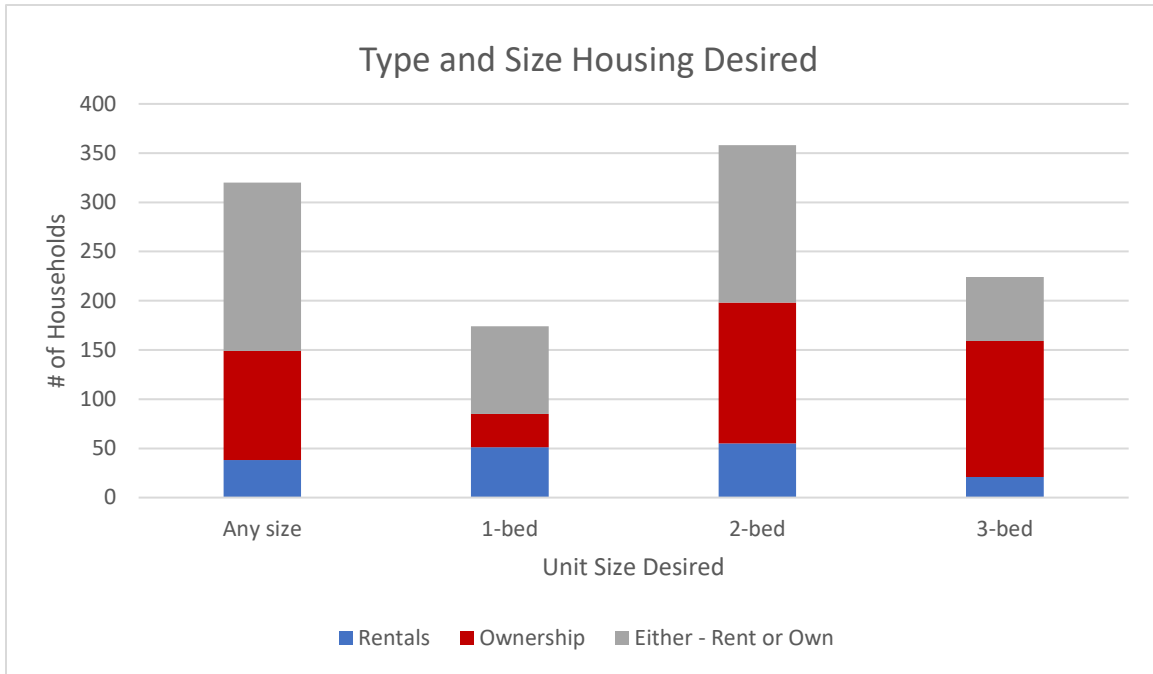


- <50% MFI (<\$45,990)
- 50-80% MFI (\$73,584)
- 80-120% MFI (<\$110,376)
- 120-200% MFI (< \$183,960)
- >200% (> \$183,960)

4-person household
(148 households)



- <50% MFI (< \$51,100)
- 50-80% MFI (< \$81,760)
- 80-120% MFI (\$122,640)
- 120-200% MFI (< \$204,800)
- >200% MFI (> \$204,800)



January 3, 2020 Intake Form Data							
	0-50	50-80	80-120	120-200	>200	Total	
Total Households	282	418	345	134	10	1189	% Total
Adults	368	563	566	253	17	1767	68%
Children	202	197	201	104	5	709	27%
Adult Dependents	41	26	20	3	1	91	4%
Senior Dependents	5	5	3	2	2	17	1%
Total People	616	791	790	362	25	2584	
Single Parent HH	54	44	14	4	0	116	10%
Household Size	0-50	50-80	80-120	120-200	>200	Total	% Total
1 person	137	232	114	13	3	499	42%
2 people	55	86	104	63	4	312	26%
3 people	35	45	60	19	0	159	13%
4 people	28	35	51	32	2	148	12%
5 people	18	11	14	4	0	47	4%
6 or more people	9	9	2	3	1	24	2%
% of total households	24%	35%	29%	11%	1%	100%	
Paying > 30% towards housing	173	169	77	7	0	426	
	61%	40%	22%	5%	0%	36%	
# Jobs per adult	1.13	1.28	1.22	1.13	1.00	1.21	
Looking For	0-50	50-80	80-120	120-200	>200	Total	% Total
Rental	65	64	31	4	2	166	15%
any	14	13	10	1	0	38	4%
1 bed	19	21	9	2	0	51	5%
2 bed	23	21	10	0	1	55	5%
3 bed	8	9	2	1	1	21	2%
Ownership	50	141	148	81	7	427	39%
any	16	35	47	11	2	111	10%
1 bed	5	20	6	2	1	34	3%
2 bed	20	55	44	23	1	143	13%
3 bed	8	31	51	45	3	138	13%
Both - Rent & Own	131	188	137	35	1	492	45%
any	40	70	50	11	0	171	16%
1 bed	28	40	20	1	0	89	8%
2 bed	41	60	45	13	1	160	15%
3 bed	15	18	22	10	0	65	6%
Total	246	393	316	120	10	1085	

