Special Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

March 4, 2019

8:30 AM - 3:00 PM

2019 JOINT RETREAT

at the Grand View Lodge Ballroom at Snow King

NOTICE: THIS MEETING WILL NOT BE LIVE STREAMED. ARCHIVED AUDIO FOR THIS RETREAT WILL BE POSTED WITHIN A WEEK. Please be aware that the time frames listed are guidelines only and should not be relied upon for specificity. The agenda may progress more quickly or slowly than shown in the time frames depending on Council discussion and direction.

Meeting Purpose: For the Town Council and County Commission to build clarity and alignment on:
- agreements for how to work together effectively
- alignment on purpose of meetings
- priorities for the next two years

8:30 - 8:45 ... Call to Order and Welcome

A. Discussion Guidelines (John Heymann)

B. Alignment on Purpose of Monthly Meetings (John Heymann)

8:45 - 9:30 ... Effective Governance and Leadership

A. Working Agreements (John Heymann)

9:30 - 9:45 ... Break

9:45 - 11:45 ... Priorities Discussion through the Lens of the Comp Plan

A. High Level Overview of Comprehensive Plan (Tyler Sinclair)

B. What Do We Want to Accomplish by December 31, 2020 that Requires Joint Cooperation (John Heymann)
Examples:
- SPET Process and Implementation
- Travel and Tourism Board Direction
- Transportation

C. Areas for Continued Discussion (John Heymann)

11:45 - 12:45 ... Lunch Break

12:45 - 1:45 ... Indicator Report

Documentation for Indicator Report and Work Plan (Tyler Sinclair)

1:45 - 2:45 ... Work Plan

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.

2:45 - 3:00 ... Wrap Up

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).

Real Estate Action Item

ADJOURN

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.

2019 Joint Town Council/County Commission Retreat Issue Summary

Issue: Purpose of Joint Town Council/County Commission Monthly Meetings

Brief Summary: The Town Council and County Commission have jointly conducted monthly meetings since the 1990s. Over time the meetings have evolved from those related to joint comprehensive planning to discussion and action on jointly funded departmental programs and issues. With the ever increasing demands on elected officials for meeting time and the number of critical issues facing both the Town and the County, staff felt it might be important for the Town Council and County Commission to review and agree on the purpose of the monthly meetings to set expectations and reach common understanding.

- Discuss, deliberate, and act on issues requiring Town Council and County Commission concurrence. Examples:
  - Joint Funding Requests
  - Joint Powers Agreements
  - Joint Board Appointments
  - SPET
  - State Consensus Funds
  - Joint Comprehensive Planning
  - Joint Department Adopted Action Plans (ITP, Housing Action, etc.)
- Hear presentations to avoid duplication and inefficiency for staff, presenters, our constituents.
- Long Range Strategic Planning for Community.
- Maintain cooperative relations.

In addition to the monthly meetings, the Town Council and County Commission meets in special meeting session to spend additional time where needed on larger complex issues, strategic planning, and also in executive session when necessary.

There has been a proposal to change the name of the Joint Information Meetings to the Joint Action Meetings (JAM) to provide clarity that the meetings are more for action purposes than for simple report out types of items.

Alignment with Comprehensive Plan: Quality community service provision discussed in Section 8 of Common Value 3 related to Quality of Life requires discussion of differing viewpoints, analysis of information and cooperation. In order to provide quality community services, the Town Council and County Commission must cooperate.

Desired Outcome: The desired outcome is to provide information to the Town Council and County Commission so that shared understanding and expectations can be established and continued.

Next Steps and Timeline:

n/a.

2019 Joint Town Council/County Commission Retreat Issue Summary

Issue: Specific Purpose Excise Tax (SPET)

Brief Summary: The Town and County jointly may impose a Specific Purpose Excise Tax (SPET) not to exceed 2%. The revenue from the tax shall be used in a specified amount for specific purposes authorized by the qualified electors. Specific purposes may include one (1) time major maintenance, renovation or reconstruction of a specifically defined section of a public roadway. Specific purposes shall not include ordinary operations of local government except those operations related to a specific project. A 1% SPET is currently imposed. At current collection rates, a 1% SPET brings in approximately $15Million each year.

In September of 2018, the Town reached out to the County Clerk and County Treasurer and they anticipate the current SPET initiatives will be satisfied by Spring of 2020, prior to the 2020 election cycle. An election would need to occur sometime in 2019, either May, August or November to prevent a lapse.

Upcoming SPET Election Dates and Ballot Resolution Deadlines		
Election Date	Election Type	110 Day Deadline to Provide Ballot Resolution to County Clerk
Tuesday, August 20, 2019	Special	Wednesday, May 01, 2019
Tuesday, November 05, 2019	Special	Wednesday, July 17, 2019
Tuesday, May 05, 2020	Special	Wednesday, January 15, 2020
Tuesday, August 18, 2020	Primary	Wednesday, April 29, 2020
Tuesday, November 03, 2020	General	Wednesday, July 15, 2020

Staff prepared a proposed process to be used for Council and Commission consideration of SPET initiatives and to date, no process has been adopted.

Alignment with Comprehensive Plan: SPET initiatives can be used to address many priorities of the Electeds and the Comprehensive Plan. Policy 5.4.e discusses the need to establish a reliable funding source for workforce housing. Policy 7.1.g discusses the need to establish a permanent funding source for alternative transportation. Policy 8.1.e discusses the need to budget for service delivery. Voters have supported projects related to downtown sidewalks, pedestrian improvements, street and utility improvements, downtown parking and restrooms, pathway construction, Transit facility design, vehicle maintenance facility design and planning, energy conservation measures, utility and stormwater improvements, landslide mitigation, and employee housing.

Desired Outcome: Direct staff to present the SPET process report on separate upcoming agendas for discussion and direction and then placement on a JAM agenda.

Next Steps and Timeline for a November 2019 Election:

March - April	Discussion of the SPET process at separate Town Council/County Commission meetings for elected bodies to discuss and reach consensus on how to move forward.
May - June	Discussion of SPET process at JAM.

2019 Joint Town Council/County Commission Retreat Issue Summary

Issue: Travel and Tourism Board Direction

Brief Summary: The Travel and Tourism Board exists to spend funds for the purpose of promoting travel and tourism with Teton County and the Town of Jackson. They are responsible and accountable for the 60% portion of the tax restricted to promotion. The Joint Powers Agreement states that expenditures for travel and tourism promotion shall be limited to promotional materials, television and radio advertising, printed advertising, promotion of tours and other specific tourism related objectives and that none of the funds shall be spent for capital construction or improvements and not more than $40,000 of the funds may be spent for the purpose of matching funds under the matching fund programs administered by the Wyoming Business Council.

Additionally guidelines were developed by the Travel and Tourism Board with specific parameters related to eligibility for event funding that discusses the timing of events and funding maximums for specific types of events. A summary is below:

Fall Events for 2019: September 27 – December 20, 2019
Winter/Spring Events for 2019 and 2020 – January 1 through May 31.

Community Character Sponsorships up to $3000
Sports Events Program Sponsorships up to $20,000
Major Events no maximum
Legacy Events no maximum

The Council and Commission may want to discuss clarifying funding direction or change direction provided in the Joint Powers Agreement and/or the guidelines for funding events for this board. The Council and Commissioners could consider further refining the promotional uses to sustainable tourism, the types of promotional materials they would like to see, specific target audiences, locally funded promotional activities, or filtering the promotional activities through the lens of the Comprehensive Plan. Our local state legislators are also working during this current legislative session to relax the restrictions on spending of the 60% promotion fees and this may result in some additional leeway in spending those funds.

Alignment with Comprehensive Plan: Policy 1.1.h. Promote responsible use of public lands. Principle 2 Strategy – Coordinate education efforts – one way could be by educating tourists through our promotional activities, another way could be through promotional materials for tourism in our area that educate tourists about recycling and energy efficiency efforts. Policy 6.2.a. Enhance tourism as the basis of the economy. Policy 6.1.c. Establish an identity as a 'green' community. Policy 6.1.b. Promote eco-tourism.

Desired Outcome: Direct Staff to research the issue and place the item on separate upcoming meetings or Joint Action Meeting (JAM) agenda for discussion and direction from the Town Council and/or County Commission.

Next Steps and Timeline: The item could be discussed at the May 2019 JAM.

2019 Joint Town Council/County Commission Retreat Issue Summary

Issue: Transportation

Brief Summary: This issue was placed on the agenda to allow the Town Council and County Commission to jointly discuss the overall issue of transportation in the community encompassing more than simply the bus service in the community but also pathways, mobility, sidewalks, alternative modes, etc. Discussion at the retreat may include a high level discussion of reorganization of the various joint departments to more fully encompass overall transportation issues. Discussion at the retreat may also include the more broad issue of a Regional Transportation Planning Organization (RTPO). At the April 2018 Joint Information meeting, as part of the 2018 Comp Plan Indicator Report and 2019 Workplan, after input from the Council and Commission, staff was directed to move up the Transportation Demand Management as soon as a Transportation Coordinator was available and swapping this with the reorganization of the Transportation Advisory Committee (TAC) as a Regional Transportation Planning Organization (RTPO). At that meeting, pursuit of an RTPO was placed lower on the priority list. Researching this issue has been put on hold due to the lack of staff (joint Transportation Planner and joint Long Range Planner and joint Long Range Associate Planner) and capacity to pursue the issue. Prior to Tom Newland's departure, his assessment of an RTPO or formation of an RTA was that it might result in better opportunities for grant funding for transportation initiatives in general. As noted in the Integrated Transportation Plan (ITP) an RTPO would provide planning and coordination services to Town and County. During the second stage of implementation, the role of the RTPO would be expanded to include development and implementation of a regional transportation program funded from new revenue sources.

Alignment with Comprehensive Plan: Advancing community initiatives around improving transportation in the community is in direct alignment with Section 7 of Common Value 3, Quality of Life where it specifically discusses multimodal transportation and coordination with land use planning.

Desired Outcome: The desired outcome is to fill the transportation planning position and the joint long range planning positions to create the capacity to explore changes/improvements related to transportation.

Next Steps and Timeline:

In order to move forward with exploration of any kind of changes or reorganization or exploration of an RTPO, vacant, approved, joint positions for transportation planning and long range planning would need to be filled and those employees brought up to speed.

JOINT INFORMATION MEETING RETREAT
TOWN OF JACKSON & TETON COUNTY
AGENDA DOCUMENTATION

PREPARATION DATE: February 28, 2019
MEETING DATE: March 4, 2019

SUBMITTING DEPARTMENT: Long-Range Planning
DEPT DIRECTORS: Tyler Sinclair & Steve Westbay
PRESENTERS: Tyler Sinclair & Steve Westbay

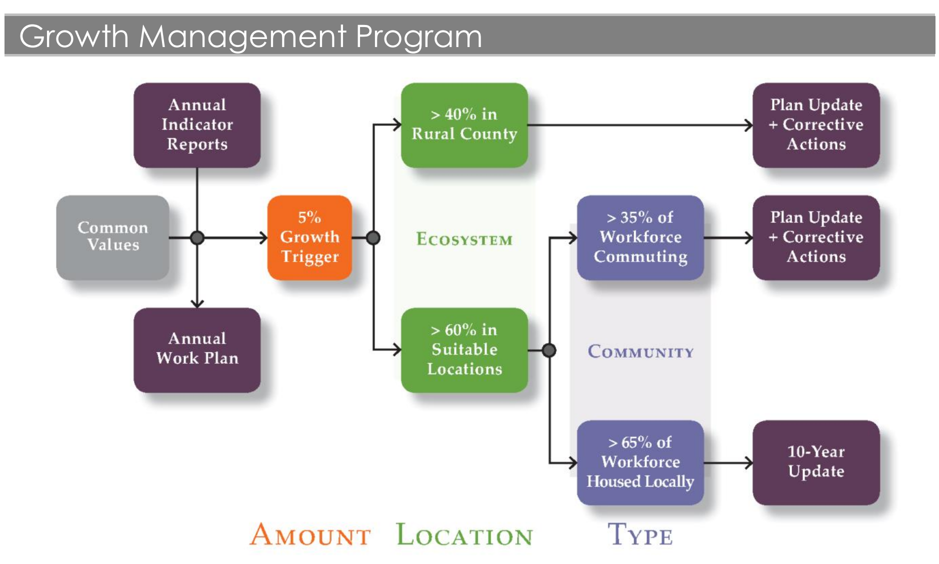
SUBJECT: 2019 Annual Indicator Report and Fiscal Year 2020 Implementation Work Plan (MSC2019-0010/P19-020)

PURPOSE/REQUESTED ACTION

1. Review and discuss the 2019 Annual Indicator Report. No action is requested at this meeting.
2. Review and discuss the FY 20 Implementation Work Plan. No action is requested at this meeting.