Appendix B: Residential Pipeline

Current Pipeline, 1/29/2020						
All Units						
	0-50 MFI	50-80 MFI	80-120 MFI	Workforce	Market	Total
Total Units in Pipeline	5	21	98	157	466	747
Total Rental	5	3	96	81	189	374
Total Own	0	18	2	72	255	347
Deed Restricted Units in Pipeline Only						
	0-50 MFI	50-80 MFI	80-120 MFI	Workforce	Total	
Total Units	5	21	98	153	277	
Total Rental	5	3	96	81	185	
Total Own	0	18	2	72	92	
Building Permit						
Unit Size	0-50 MFI	50-80 MFI	80-120 MFI	Workforce	Market	Total
Dorm	0	0	23	0	0	23
Studio	0	0	17	4	8	29
One Bed	1	1	10	30	59	101
Two Bed	0	0	3	63	66	132
Three Bed	0	16	3	4	17	40
Total	1	17	56	101	150	325
Rental	1	1	56	81	124	263
Ownership	0	16	0	16	4	36
ARU to Main House (in County)					20	
Detached SFH					165	
Attached SFH					20	
Development Plan / Design Review Committee						
Unit Size	0-50 MFI	50-80 MFI	80-120 MFI	Workforce	Market	Total
Rental	0	0	10	0	14	24
Ownership	0	0	0	0	51	51
Total	0	0	10	0	65	75
Sketch Plan						
Unit Size	0-50 MFI	50-80 MFI	80-120 MFI	Workforce	Market	Total
Rental	4	2	6	0	24	36
Ownership	0	0	0	5	15	20
Total	4	2	6	5	39	56
Pre-application						
Unit Size	0-50 MFI	50-80 MFI	80-120 MFI	Workforce	Market	Total
Rental	0	0	24	0	7	31
Ownership	0	2	2	51	0	55
Total	0	2	26	51	7	86

Appendix C: Five Year Housing Project Portfolio

2020	2021	2022	2023	2024
Housing Nexus Study Complete: 34 units Grove III – Phase 2 400 W. Snow King – Town & County employee housing Groundbreaking: 66-70 units 174 N. King St 105 Mercill Ave 430 & 440 W. Kelly New Projects: 110-150 units Teton Habitat Partnership – Joint – Jackson/Kelly Apt - County RFQ for LIHTC Project - ToJ	Complete: 74-78 units Grove III – Phase 3 174 N. King St 105 Mercill Ave 430 & 440 W. Kelly Groundbreaking: 110-150 units Teton Habitat Partnership - Joint Jackson/Kelly Apartment - County LIHTC Project - ToJ New Projects JHCHT Partnership RFP for Net Zero Energy Project	Complete: 110-150 units Teton Habitat Partnership – Phase 1 Jackson/Kelly Apartment LIHTC Project Groundbreaking: JHCHT Partnership Net Zero Energy Project New Projects: RFP for development in a Complete Neighborhood (CN) located in the County RFP for Town infill project	Complete: JHCHT Partnership Net Zero Energy Project Groundbreaking: Project located in CN in County Town infill project New Projects: JHCHT Partnership RFP for Town infill project	Complete: Teton Habitat Partnership – Phase 2 Project located in CN in County Town infill project Groundbreaking: JHCHT Partnership Town infill project New Projects: Teton Habitat Partnership RFQ for master planning future Fairgrounds + 400 W. Snow King Ave. + Rodeo

2020: Projects

Project Type	Location	Process	Timeline	Funding
Housing Nexus Study	Teton County, WY	RFP for nexus study and facilitation services. Lead staff: Housing Director	Release RFP: Q1 Provide Recommendation: Q4	Utilize Housing Department professional services budget. FY 19/20: \$25,000 – budget amendment FY 20/21: \$175,000
8 units 24 beds 3-bed units <80% MFI Ownership	250 Scott Lane (The Grove III, phase 3) – next to Teton County Library	County and Housing Authority partnership with Teton Habitat. Lead staff: Housing Manager	Complete: 2021	Housing Authority provided \$1.2M in land. County is providing up to \$1.3M for infrastructure improvements. Need: Teton Habitat must raise \$6M. \$4.4M raised to-date. (Note: funding numbers represent entire Grove III project.)
24 units 34 beds 1, 2, and 3-bed units <120% MFI Ownership	174 N. King Street – downtown across from Jackson Elementary School	Town partnership with Jackson Hole Community Housing Trust. Lead staff: Housing Director	Complete Q3 2021	Town is providing \$2.1 M in land + \$1.25M. Need: JHCHT must raise \$2M, debt.
30 units 43 beds 1 and 2-bed units <200% MFI Ownership	105 Mercill Avenue – downtown, next to Children's Learning Center	RFP: County partnership with Mercill Partners, LLC. Lead staff: Housing Director	Complete Q3 2021	County is providing \$2M in land and paying to move existing structures. Mercill Partners must provide developer equity, debt.

Project Type	Location	Process	Timeline	Funding
12-16 units 22-24 beds 1, 2, and 3-bed units <200% MFI Ownership	430 & 440 West Kelly Avenue – one street north of the Fairgrounds	RFP: Town partnership with Roller Development and Tack Development. Lead staff: Housing Director	Complete 2021	Town is providing \$1.7M in land. Roller/Tack must provide developer equity, debt.
70-100 units TBD beds 1, 2, and 3-bed units 20-200% MFI Rental	Jackson/Kelly – block south of Snake River Brewing Company	Sole Source: Partner with adjacent landowner. Lead staff: Housing Director	Feasibility: Q1 Planning Process: Q2-Q4 Fundraising: Q2-Q4 Complete 2022	Utilize County fee- in-lieu funds, County land, partner philanthropy – land + money Need: private capital and philanthropy, debt, amount TBD
Size will depend on location 2 and 3-bed units <80% MFI Ownership	TBD – Town of Jackson Town and/or County owned land or land acquisition	Sole Source: Partner with Teton Habitat. Lead staff: Housing Director	Land ID: Q1 Partnership Agreement: Q2 Complete by 2022	Utilize Housing Supply Program funds and/or SPET funds to acquire/prepare land. Need: Teton Habitat fundraising, grants.
LIHTC Project TBD units TBD beds Size <60% MFI Rental	TBD – Town of Jackson Town and/or County owned land or land acquisition	RFQ for LIHTC Developer. Lead staff: Housing Director	Release RFQ: Q1 Choose Partner: Q1 Apply for LIHTC: Q3 Complete by 2022	Utilize Housing Supply Program funds and/or SPET funds to acquire/prepare land. Need: LIHTC, HOME, NHTF, CDBG, Developer Equity

Beginning 2021: Projects

Project Type	Location	Process	Timeline	Funding
Size will depend on location <200% MFI, ToJ Employee ROFP Ownership	TBD – Town’s Flat Creek Drive parcel?	Sole Source: Partner with Jackson Hole Community Housing Trust Lead staff: Housing Director	Land ID: Q1 Partnership Agreement: Q2 Complete: 2023	Town/County will provide land. Need: JHCHT fundraising, debt.
Net Zero Energy Size will depend on location 50-200% MFI Ownership	TBD – likely located in the Town of Jackson	RFQ for developer to build project Lead staff: Housing Director	Release RFQ: Q1 Award: Q2 Groundbreaking: 2022 Complete: 2023	Utilize Housing Supply Program funds and/or SPET funds to acquire/prepare land. Need: Developer equity, debt.