BACKGROUND

The Annual Indicator Report and Work Plan operate in conjunction with the Growth Management Program to adaptively implement the Comprehensive Plan. The Annual Indicator Report facilitates evidence-based planning as our community seeks to achieve the Comprehensive Plan Vision. It informs the scope and prioritization of the projects in the Annual Work Plan. The Work Plan identifies and prioritizes the Comprehensive Plan implementation efforts to be undertaken in the next fiscal year. The Work Plan includes Teton County projects, Town of Jackson projects, and projects that will be carried out jointly by both jurisdictions.



The Growth Management Program is a quantitative review structure that provides the measurability and accountability needed to ensure the community will achieve the Comprehensive Plan Vision. The Growth Management Program is made up of four parts: a trigger (amount of residential growth), two targets (location and type of growth), corrective actions, and a 10-year regular Plan update.

Annual Indicator Reports and Annual Work Plans are not directly a part of the Growth Management Program. Instead, they supplement the Program, helping us monitor progress towards meeting Growth Management Program targets and identifying annual efforts that will move us closer to those targets. The Growth Management Program and the role Indicator Reports and Work Plans play in informing the Growth Management Program are represented in the graphic above.

STAFF ANALYSIS

Purpose: The purpose of the 2019 Indicator Report and FY 20 Work Plan is to reflect on and assess trends and relationships of indicator data then to prioritize LDR Updates and Comprehensive Plan Administration projects for fiscal year FY 20. The Joint Planning Commission (representing both Town and County Planning Commissions) is scheduled to meet on March 7, 2019 at which time it is tasked with making a recommendation on this item to the Town Council and Board of County Commissioners. While discussion and comments are welcome at this joint retreat meeting, no action is requested to be taken by the Council or Board until a recommendation by the Joint Planning Commission has been made. At the next Joint Information Meeting, currently scheduled for April 8, 2019, the Town Council and the Board of County Commissioners will each be asked to take action to approve or deny the proposed FY 20 Work Plan. If each of the elected bodies have a majority vote for approval of the FY 20 Work Plan, it will be adopted.

Scope: The 2019 Annual Indicator Report compiles data available as of January 2019 to provide trend analysis of the 19 indicators related to the 3 Common Values of Community Character outlined in the Comprehensive Plan.

The FY 20 Implementation Work Plan includes implementation projects from the Comprehensive Plan, the Integrated Transportation Plan (ITP), and the Housing Action Plan so that the Board, Council and advisory bodies can see the magnitude of all the community's planning workload in one place, knowing that there is plenty of other community business to attend to as well. Implementation of the ambitious policies and strategies in all of these plans is an enormous work load for the staff and advisory boards responsible for each project; and even more so for the public, the Board of County Commissioners, and Town Council responsible for all projects.

Recommendation: Based on review of the data presented in the 2019 Indicator Report, staff has tentatively identified three Comprehensive Plan implementation projects as the top priorities for FY 20 (July 2019 – June 2020):

- Joint Comprehensive Plan Review (Growth Management Program): As discussed above, the Growth Management Program is a systematic review of the Comprehensive Plan principles, policies, strategies, and indicators to identify corrective actions that are needed before it is too late to make the corrections. The Growth Management Program was triggered in 2016 upon hitting 5% growth in residential units since adoption of the Comprehensive Plan. In 2017 the Board and Council chose to delay the Growth Management Program because the Engage 2017: Housing, Parking, and Natural Resource Updates needed to be complete, especially the Town District 3-6 Zoning Updates and Housing Mitigation Requirements Update, before the community could accurately reflect on and adapt the Comprehensive Plan principles, policies, and strategies.

- Town Square Zoning Updates + Historic Preservation LDRs: These updates are unlikely to be affected by the Growth Management Program and can occur concurrently with the Growth Management Program review. Town Square is a Character District composed of Stable subareas, where zoning updates are unlikely to include significant shifts from current allowances. Historic preservation LDRs are proposed to be included with the Town Square zoning because of the number of historic structures in the Town Square Character District but are actually standards that may be applied Townwide and Countywide as applicable.

- County Natural Resource Protections Update: Adoption of updated natural resource protection standards is the final component to complete Engage 2017 and would mark completion of almost all the marquee projects discussed in the Comprehensive Plan.

Since adoption of the Comprehensive Plan in 2012, staff has found that there is a limit to the number of large policy projects that can be undertaken simultaneously while still leaving room for the unanticipated priorities that arise throughout the year. The reason Work Plan prioritization is important is because staff recommends the Board of County Commissioners and Town Council only undertake 3 policy projects for a two-year 'session' of the Board and Council (typically this is 1 Joint project, 1 Town project and 1 County project).

At the same meeting action is requested to be taken on this item (currently scheduled April 8, 2019), the Town and County will hear a proposed Comprehensive Plan Amendment for Subarea 7.2 Hog Island Business Park. The amendment application was made by a member of the public and is required by the Comprehensive Plan to be considered concurrently with the Annual Indicator Report and Work Plan. Although the application is limited to a section of Subarea 7.2 centered around the Munger Mountain Elementary School site and the proposed Work Plan places the Hog Island Zoning project in FY 21, review of this application may prompt a comprehensive re-evaluation of the desired future character and zoning for Hog Island.

The FY 20 Work Plan spans a single session of seated Council members and Commissioners which provides the advantage of consistency and flexibility for projects that span 2019 and 2020. However, the current lack of staff capacity is a disadvantage that should be carefully considered when prioritizing projects. The FY 20 Work Plan is structured assuming a fully functioning Joint and County Planning staff with the local knowledge and expertise to complete the list of complex community-oriented tasks. Two important positions that must be filled to achieve this Work Plan include the Joint Principal Long-Range Planner and the Joint Principal Transportation Planner. The County also has important positions to be filled including Senior Current Planner and Director of Planning and Building Services. Without these positions the tasks in this Work Plan will be delayed six to 12 months.

ATTACHMENTS

- 2019 Annual Indicator Report
- FY 20 Implementation Work Plan

STAKEHOLDER ANALYSIS

The entire Town of Jackson/Teton County Community is a stakeholder and staff invites feedback from any community member or organization.

PUBLIC COMMENT

No public comment has been received up to the time this staff report was released.

FISCAL IMPACT

Not applicable. Fiscal impact associated with each identified project has been provided in the proposed work plan. Actual financial commitment will be considered by the elected officials and as part of adoption of the Town and County budgets.

STAFF IMPACT

The FY 20 Implementation Work Program accounts for all the Joint Long-Range Planning Department's time and about half of each Planning Director's time. It also requires half of full-time employee Town Planning Staff time and a fourth of full-time employee County Planning Staff time. Current planning issues taking precedent over long-range planning efforts has been, and will remain, the biggest challenge in completing Implementation Work Plans.

LEGAL REVIEW

Gingery.

RECOMMENDATION

No final recommendation from the Town or County Planning Director or Joint Planning Commission is made since this item is requested to only be reviewed and discussed at this time and no action is requested to be taken at this meeting.

2019 Annual Indicator Report

February 28, 2019

The Jackson/Teton County Comprehensive Plan, adopted in 2012, sets a community vision based on 3 Common Values of Community Character: Ecosystem Stewardship, Growth Management, and Quality of Life. It also establishes an adaptive management program that requires the community regularly ask: are we living our values?

This report helps our community answer that question through the presentation and analysis of 19 indicators. The report begins with Planning Staff's perspective on whether we are living our values. Following that perspective are sections presenting the indicator data for each Common Value. Each of these sections begins with major takeaways from the indicator data, followed by the indicators themselves, and concludes with suggestions for next steps to improve our performance in each Common Value.

Are We Living Our Values?

The starting place for any evaluation into whether or not we are living our values is the Comprehensive Plan growth targets – 60/40 and 65%. Setting these targets was a 5-year process. Implementing them has been the focus of the past 6-years of work. The exciting indication is that our efforts are paying off.

The 60/40 target is that at least 60% of growth occurs in areas of existing development and services – areas the Comprehensive Plan refers to as Complete Neighborhoods. The 60/40 target provides Ecosystem Stewardship by directing development out of wildlife habitat, scenery and open space. It provides Growth Management by aspiring to shift the location of development instead of add development. And, it provides Quality of Life by locating people within walking distance of jobs, services, and other people.

The 65% target is that at least 65% of the workforce lives locally. The 65% target provides Ecosystem Stewardship by avoiding increased emissions and wildlife-vehicle conflict that comes with commuting. It provides Growth Management by truly balancing the demand and supply of housing rather than just displacing the supply to elsewhere in the ecosystem. And it provides Quality of Life by keeping local workers here to volunteer, spend money, raise families, respond to emergencies, and contribute to the community in a meaningful way.

The Community in 5 Trends

Since Comp Plan Adoption in 2012:

- 62% of potential residential development is in Complete Neighborhoods (35% in 2012)
- 59% of actual residential units have been built in Complete Neighborhoods (55% from 2002-2011)
- The percentage of the workforce living locally has fallen from 59% to 57% (from 2007 to 2012 it fell from 65% to 59%)
- Annual growth in jobs (3.6%), effective population (1.9%-3.3%) and Vehicle Miles Traveled (3.4%) has far outpaced physical growth (0.6%-1.2%)
- Effective Population and VMT are growing the fastest in winter and the shoulder seasons.

In July 2018 we achieved a major milestone, as 62% of development potential is now assigned to Complete Neighborhoods. Additionally, almost half of that potential is tied to permanent conservation or workforce housing incentives. And the growth has not just been directed to the right location, it has been directed to the best location. Most of the redirected potential is in the Town of Jackson, the community's primary Complete Neighborhood with the most services.*

Indications are that the success is more than just theoretical. The policy decisions are having real impact. From 2012-2018 (since the Comprehensive Plan was adopted) 59% of new residential units have been built in Complete Neighborhoods, in the 7 years prior only 55% were. From 2012-2017, the percentage of the workforce living locally declined by only 2 percentage points (from 59% to 57%); in the 5 years prior it declined 7 points.

A significant amount of time and money has been invested in the marquee moves to ensure growth is in the right location and of the right type, and early results are favorable. The reality is that we need to be patient before we can judge the degree of success and determine whether more action or corrective action is needed. It can take years before land use policy is truly reflected in development decisions. Patience will require avoiding one-off "solutions" that do not fit into the comprehensive program just established. Such "opportunities" might provide short-term success, but will preempt and preclude the desired long term vision of the community.

In the meantime, the less emphasized goals in the Comprehensive Plan need attention. Vehicle Miles Traveled (VMT) in 2017 exceeded the community's goal for 2035. Job growth continues to occur faster than the community can accommodate, despite extensive land use control efforts. For years the focus has been the location and type of growth – for good reason. Now it is time to let those programs thrive, while we focus on implementing the other policies in the Comprehensive Plan that are needed to support them.

Common Value 1: Ecosystem Stewardship

Preserving and protecting the area's ecosystem is the core of our community character, and thus monitoring our impacts on the ecosystem annually is an important way to ensure our growth does not compromise the health of the ecosystem. The indicators are intended to help us monitor whether we are growing as a community in a way that still preserves the abundant wildlife, quality of natural resources and scenery, open space, and climate long into the future.