Beginning 2022: Projects

Project Type	Location	Process	Timeline	Funding
Size will depend on location <200% MFI Ownership	TBD – Complete Neighborhood in County	RFP for project Lead staff: Housing Director	Release RFQ: Q1 Award: Q2 Groundbreaking: 2023 Complete: 2024	Utilize Housing Supply Program funds to acquire/prepare land. Need: Developer equity, debt.
Size will depend on location <200% MFI Rental	TBD – Town Infill	RFP for project Lead staff: Housing Director	Release RFQ: Q1 Award: Q2 Groundbreaking: 2023 Complete: 2024	Utilize Housing Supply Program funds to acquire/prepare land. Need: Developer equity, debt.

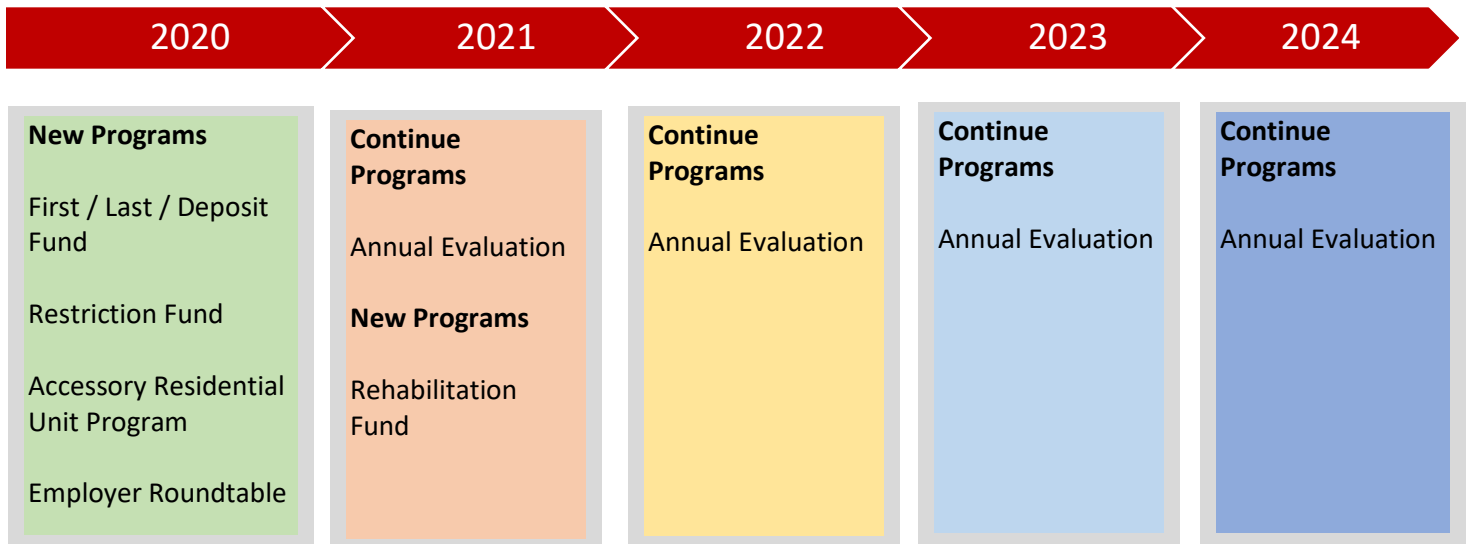
Beginning 2023: Projects

Project Type	Location	Process	Timeline	Funding
Size will depend on location <200% MFI Ownership	TBD	Sole Source: Partner with Jackson Hole Community Housing Trust Lead staff: Housing Director		Utilize Housing Supply Program funds to acquire/prepare land. Need: JHCHT fundraising, debt.
Size will depend on location Mixed income, 20-200% MFI Rental	TBD – Town Infill	RFP for project Lead staff: Housing Director	Release RFQ: Q1 Award: Q2 Groundbreaking: 2024 Complete: 2025	Utilize Housing Supply Program funds and/or SPET funds to acquire/prepare land. Need: Developer equity, debt.