- Location of Growth
- Permanently Conserved Land
- Energy Load
- Wildlife Vehicle Collisions

2018 Ecosystem Stewardship Takeaways

- 66% of units built in 2018 were in Complete Neighborhoods, an all-time, single-year high. Since 2012, 59% of new units have been built in Complete Neighborhoods, bringing us closer to our Comprehensive Plan target of 60% of growth occurring in previously developed areas.
- Years with more growth tend to be the years with a higher percentage of growth in Complete Neighborhoods. This indicates that Complete Neighborhood projects tend to have more units, which shows community resolve in sticking to the Comprehensive Plan principles and avoiding large scale rural development. But it also illustrates that Rural units are easier to consistently develop year after year.
- This year, Residential Potential data shows that 62% of future residential growth can be expected in Complete Neighborhoods. The jump up to 62% from last year's 53% of future residential growth in

* In 2015 the County removed ~2,300 units of potential from Rural Areas as part of the updates to the rural zoning and conservation development incentives. That same update created the Complete Neighborhood Planned Residential Development tool (CN-PRD) that allows some of those units to be realized in a Complete Neighborhood in association with conservation. Through the Downtown zoning adopted in 2016 and residential zoning adopted in July 2018, the Town enabled use of those units in Town in association with the provision of restricted workforce housing.

Complete Neighborhoods is a result of the adoption of the Engage 2017: Town Zoning & Parking – Districts 3-6 Updates in July, 2018. The Town Zoning & Parking Update was the second step in a two-step process to meet the Comprehensive Plan's 60/40 goal. This is a significant accomplishment in the long-term success of the Comprehensive Plan.

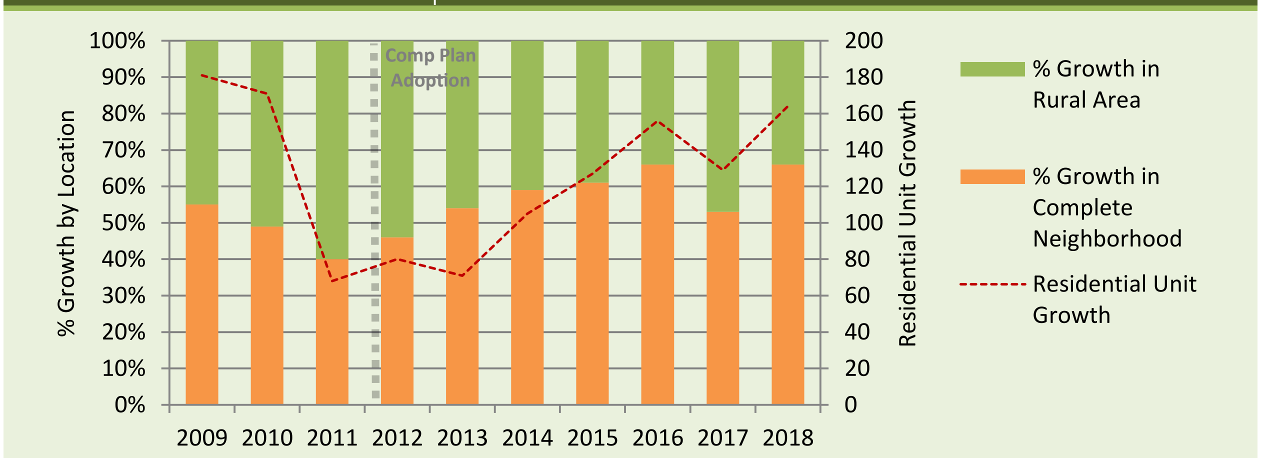
- Acres of land in conservation is growing as fast (1.1% per year) as residential development (1.2% per year). As the amount of undeveloped, unconserved land diminishes, the ability of conservation efforts to keep up with development is a significant accomplishment.
- Electricity consumption data indicates conservation efforts are yielding success in the goal of maintaining 2011 energy loads. The significant drop in per capita energy use in winter, even as effective population has grown significantly is the reason for the success. A more thorough accounting of energy used, including air and ground transportation, would give us a better indication of success in meeting the community goal.
- Data for Wildlife Vehicle Collisions was also unavailable this year. Last year's data shows that Wildlife Vehicle Collisions are visibly impacted by year to year variability in snowpack.

Ecosystem Stewardship Indicators

Location of Growth (Goal: ≥ 60% in Complete Neighborhoods)

The location of growth in complete neighborhoods indicates the community's ability to direct growth out of areas of habitat, scenery, and open space and into areas of infrastructure, amenities, and vitality. Location of Growth is the primary target established in the Comprehensive Plan to indicate Ecosystem Stewardship. The goal is for at least 60% of growth to occur in complete neighborhoods.

Location of Residential Development



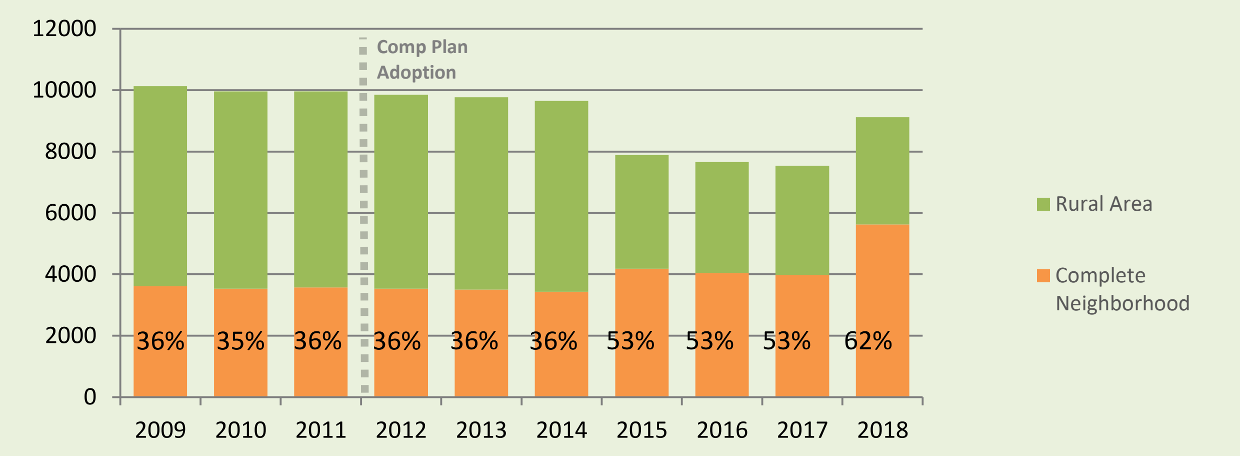
Source: Teton County and Town of Jackson Building Permits

The location of growth *potential* (defined as buildout minus what is actually built on the ground) projects where future growth will occur, rather than past development patterns. Potential decreases as units are built. It is also impacted if buildout is increased or decreased. The way to shift the location of potential is reduce buildout in one area and increase it in another.

Definition of Potential

Potential	=	Buildout	-	Built
		(LDRs applied to all parcels as if vacant)		*(What is actually on the ground)*

Location of Residential Potential

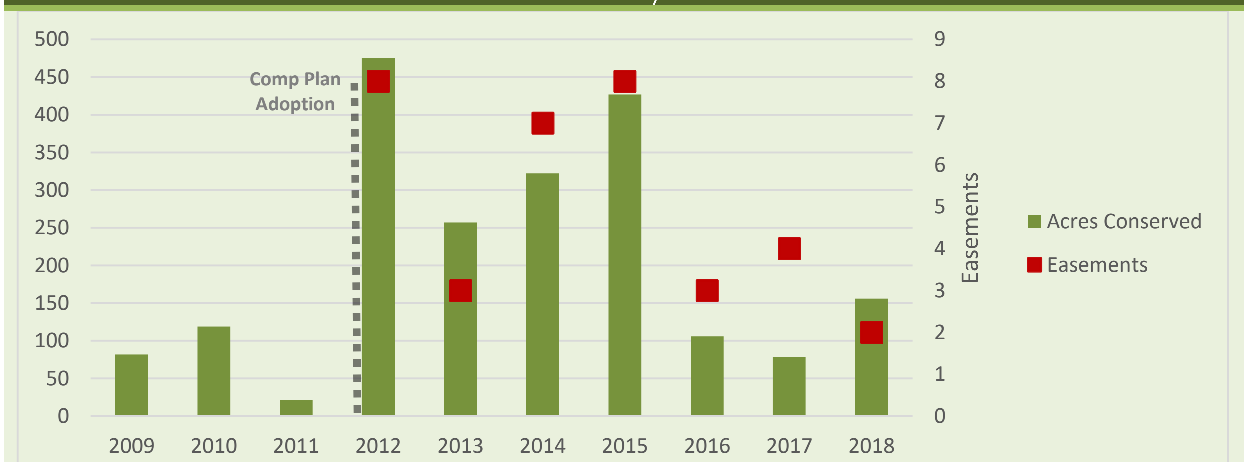


Source: Teton County and Town of Jackson

Permanently Conserved Land (Goal: Increase)

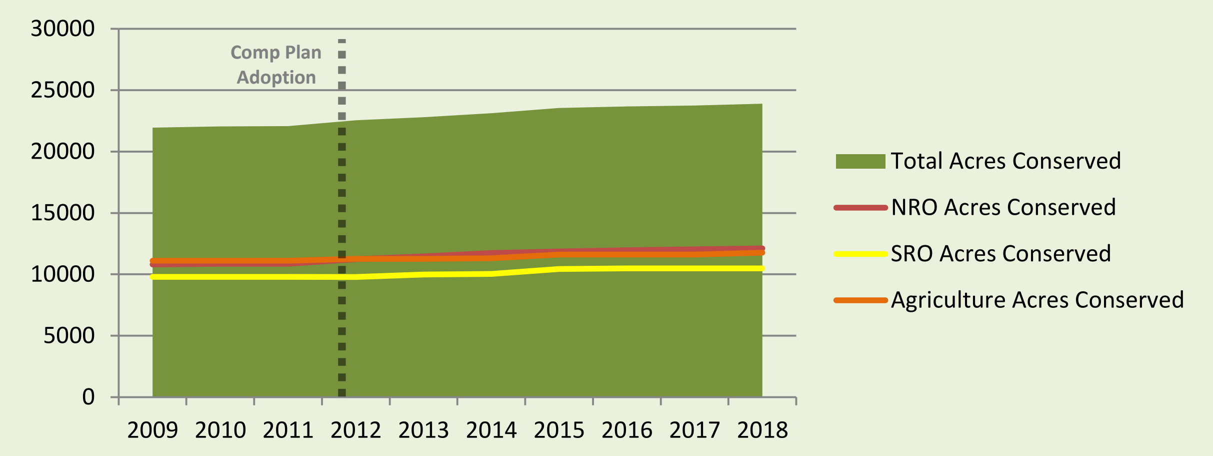
Monitoring permanently conserved land is an indicator of the community's progress in preserving areas of wildlife habitat, natural resources, scenic resources, and agricultural character. The goal of the Comprehensive Plan is to increase such conservation, although no specific conservation targets are identified.

Acres Conserved and Number of Easements by Year



Source: Teton County; Jackson Hole Land Trust; Teton Regional Land Trust

Total Acres Conserved by Conservation Value



Source: Teton County; Jackson Hole Land Trust

Energy Load (Goal: Maintain)

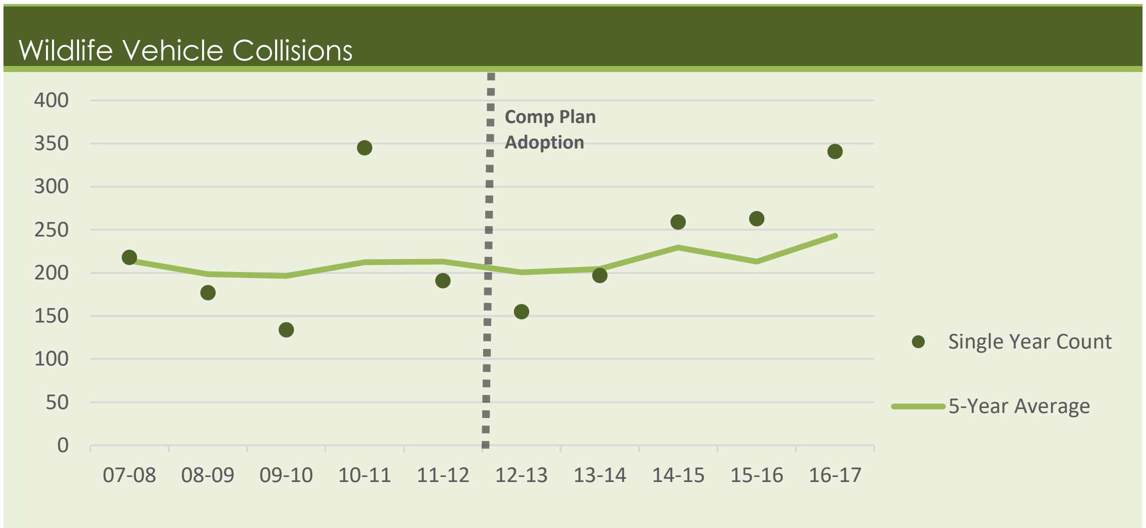
Energy Load measures the electricity used annually in Teton County. The Comprehensive Plan establishes an objective to maintain the community's overall energy load at the 2011 level even as we grow in population.

Commercial/Residential Electricity Usage & Usage per Person (by season)

Source: Lower Valley Energy

Wildlife Vehicle Collisions (Goal: Decrease)

Wildlife vehicle collisions are an indicator measuring the impacts of physical development and transportation growth on wildlife movement. It is also a measurement of the community's ability to provide safe wildlife crossings. The WVC Indicator follows the biological year (May through April) rather than the calendar year. This better captures the effects of weather patterns on wildlife.



Source: Jackson Hole Wildlife Foundation

Ecosystem Stewardship Next Steps

- **Zoning Updates.** Completion of the Teton County Natural Resource Protections Update will represent a positive step forward for ecosystem stewardship.
- **Monitor.** The tools adopted to achieve the shift of development potential into complete neighborhoods need time to take hold. Early results are positive, but as the market adjusts to the new tools the community needs to remain patient as it evaluates what is working and what is not.
- **Research.** Our community continues to ask for further research into the status of our ecosystem health. Suggestions for research include a cumulative impacts study and a carry capacity study, both looking at how humans in our area impact the health of the Greater Yellowstone Ecosystem.
- **Easements.** This step has been carried forward from last year's Report: Acceptance of new easements by the Teton County Scenic Preserve Trust would provide another option for conservation and allow the public to encourage easements in strategic natural resource or scenic resource locations. The Town and the County should focus efforts on conserving the most valuable habitat first. This can be measured by the number of conservation easements occurring within the Natural Resource Overlay (expected to be updated with the Natural Resource Protections Update).
- **Wildlife Crossings.** In May, 2018, the Wildlife Crossings Master Plan was completed. The report can be viewed here: http://jacksontetonplan.com/295/Wildlife-Crossings-Master-Plan. It identifies appropriate locations for developing safe crossings for wildlife. Implementation will begin with development of a crossing at the intersection of Hwy 22 and 390.

Common Value 2: Growth Management

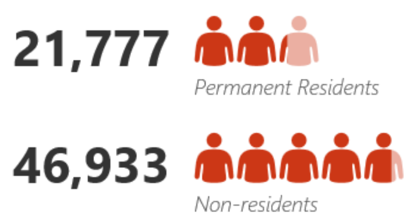
Responsible growth management means proactively planning for the community we want – with rural open spaces and high quality, Complete Neighborhoods that enhance walkability and vitality. It also means proactively adapting to population growth in a way that preserves our community vision. The following indicators monitor types of development, our day-to-day population, whether we are achieving goals to keep buildout levels below 1994 buildout levels, and what initiatives are being undertaken to address growth in our community.

- Growth by Use
- Effective Population
- Buildout
- Comp Plan Implementation
- Redevelopment

Growth Management Takeaways

- The Growth Management Program was triggered in 2016 when residential growth exceeded 5% since adoption of the Comprehensive Plan in 2012. As of 2019, residential development has grown 8.5% since 2012. The Growth Management Program (GMP) is a quantitative review program required by the Comprehensive Plan at 5% residential growth. It is intended to use data presented in the Annual Indicator Report and elsewhere to evaluate whether the community is meeting the goals outlined in the Comprehensive Plan. The GMP is also an opportunity to pause and evaluate whether our community vision, values, principles, or policies have changed; and then adjust our implementation strategies accordingly.
- The growth we are feeling in our community is not physical growth. Instead it is the growth in the number of ***people*** at any one time in this community. This concept was first introduced in last year's Indicator Report. Since 2012, the growth of the Indicators that describe the growth we experience personally has outpaced growth in physical development. Effective Summer Population grew an average of 1.9% per year, Effective Winter Population grew 3.3% per year, Effective Shoulder Season Populations grew 2.3% per year, jobs grew 3.6%, and Vehicle Miles Traveled grew 3.4%. By comparison, our community grew physically by only 1.2% in residential units, 0.6% in lodging units, and 0.8% in commercial floor area.
- As evident from the growth rates above, effective population is growing fastest in the winter and shoulder seasons. On a daily basis nonresidents now outnumber residents in the winter and almost equal the number of residents in the shoulder seasons. This trend is supported by traffic data that shows a significant annual Vehicle Miles Traveled (VMT) increase despite declines in summer peak traffic. It should be noted that growth in the shoulders and winter is an economic development goal of the Comprehensive Plan, and that while Summer Effective Population has experienced the slowest growth, Summer Effective Population is still much greater than the other seasons.

Residents & Non-Residents in Teton County at any one time in summer (2017)



- There is a pool of 2,190 units to be used for the Workforce Housing Bonus (Town) and Complete Neighborhood – Planned Residential Development (County). Workforce housing and conservation incentives are enabled with plenty of potential, without any increase to community buildout. This is a major community achievement that weaves Ecosystem Stewardship, Growth Management, and Quality of Life values together.
- The Town and County have dedicated significant resources to directing growth into Town and ensuring it will be workforce housing. Those tools need time to work. And while they do other policies and strategies of the Comprehensive Plan need attention.

Growth Management Indicators

Amount of Growth by Use (Goal: Monitor | GMP Trigger: 5% Residential)

Growth by Use measures the different types of development occurring in Teton County. It illustrates, for example, whether the development that has occurred in the last several years has primarily consisted of residential unit growth, lodging unit growth, or non-residential floor area growth. Residential unit growth is of particular importance in the Comprehensive Plan. 5% growth in residential units from adoption of the Comprehensive Plan triggers the Growth Management Program.

Growth by Use					
	2018	Growth Since 1/1/12		10-Year Growth	
Use	Growth	Amount	%	Amount	%
Non-Residential Floor Area					
Agriculture	0	5,538	0.5%	7,810	1%
Outdoor Recreation	183	30,368	9%	91,452	35%
Restaurant/Bar	12,553	37,694	9.2%	52,410	13%
Office	8,840	47,082	3.7%	142,115	12%
Retail	-15,375	79,269	5%	98,589	6%
Industrial	9,097	109,471	7.7%	146,755	11%
Institutional	89,454	170,679	8.8%	270,836	15%
Non-Residential Floor Area	102,756	480,101	6%	809,967	11%
Residential Units					
Agriculture	0	2	0.9%	3	1%
Detached Single Family Dwelling	105	551	9.3%	783	14%
Attached Single Family Dwelling	23	132	7.1%	269	16%
Apartment	45	153	9.9%	203	14%
Mobile Home	0	0	0.0%	0	0%
Residential Units	173	838	6.7%	1,258	14%
Guesthouse	24	131	17.3%	199	29%
Lodging Units					
Conventional Lodging Units	106	319	5.4%	382	7%
Lodging Units	106	319	5.4%	382	7%

Source: Teton County and Town of Jackson

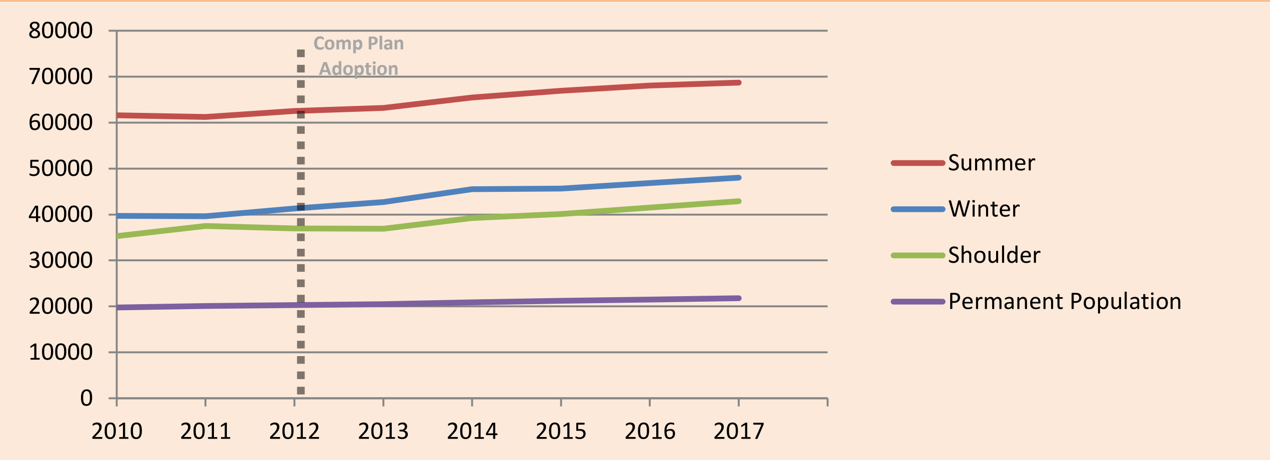
Effective Population (Goal: Monitor)

Effective population indicates the true, day-to-day number of people in Teton County, considering not only permanent residents, but also commuters, seasonal residents, seasonal workers, and visitors. Effective population is an important indicator to monitor because it more accurately represents the number of people who are impacting community facilities and resources in Teton County.

2017 Effective Population	Summer	Winter	Shoulder
Permanent Residents	21,777	21,777	21,777
Daily Commuters	7,636	7,636	7,636
Seasonal Residents	4,267	2,958	1,730
Seasonal Workers	12,067	6,497	5,710
Visitors	22,963	9,146	6,036
Effective Population	68,709	48,014	42,889

Source: American Community Survey, Bureau of Labor Statistics, Chamber of Commerce, USFS, GTNP, YNP

Effective Population by Season



Source: American Community Survey, Bureau of Labor Statistics, Chamber of Commerce, USFS, GTNP, YNP

Buildout (Goal: <1994 Levels)

Buildout measures the maximum amount of development permitted on a property. Buildout is determined by changes to Jackson/Teton County zoning regulations, conservation easements and other deed restrictions on the development of a property, and transfers of property ownership from a private party to federal ownership and vice versa.

The table below represents changes to base zoning. The decrease in buildout since 2012 on the last row of the table is the number of units that are available using the Complete Neighborhood incentives in the Town (Workforce Housing Bonus) and County (Complete Neighborhood – Planned Residential Development). In order to maximize use of the incentives they only get counted against buildout on a project-by-project basis once a project is approved. As base zoning changes and projects are approved using the incentives this "pool" of incentive units will shrink.

Changes in Buildout			
Year	Residential Units	Lodging Units	Nonresidential Floor Area
1994-2011	-564	?	?
2012	-31	0	0
2013	-12	0	0
2014	-14	0	0
2015	-2,201	0	0
2016	-76	89	94,379
2017	15	0	-30,651
2018	129	0	30,098
2012-2018	-2190	89	93,827

Source: Teton County and Town of Jackson

Annual Comprehensive Plan Monitoring and Implementation (Goal: Complete)

Annual monitoring and implementation of the Comprehensive Plan is included as an indicator to ensure that adequate time and resources are being dedicated to Comprehensive Plan implementation. It also ensures the community is taking the time to monitor these indicators. Each year the Town and County adopt a Work Plan to allocate resources toward implementation of the Comprehensive Plan. Below is a review of all the tasks undertaken to implement the Comprehensive Plan since it was adopted in 2012.