Beginning 2024: Projects

Project Type	Location	Process	Timeline	Funding
Size will depend on location <80% MFI Ownership	TBD	Sole Source: Partner with Teton Habitat Lead staff: Housing Director		Utilize Housing Supply Program funds and/or SPET funds to acquire/prepare land. Need: Teton Habitat fundraising, debt.
Master Plan for Fairgrounds Future Use Mixed income, market and restricted Ownership, Rental	Fairgrounds + 400 West Snow King Avenue (where the Parks & Rec shop, Public Works is now)	RFQ Lead staff: Town Community Development Director	Release RFQ: Q1 Award: Q2 Planning/Outreach: 2024-2026	TBD

Appendix D: Five Year Housing Program Portfolio



2020: Programs

Program	Description	Timeline	Funding
First / Last /Deposit Fund	Provide F/L/D support to low-income households seeking to secure stable housing. Work with social services partners to monitor success and increase financial literacy.	Develop program in May 2020. Fund program with the budget approval in July 2020.	Utilize unrestricted Housing Supply Program funds. 2020: \$30,000
Restriction Fund	Purchase permanent deed restrictions on existing and new housing stock. This program will assign values to different deed restrictions and homeowners, prospective buyers, and developers may apply for funds based on the restriction they'd like to sell and the value of the home.	Develop program in May 2020. Fund program with budget approval in July 2020.	Utilize a mix of fee-in-lieu funds and 2019 SPET funds. 2020: \$1,000,000

Program	Description	Timeline	Funding
Accessory Residential Unit Program	Hold an ARU design contest for typical Town lots. Choose 1-3 designs that can be “pre-approved” through the planning and building department so long as certain conditions are met. Create an ARU fund that provides low-interest financing for ARUs so long as they are rented to qualified members of the workforce.	Begin design contest in October 2020. Choose winners in January 2021.	Utilize Housing Department professional services funds for design contest. 2020: 20,000 Utilize unrestricted Housing Supply Program funds to purchase plans. 2020: \$150,000
Employer Roundtable	Partners with the Jackson Hole Chamber of Commerce to host a series of employer roundtables that focus on opportunities to collaborate to provide workforce housing.	Begin roundtables in March 2020.	No funding needed at this time.

2021: Programs

Program	Description	Timeline	Funding
Annual Evaluation of Existing Programs	Annually, evaluate the efficacy of each program and determine what changes or upgrades should be made to increase effectiveness.	November-December	May hire a third party to do this. If so, Housing Department professional services funds will be utilized. 2021: \$5,000
Rehabilitation Fund	Provide funding to upgrade rental housing stock in exchange for deed restrictions that may be permanent or termed. Partner with Energy Conservation Works on energy upgrades and audits.	Develop program in May 2021. Fund program with the budget approval in July 2020.	Utilize fee-in-lieu funds and unrestricted Housing Supply Program funds. 2021: \$250,000

2022-2024: Programs

Program	Description	Timeline	Funding
Annual Evaluation of Existing Programs	Annually, evaluate the efficacy of each program and determine what changes or upgrades should be made to increase effectiveness.	November-December	May hire a third party to do this. If so, Housing Department professional services funds will be utilized. Annual: \$5,000

Appendix E: Town & County Public Lands Inventory

Address	Size	Zoning	Owner	Use
255 & 257 W. Kelly Ave., 360 & 380 S. Jackson St. – block south of Snake River Brewing, Co.	0.68 acres	NH-1	County	Mixed-income apartments (2020)
Eastern portion of Karns Meadow Tract 4 along Flat Creek Drive	0.65 acres	Suburban	Town	Potential partnership with Housing Trust (2021)
3590 N. Kennel Lane (“Rains”) next to the Aspens,	5 acres	NC	County	Potential CN-PRD
955 Maple Way	0.12 acres	NH-1	Town	Determine future road alignment for Snow King/Maple Way.
930 & 940 Simon Lane	0.24 acres	NH-1	Town	Consolidate ownership and partner to develop.
915 Simon Lane	0.12 acres	NH-1	Town	
410 Scott Lane	0.21 acres	NL-2	Town	
55 Karns Meadow Drive – START Facility	5.75 acres	P/SP	Town	Potential for 26 units based on current design.
400 W. Snow King Ave. – Currently Public Works and Parks & Rec Shops	6 acres	P/SP	Town	Once Parks & Rec phase II is complete, 1 acre on east side will be available for housing (2025)
305 W. Snow King Ave. – Fairgrounds	17.5 acres	P/SP	Town	RFQ to masterplan (2024)
270 W. Deloney Ave. – parking lot by Miller Park	0.32 acres	P/SP	Town	Build structured housing above parking lot
230 W. Deloney – parking lot by Miller Park	0.48 acres	P/SP	Town	