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Land Development Regulation Updates/Studies		
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
County Natural Resource LDRs	75% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Town Hillside LDRs	25% complete	3.4.S.1, 3.4.S.3
Snow King Master Plan Alternatives	July 2018	3.2.S.4
Other LDR & Zoning Amendments	Continuous	

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Comprehensive Plan Administration		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
Standardize Data Collection	50% complete	Policy 9.2.a
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2
2018 Indicator Report & Work Plan	April 2018	Principle 9.2
2019 Indicator Report & Work Plan	April 2019	Principle 9.2
2019 Growth Management Program	5%	Principle 9.1
Joint Public Engagement	Continuous	3.3.S.1
Provide Data to Others	Continuous	Policy 8.1.a
Other Coordination	Continuous	
Integrated Transportation Plan (ITP) Implementation		
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Town Community Streets Plan	April 2015	7.2.S.1
Town District 3-6 Parking Study	December 2017	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
Joint Regional Traffic Model	January 2019	
Wildlife Crossings Master Plan	May 2018	
Town Managed Parking Plan	75% complete	
START Funding	75% complete	
Restructure of TAC into RTPO	75% complete	
Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules and Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2

Redevelopment vs. New Construction (Goal: Monitor)

Redevelopment vs. New Construction is an indicator that measures the balance between redevelopment of existing, developed sites and new construction on vacant sites. This indicator is an important measure of whether redevelopment in Town and other Complete Neighborhoods is being achieved and for what purpose. It will also be an indicator of the workforce housing implications from additions and remodels.

Staff is still working on the best way to measure this indicator. Future reports will include analysis of development of previously vacant sites versus already developed sites. However, minor remodels and other construction activities that do not require a building permit will always be difficult to include in any analysis.

A related analysis is the change in value from reinvestment in areas of the community, which may be available from the Assessor.

Growth Management Next Steps

- **Growth Management Program.** We triggered the Growth Management Program in 2016. The review of community vision, values, principles and policies mandated by the Growth Management Plan will be carried out this spring. Staff recommends that the Growth Management Program review include a review of whether the indicators in this document are the right indicators for measuring Comprehensive Plan success. An important part of measuring success is setting realistic goals. Not all the indictors in this document are associated with specific goals. Such goals could be established in the Growth Management Program.
- **Manage the Growth We Feel.** If we are not growing physically, then why are we growing in terms of the number of people in our community? And is it the growth in the number of people in our community that is driving the growth in jobs, or are the jobs bringing the people to our community? Or is it a feedback loop where more people beget more jobs which begets more people? Lastly, if we are growing in terms of the number of people but not in terms of physical growth, how do we effectively manage population growth using tools that are limited to control of physical development? Do we need a new suite of tools for managing our growth?
- **Research.** Continue to refine estimates of seasonal residents, employees, and commuters. Information on characteristics of visitors such as length of stay and mode of arrival would better inform planning for visitor impacts. Continue to analyze the buildout impacts of zoning updates.

Common Value 3: Quality of Life

The first two Common Values of the Comprehensive Plan – Ecosystem Stewardship and Growth Management – work to protect the natural character and the physical character of the community. The third Common Value – Quality of Life – works to protect the emotional aspect of our character. We identify as a diverse community with many different lifestyles and employment opportunities. We value the ability for all residents to have access to a spectrum of employment opportunities, affordable housing, and safe, efficient transportation. The indicators below evaluate our progress towards achieving the Quality of Life vision outlined in the Comprehensive Plan.

- Local Workforce
- Housing Affordability
- Workforce Housing Stock
- Jobs, Housing Balance
- Lodging Occupancy
- Employment by Sector
- Vehicle Miles Traveled
- START Ridership
- Trips by Walk/Bike
- Level of Service

Quality of Life Takeaways

- The percentage of the workforce living locally is at 57%. While the trend shows a continuing decline, the decline since 2012 (59% to 57%) has been much more gradual than the previous 5 years (65% to 59%). This trend highlights the importance of zoning updates like the Affordable Workforce Housing Mitigation rates and the Town Zoning & Parking Updates, which provide balance between demand and supply for workforce housing.
- Housing affordability of improved for a second year, when looking at all homes – though the median home still cost nearly 3 times what the median family could afford. This improvement in relative affordability was largely due to a significant increase in median income after years of relatively little change to income. Meanwhile, detached single-family homes got less affordable, emphasizing the importance of smaller, multi-family units to the workforce housing supply.
- Like the last three years, only 38% of the community's housing stock is occupied by occupied by second homeowners, retirees, or left vacant. This percentage has decreased since 2010, a positive trend

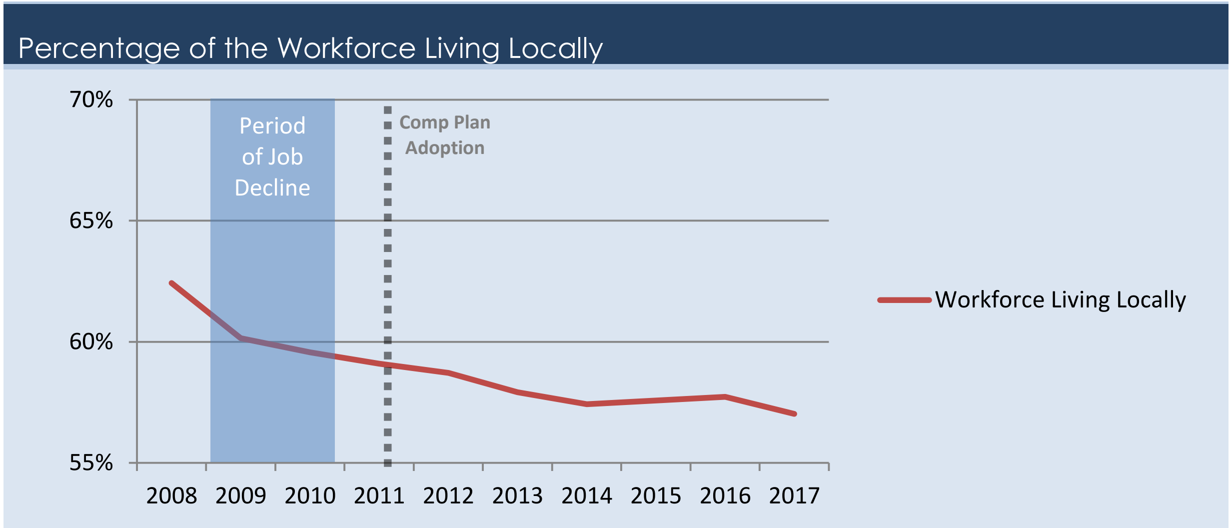
reflecting the construction of more than 200 deed restricted homes since 2010 as well as a growing supply of market ownership and rental units that are occupied by that workforce. 55 units restricted for the workforce were added last year.

- Economic growth in the community continues to be some of the strongest in the nation. Average annual job growth since 2012 is 3.6%, compared to a national annual average since 2012 of 2% (Bureau of Economic Analysis, 2017). Local Employment has grown 2.9% per year; Effective Summer Population, 1.9%; Effective Winter Population 3.3%; Effective Shoulder Population, 2.3%; Vehicle Miles Traveled 3.4%; and Median Market Home Price, 8.7%. While this growth certainly provides service that contribute to our Quality of Life, it is also the source of many of the challenges that detract from our Quality of Life.
- The indicators that measure the health of community character are not as strong as those of our economy. The average annual growth rate since 2012 for housing is 1.2%, Permanent Population is 1.4% and Median Income is .6%.
- As noted in the Growth Management section above, the economic growth is most pronounced in the shoulder and winter seasons an indication of success with regard to the Comprehensive Plan economic development principle of growing the economy without growing physically.
- Annual Vehicle Miles Traveled (VMT) grew by 24% in 2017 to over 590,000,000 miles. This is especially shocking because the Integrated Transportation Plan (ITP) goal for VMT in 2035 is only 560,000,000 miles. It is even more shocking when coupled with a decline in summer traffic on Highway 22 and Highway 390. Over half of the VMT increase in 2017 was on S. Highway 89. Another quarter was on Highways 22 and 390 in the shoulder seasons and winter. The ITP lays out a transportation vision, but also lays actions that must be taken to implement that vision.
- START Ridership continues to climb, but the climb is only at the rate of effective population growth. More people are riding because more people are here, not because we have taken any of the actions in the ITP. Ridership will continue to grow with effective population, but so will VMT unless something changes in regard to the community’s approach to travel.
- The Difference between winter and summer per capita START ridership illustrates the potential for a Transportation Demand Management program to incentivize use of public transportation.

Quality of Life Indicators

Local Workforce Percentage (Goal: ≥ 65%)

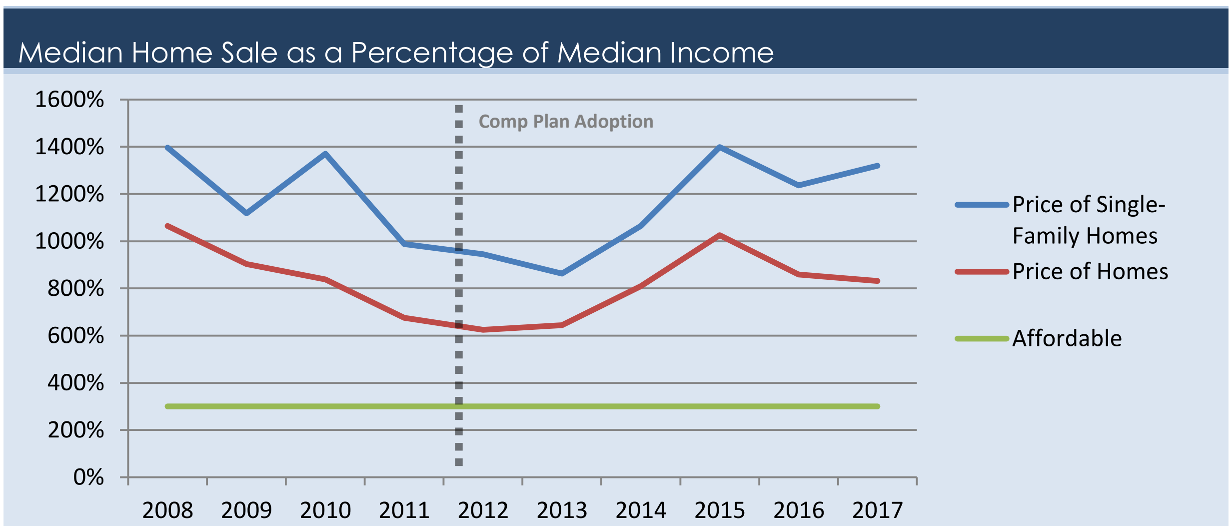
The Comprehensive Plan establishes a goal of ensuring at least 65% of the workforce lives locally to maintain the “community first, resort second” character of the valley. When the community first identified loss of a local workforce as an issue in the early 90s, over 85% of the workforce lived locally. The percentage of the workforce living locally is the primary target for achieving the Quality of Life envisioned in the Comprehensive Plan.



Source: US Bureau of Labor Statistics, US Bureau of Economic Analysis

Affordability of Housing (Goal: Monitor)

Housing affordability has long been considered a primary reason for the loss of the local workforce. The community monitors this indicator to understand the relationship. A home sale that is 300% of income is considered affordable. In 2015, for example, that the median home sold was only affordable to a family making more than three times the median income.

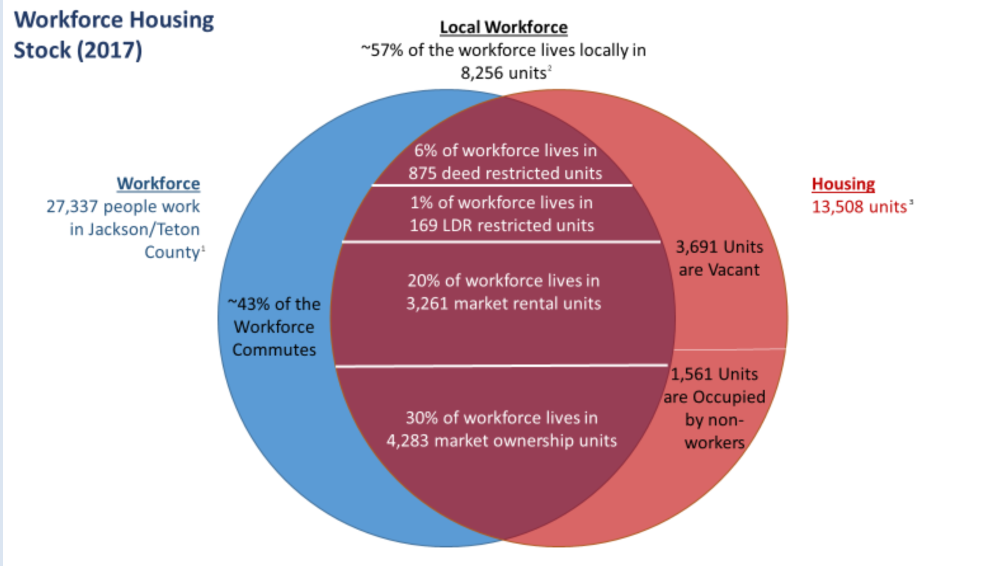


Sources: HUD, Teton County Assessor, David Viehman

Workforce Housing Stock (Goal: Monitor)

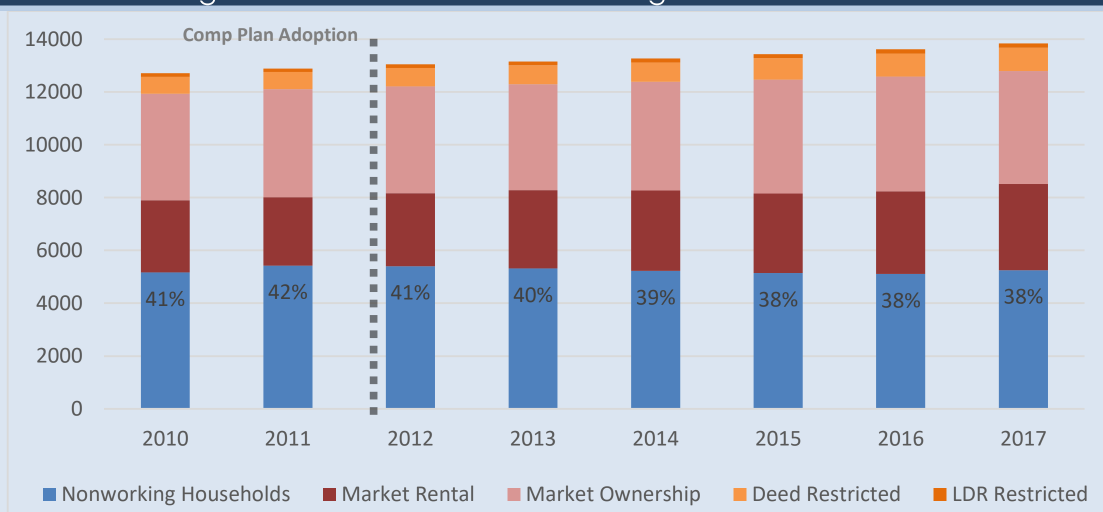
Workforce Housing Stock measures the percentage of housing stock that is occupied by the workforce. Given that housing affordability is one of the primary causes for loss of local workforce, it is important to understand the type of residential units that are occupied by the workforce in relation to the type of development that is being allowed and built.

Workforce Housing Stock 2017



Sources: Bureau of Economic Analysis, assuming 1.2 jobs per person; 2015 5-Year American Community Survey, data adjusted to fit 2010 Decennial Census; Bureau of Economic Analysis, Bureau of Labor Statistics, 5-Year American Community Survey Selected Economic Characteristics

Workforce Housing Stock vs. Non-workforce Housing Stock

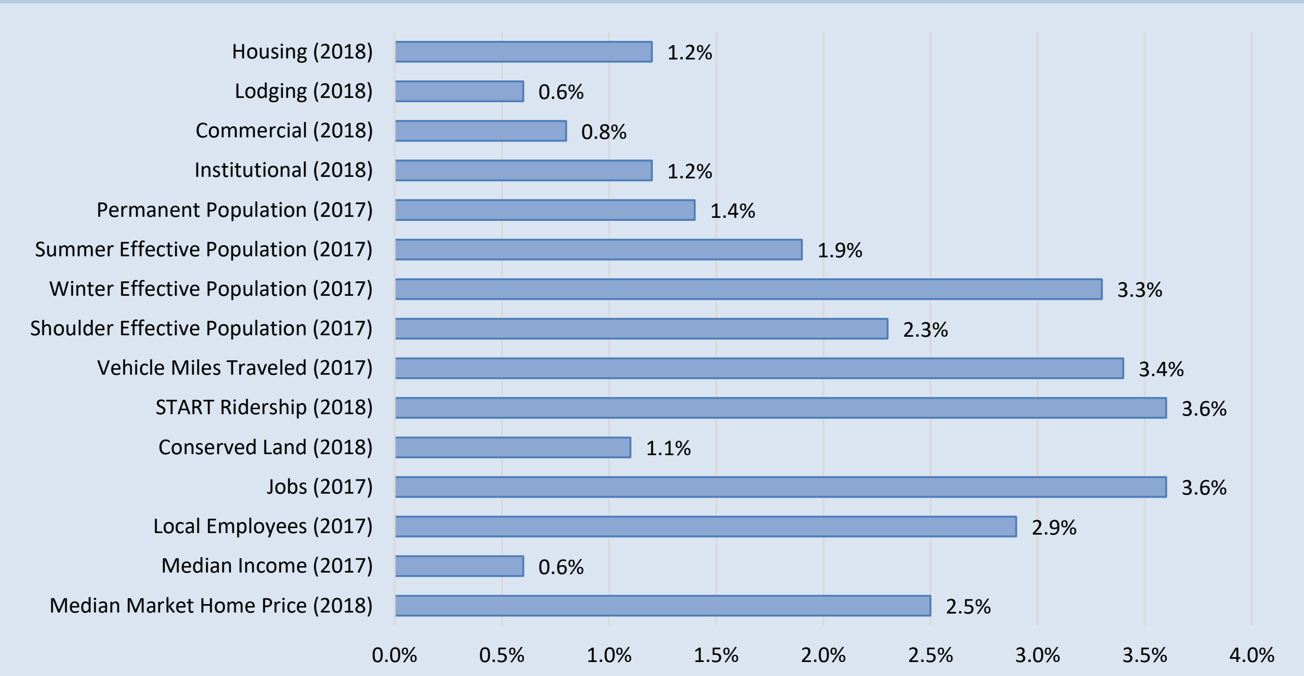


Sources: Teton County Housing Department, Teton Community Housing Trust, Habitat for Humanity, Bureau of Economic Analysis, 5-Year American Community Survey Selected Economic Characteristics

Jobs, Housing Balance (Goal: Monitor)

The Jobs, Housing Balance Indicator measures the relationship between various indicators. It is used to gain insight into how indicators are correlated with one another.

Average Annual Growth Rate Since 2012

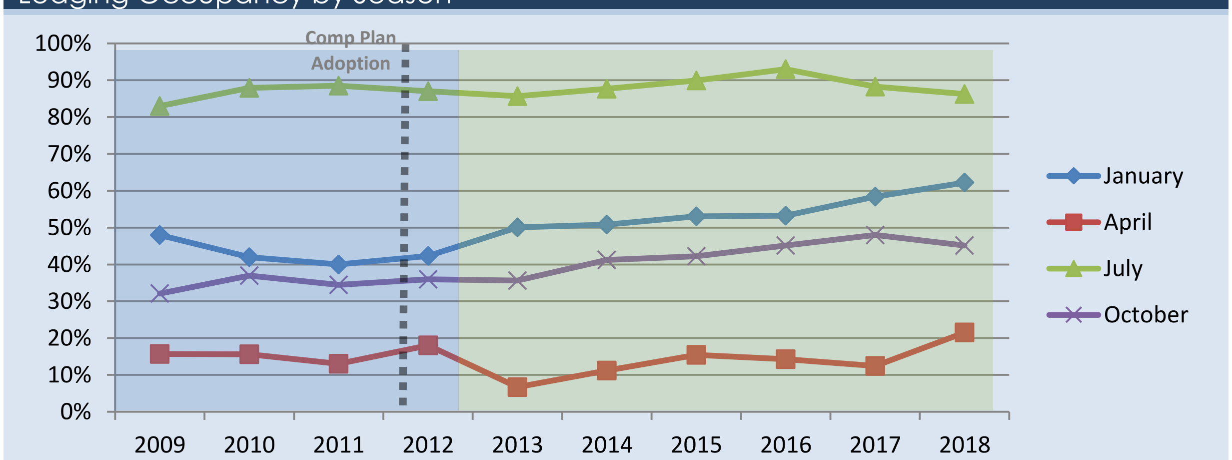


Source: Town of Jackson, Teton County, American Community Survey, US Bureau of Economic Analysis, US Bureau of Labor Statistics

Lodging Occupancy by Season (Goal: Increase)

Lodging Occupancy by Season measures the percentage of available lodging units that are occupied in Teton County. The Comprehensive Plan identifies a goal of improving shoulder season occupancy to utilize existing lodging capacity and increase economic activity.

Lodging Occupancy by Season

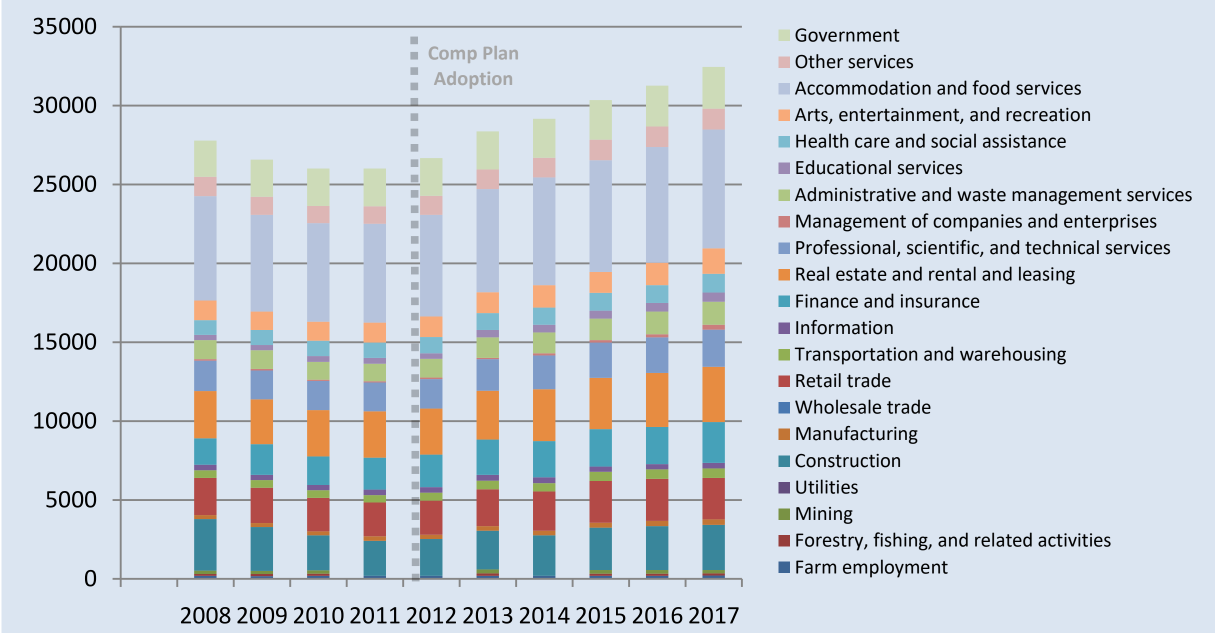


Source: 2007-2012 Data from Rocky Mountain Lodging Report. 2013-2015 Data from the Jackson Hole Chamber of Commerce using improved methodological procedures.