195 E. Deloney Ave – parking lot north of Café G block	0.45 acres	P/SP	Town	
9800 S. Highway 89 – old Horse Creek Station	2.4 acres		County	Future Fire Station. Potential for 5-10 units.
125 Virginian Lane - Library	3.72 acres	P/SP	County	Potential to build structured housing above parking lot.
140 E. Simpson – parking lot south of courthouse	0.21 acres	OR	County	TBD
2110 Hidden Ranch Lane – vacant lot in Hidden Ranch subdivision	0.34 acres	NL-1	Town	Sell, pay parks fee, invest remaining \$ towards housing.
155 East Pearl Avenue	0.51 acres	DC	Town	Potential to redevelop a portion of the property for Town employee housing.

Appendix F: Other Data Sources

Teton County School District 2018-2019

- 3% (81 students) of the student body population are homeless.
- 12% (319 students) of the student body population receives free meals. To qualify for free meals, a 4-person household must earn less than \$32,630/year.
- 6% (171 students) of the student body population receives meals at a reduced price.
- 20% of all teachers live outside Teton County, Wyoming.

Teton County Community Health Rankings

- Severe housing was identified as the #1 social determinant of health. Housing was #2 in 2015.
- 16% of all households qualify as Severe Housing. This rate is significantly higher than the Wyoming rate of 12%.
- 11% of all households spend 50% or more of their household income on housing.
- 44% of all renters spend 30% or more of their household income on housing.
- 4% of all households qualify as Overcrowded. This rate is higher than the Wyoming rate of 2%.
- Homeownership rate for Teton County is 58%. This is lower than the Wyoming rate of 69%.
- Affordable Housing was the most important factor for a healthy community based on citizen responses.

State of Wyoming – Cost of Living Index Q2 2019

- Cost to rent a 2-bedroom apartment was \$2,274 up from \$2,092 during the same quarter in 2018.
- Cost to rent a mobile home lot was \$590 up from \$581 during the same quarter in 2018.
- Cost to rent a two or three-bedroom house was \$2,761 up from \$2,695 during the same quarter in 2018.
- Cost to rent a mobile home was \$1,232 up from \$1,168 during the same quarter in 2018.
- Teton County is the most expensive place to rent in Wyoming. The average rental rate for an apartment and a house is more than double the next closest county.

One 22 – Summer Scholarship Families – 2019

- 106 local, low-income children were served
- For the families who were served through this program:
 - Median household size = 4 people
 - Median income = \$36,900
 - Median monthly rent = \$1,200 (many families live with at least one other family)

St. John's Medical Center

- 290 of SJMC's employees live outside Teton County, Wyoming.
- SJMC owns 85 employee housing units.

Local Law Enforcement

- 57% of Teton County Sheriff staff live outside Teton County, Wyoming.
- 44% of Town of Jackson Police staff live outside Teton County, Wyoming.

Appendix G: Supply Program Accomplishments, 2016-2019

2016

- Housing Director Hired, July
- Compliance Specialist Hired, November
- Supply Plan #1 Adopted, November
- Grove III Development Agreement Approved (24 units), December

2017

- Redmond Street Rentals Development Agreement Approved (28 units), February
- Housing Department Customer Service Survey, June
- Supply Plan #2 Adopted, October
- 174 N. King Street RFP Released, November

2018

- Online Intake Form Launched, January
- 174 N. King Street Award, March
- Teton County Employee Housing Needs Assessment, March
- First Annual Report Released, May
- Housing Rules & Regulations Adopted, Town Zoning D3-6 Approved, Housing Requirements Approved, July
- Redmond Street Rentals Complete, August
- Supply Plan #3 Adopted, August
- Grove III, Phase 1 Complete, October
- Intake Form Report Released, December

2019

- 440 W. Kelly Avenue Purchased, January
- 440 W. Kelly Avenue RFP Released, February
- 105 Mercill Avenue RFP Released, March
- Supply Plan #4 Adopted, April
- Annual Report Released, April
- 440 W. Kelly Award, July
- 105 Mercill Avenue Award, September
- Housing Rules and Regulations Clean Up, October
- \$5,500,000 in SPET Funds Approved by Voters, November
- 174 N. King Street Award (2nd time), November
- 174 N. King Street Ground Lease Approved, December