Employment by Sector (Goal: Monitor)

Employment by Sector measures the diversity of employment opportunities in the community. It shows not only when there were declines in employment opportunities (see years 2009-2010 in the chart below), but it also shows variability in different employment sectors.

Employment by Sector

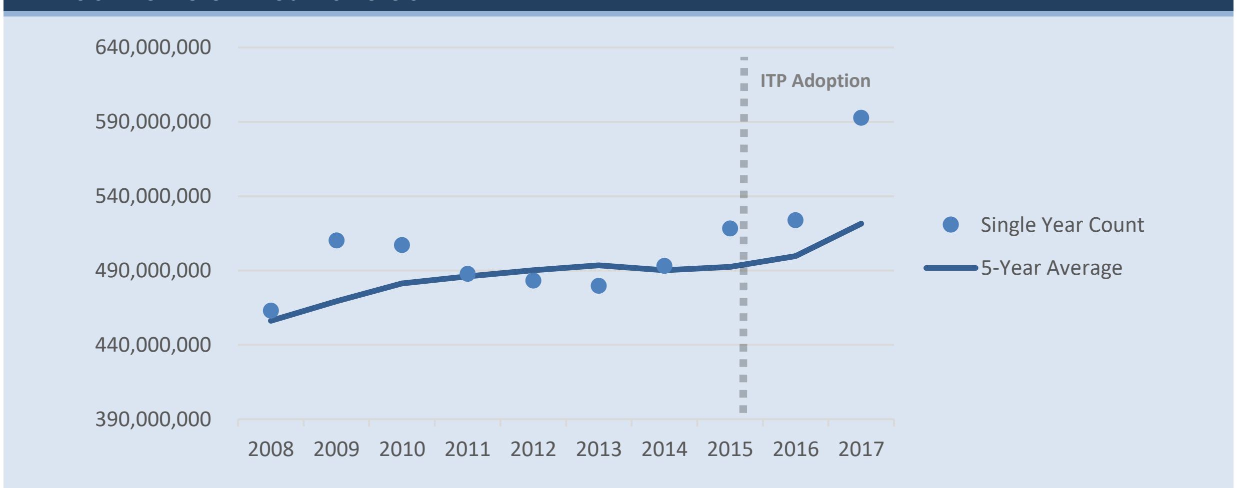


Source: US Bureau of Economic Analysis

Vehicle Miles Traveled (Goal: ≤ 525,000,000 in 2024 & ≤ 560,000,000 in 2035)

Vehicle miles traveled is a measurement of how many miles are driven within Teton County on an annual basis. It helps us understand if we are achieving Comprehensive Plan goals of meeting transportation demands through alternative transportation modes such as transit, cycling, and walking.

Annual Vehicle Miles Traveled

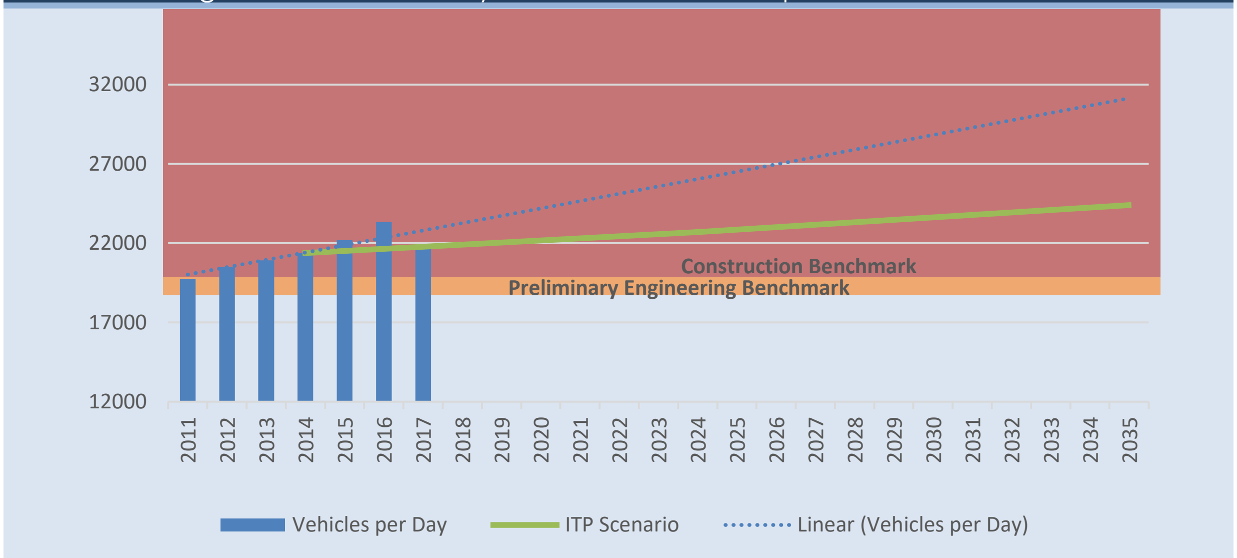


Sources: ITP Dashboard, WyDOT

Corridor Improvement Benchmarks

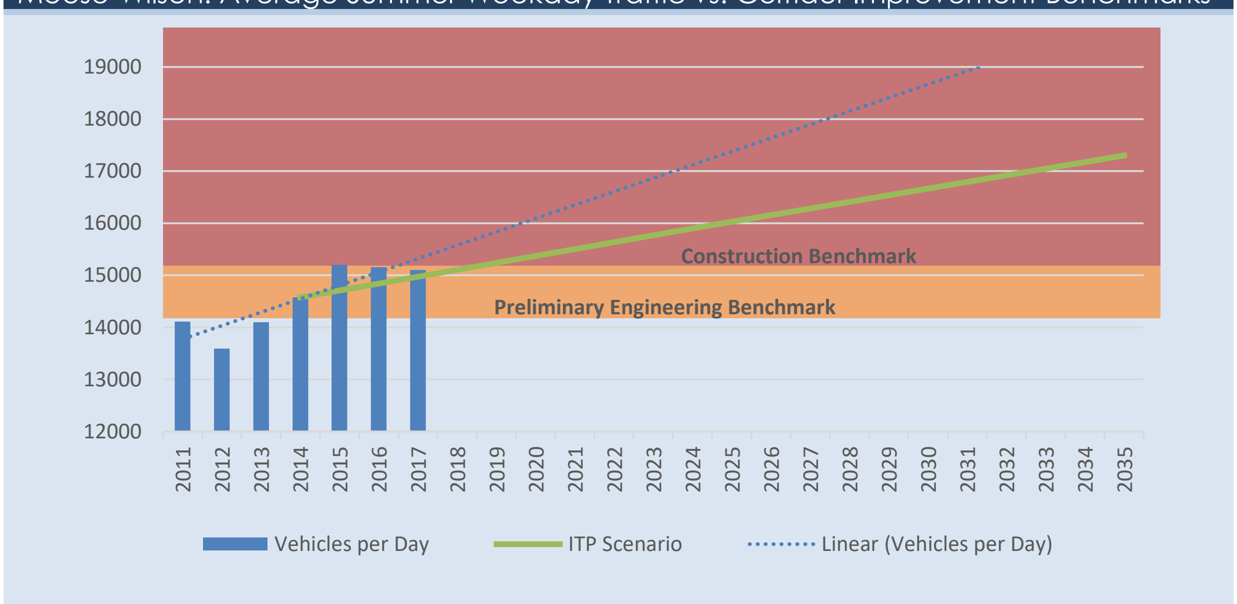
The Corridor Improvement Benchmarks are a series of 3 indicators that monitor the number of vehicles per day on Highway 22, the Moose-Wilson Road, and US 26 against corridor improvement benchmarks identified in the Integrated Transportation Plan (ITP). Once these benchmarks are reached, a suite of capital improvement projects in the respective road corridor is triggered.

WY 22: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



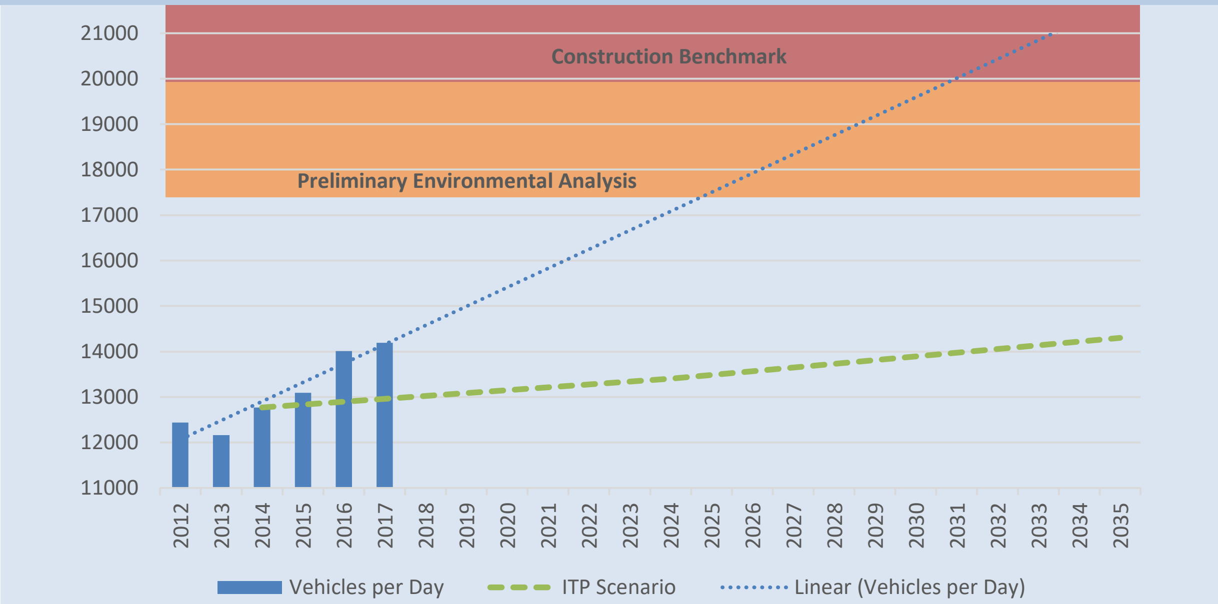
Source: WYDOT

Moose-Wilson: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



Source: WYDOT

US 26: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks

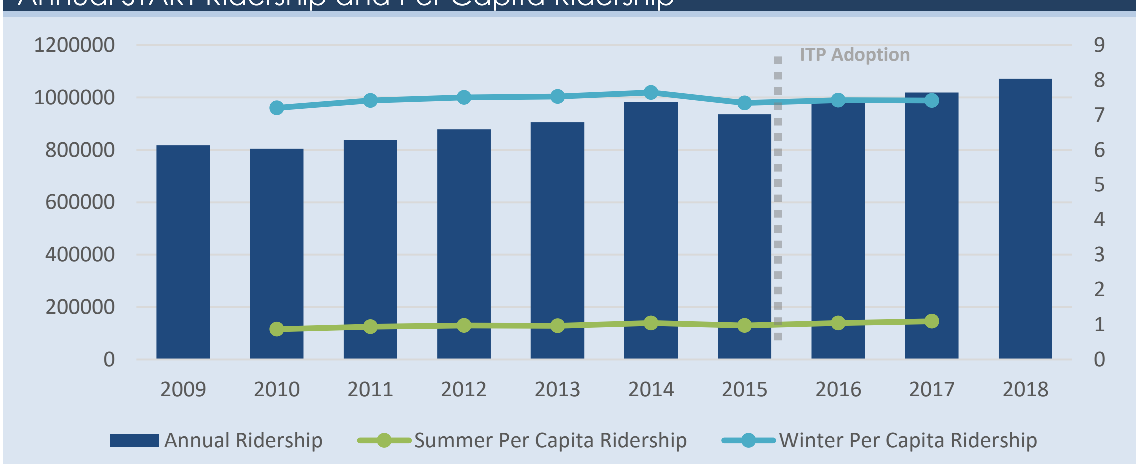


Source: WYDOT

START Annual Ridership (Goal: ≥ 1,800,000 by 2024 & ≥ 3,600,000 by 2035)

START Annual Ridership measures the annual number of trips made on public transit. The Integrated Transportation Plan establishes objectives of achieving 1.8 million riders in 2024 and 3.6 million in 2035.