Appendix H: Plan Variance from 2019

- 174 N. King Street – This project did not receive Low Income Housing Tax Credit allocations and has changed from a low-income rental development to a middle-income ownership development.
- Karns Meadow Tract 4 – This parcel is no longer proposed for development for 2020. It is identified as a Town-owned piece of land that could provide housing but is not identified for a certain project.
- Workforce Housing State Park – This project is not specifically called out in the 2020 plan, but staff believes it will continue to percolate and may rise back to the top in a year or so.
- Capital Programs – No capital programs began in earnest in 2019 due to lack of staff capacity. New programs are proposed for 2020, but will be contingent on funding and staff capacity.
- Education & Outreach – This work includes the Housing Management Program and will be presented in the context of the Housing Department's Annual Work Plan.

Appendix I: Frequently Used Terms

Area Median Income (AMI) – the midpoint of a region’s income distribution – half of households in a region earn more than the median and half earn less than the median.

Accessory Residential Unit (ARU) – these units are also known as guesthouses, backyard cottages, granny flats, mother-in-law suites, etc. and are allowed in all zones in the Town of Jackson. The LDRs require that persons residing in an ARU are either employed full time for a local business, related to the landowner, or a non-paying intermittent guest of the landowner. These units are typically less than 800 square feet in size.

Board of County Commissioners (BCC) – five-person board of elected officials who are charged with administering the Teton County government. The Teton County BCC is comprised of 5 individuals and are elected to four-year terms.

Housing Supply Board (HSB) – seven-person board that is appointed to three year terms and exists to provide expertise, support, and direction to the Housing Director for the purposes of guiding the Housing Supply Program.

Indicator Report – produced annually, presents and analyzes 19 indicators identified in the Comprehensive Plan as being important indications as to whether the community is living its values: Ecosystem Stewardship, Growth Management, and Quality of Life.

Jackson/Teton County Housing Authority (JTCHA) –three-person board that is appointed to five year terms and exists to hear appeals of the Housing Manager’s decisions, acquire and sell property, and take on debt.

Land Development Regulation (LDR) – rules that regulate any aspect of development and include zoning, rezoning, permitted use, special exceptions, prohibited use, zoning districts, zoning overlays, housing mitigation requirements, etc.

Low Income Housing Tax Credits (LIHTC) – the federal government’s primary program for encouraging the investment of private equity in the development of affordable rental housing for low-income households.

Median Family Income (MFI) – calculated annually by HUD using data from the American Community Survey and Consumer Price Index forecast published by the Congressional Budget Office to bring the ACS data forward from mid-year to the mid-point of the fiscal year when new limits are published. In Teton County, statistically valid one-year data from the ACS is not available, so five-year data is used. “Family” refers to the Census definition of a family, which is a householder with one or more other persons living in the same household who are related to the householder by birth, marriage, or adoption. One-person households and multi-person households of unrelated individuals are excluded from the calculation.

Mean Household Income – the average income earned by households in a region calculated by taking the income of all households and dividing by the number of all households. Mean household income is not used to determine affordability for any of the Housing Department programs.

Overcrowding – Either more than one person per room, or more than two persons per bedroom. Teton County’s overcrowding rate is 3.76% (2009-2013 data).

Request for Proposals (RFP) – solicitations for specific workforce housing projects, typically on land owned by Teton County, Town of Jackson, or JTCHA. These are conducted throughout the year and the terms are crafted by the Housing Director and HSB, and approved by the BCC and/or Town Council.

Severe Housing – A household that has one or more of the following: housing unit lacks complete kitchen facilities; lacks complete plumbing; severely overcrowded (1.5 person or more per room); severely cost burdened (monthly costs including utilities exceeding 50% of monthly income).

Specific Purpose Excise Tax (SPET) – sales tax that provides a method by which the requesting local government can raise funds for a “specific purpose”.

U.S. Department of Housing and Urban Development (HUD) – the principal federal agency responsible for programs concerned with housing needs, fair housing opportunities, and improving and developing U.S. communities.

Workforce Housing Action Plan (HAP) – envisioned by Policy 5.4.a of the Comprehensive Plan; the HAP evaluates the costs and benefits of various housing tools, establishes a system for monitoring the success of those tools in meeting our housing goal, and establishes the roles that various entities will play in meeting the housing goal of the community. Adopted in November 2015 and serves as guiding policy for the Housing Supply Program.