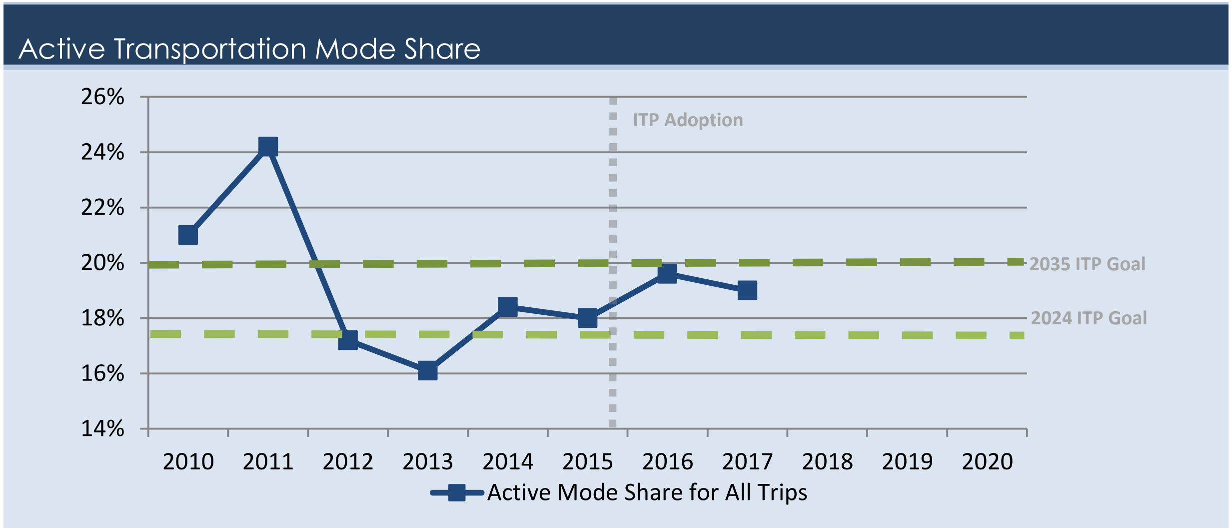
Annual START Ridership and Per Capita Ridership



Source: START

Active Transportation Mode Share (Goal: ≥ 18% by 2024 & ≥ 20% by 2035)

Active Transportation Mode Share measures the percentage of trips made by walking or cycling. The Integrated Transportation Plan identified active transportation mode share goals of 18% by 2024 and 20% by 2035.



Source: ITP Dashboard, American Community Survey

Level of Service (Goal: Monitor)

While the Town and County continue to transition toward budgeting that is based on maintaining level of service, standard definitions and metrics for each community service have not yet been developed.

Quality of Life Next Steps

- **Discuss.** Our community continues to have conversations about the ‘growing pains’ we are experiencing. These conversations will continue to be important throughout the Growth Management Program process as they will define whether we want to continue being the community described in the Comprehensive Plan or whether we want to change direction. These conversations will need to focus on the difficult tradeoffs we must make as a community including: How do we balance the need for building new affordable workforce housing with community character and ecosystem stewardship values? How do we promote the right kind of growth for our community rather than the resort type that continues to create low-paying service industry jobs? And how do we protect the values of our community while not exporting our problems to other, neighboring communities?
- **Implement and Monitor.** Last summer, the community adopted three significant updates that will have an impact on quality of life in our community: Affordable Workforce Housing Mitigation Updates, the Housing Department’s Rules and Regulations, and the Town Zoning & Parking Update. These three projects will impact workforce housing in our community. Their policies and regulations should continue to be implemented and their effect should be monitored.
- **Charters.** This step has been carried over from last year’s Report: The first step in the process of designing Capital Group 1 and Capital Group 4 to address the vehicle volume on WY-22 and east-west through Town is to complete the project charter process outlined in the Integrated Transportation Plan.
- **Add Capacity.** This step has been carried over from last year’s Report: Increase capacity for transit, bike, and walk trips. Seek funding for expanded transit service to increase the number of rides per person. Continue to carry out sidewalk improvements and winter maintenance in Town. Embrace new

paradigms in transportation related to sharing cars, rides, etc. as the community has already done with the bike-share program. Hiring a Transportation Planner will help with these initiatives.

- **Research.** This step has been carried over from last year's Report: Refine data collection processes through Town and County building permits to develop a more accurate inventory of existing housing stock. Develop a methodology for understanding how additions and remodels impact the affordability of existing housing stock. Develop a methodology for understanding how median rent compares to median income. Include a measure of median home price, including restricted product, to reflect the volume of restricted home sales and their impact on the market.

FY 20 Implementation Work Plan

Comp Plan | ITP | Housing Action Plan February 28, 2019

Since 2012, the Comprehensive Plan, Integrated Transportation Plan (ITP), and Housing Action Plan have been adopted; and staff structures have been created specifically to implement each plan. Implementation of the ambitious policies and strategies in the three plans is a fulltime workload for the individual departments and advisory boards responsible for each plan. The FY 20 Implementation Work Plan presents the projects from all three plans together to illustrate the workload on those responsible for them all – the public, the Board of County Commissioners, and Town Council.

FY 20 Work Plan Summary

Staff Capacity

The FY 20 Work Plan is structured assuming a fully functioning Joint and County Planning staff with the local knowledge and expertise to complete the list of complex community-oriented tasks. Two important positions that must be filled to achieve this Work Plan include the Joint Principal Long-Range Planner and the Joint Principal Transportation Planner. The County also has important positions to be filled including Senior Current Planner and Director of Planning and Building Services. Without these positions the tasks in this Work Plan will be delayed six to 12 months.

Priorities

1. **Joint Comprehensive Plan Review (Growth Management Program):** As discussed above, the Growth Management Program is a systematic review of the Comprehensive Plan principles, policies, strategies, and indicators to identify corrective actions that are needed before it is too late to make the corrections. The Growth Management Program was triggered in 2016 upon hitting 5% growth in residential units since adoption of the Comprehensive Plan. In 2017 the Board and Council chose to delay the Growth Management Program because the Engage 2017: Housing, Parking, and Natural Resource Updates needed to be complete, especially the Town District 3-6 Zoning Updates and Housing Mitigation Requirements Update, before the community could accurately reflect on and adapt the Comprehensive Plan principles, policies, and strategies.

2. **Town Square Zoning Updates + Historic Preservation LDRs:** These updates are unlikely to be affected by the Growth Management Program and can occur concurrently with the Growth Management Program review. Town Square is a Character District composed of Stable subareas, where zoning updates are unlikely to include significant shifts from current allowances. Historic

preservation LDRs are proposed to be included with the Town Square zoning because of the number of historic structures in the Town Square Character District but are actually standards that may be applied Townwide and Countywide as applicable.

3. **County Natural Resource Protections Update:** Adoption of updated natural resource protection standards is the final component to complete Engage 2017 and would mark completion of almost all the marquee projects discussed in the Comprehensive Plan.

Table 1: Tasks & Timeframes

Task	FY 19	FY 20			FY 21
	2019			2020	
LDR Updates and Studies					
County Natural Resource LDRs (Engage 2017)	<				
Town Hillside LDRs					
Joint Biannual LDR Cleanup					
Town Square Zoning/Historic Preservation LDRs					
Town Natural Resource LDRs					
Town Flat Creek Corridor					
Joint Stormwater Quality LDRs					
County Hog Island Zoning					
LDR & Zoning Map Amendments					
County Aspens Zoning			?		
Joint Business Park Zoning			?		
County Road/Utility LDRs			?		
Comprehensive Plan Administration					
Joint Standardized Data Collection	<				
Joint Comp Plan Review (GMP)					
Joint Annual Indicator Report					
Joint Annual Work Plan					
LDR and Comp Plan Education and Outreach					
Data Requests					
Other Comp Plan Coordination					
Integrated Transportation Plan Implementation					
Joint START Funding	<				
Joint Restructure of TAC into RTPO	<				
Town Managed Parking Plan					
County Capital Group 1 Charter/Concept Design					>
Joint Capital Group 4 Charter/Concept Design					
Wildlife Crossings Master Plan					>
Joint ITP Technical Update					
Joint Park 'n Ride Study and TDM Framework			?		
ITP Education and Outreach					
Other ITP Implementation					
Housing Action Plan Implementation					
Housing Nexus Study					
Grove Phase 3 Development	<				>
Town 174 N. King St. Development	<				
County Housing Supply at Jackson/Kelly					>
Town Karns Meadow Tract 4					
County Housing Supply on Mercill					>
Joint Annual Housing Supply Plan					
Housing Capital Programs					
Housing Data Collection and Maintenance					
Housing Compliance					
Housing Education and Outreach					
Housing Management					

Ecosystem Stewardship Growth Management Quality of Life Achieving Our Vision

FY 20 Work Plan Introduction

The purpose of the FY 20 Implementation Work Plan is to present all the community's planning projects for land use, transportation, and housing in one place so that the Board of County Commissioners and Town Council can prioritize their efforts and public focus knowing there is plenty of other community business to attend to as well.

References to "LDRs" stands for Land Development Regulations.

The FY 20 Implementation Work Plan tasks are organized chronologically based on anticipated completion date and representative Comprehensive Plan Common Value rather than by priority.

Each project description is color coded by the Comprehensive Plan Common Value it implements.

Ecosystem Stewardship	Growth Management	Quality of Life	Achieving Our Vision

Contents

FY 20 Work Plan Tasks

2019 Anticipated Completion

The following tasks are anticipated to be completed by the end of 2019. Detailed descriptions of the projects are below.

County Natural Resource LDRs

Progress	80%				
Timeframe	Feb. 2017 – Dec. 2019				
Task Lead	County Planning				
Resources	***FY 17***	***FY 18***	***FY 19***	***FY 20***	***Total***
ToJ Pro. Services	*$ 3,000*	*$7,000*	*$0*	*$0*	*$ 10,000*
Co. Pro. Services	*$ 22,000*	*$ 43,000*	*$0*	*$5000*	*$ 65,000*
Long-Range Planning	*100 hrs.*	*200 hrs.*	*200 hrs.*	*200 hrs.*	*700 hrs.*
Planning Director	*20 hrs.*	*80 hrs.*	*80 hrs.*	*80 hrs.*	*260 hrs.*
County Planning	*100 hrs.*	*400 hrs.*	*400 hrs.*	*200 hrs.*	*1100 hrs.*

Goal: Utilize the vegetation mapping (completed in 2013) and focal habitat study (completed in 2017) to update the Natural Resources Overlay (NRO) and other natural resource protection standards by December 2019. Habitat protection will be updated to be a tiered system that is based on relative critical value. Standards and review requirements applicable in various areas will relate to the relative habitat value of the area so as to contribute to the short and long-term protection of the health of the habitat network. The County will take the lead on this effort as it has broader applicability in the County. The Town will ultimately adopt those portions relevant in Town but may do so through a later separate process once the County has refined the standards through its adoption process.

Comp Plan Strategies: 1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2

Status: A draft of the Natural Resource Protection amendments was presented for public review on September 28, 2018. The draft amendments were the product of a significant amount of work completed by the Natural Resources Stakeholder Group and five months public outreach. Additionally, the Focal Species Habitat Map model was completed in 2017. A significant amount of excellent work has been accomplished to move this project forward.

Town Hillside LDRs

Goal: Update Town hillside regulations to incorporate improved landside, rockfall, liquefaction, seismic, and avalanche hazard information and implement best practices for identifying, avoiding, and mitigating risks of development in hazardous areas.

Comp Plan Strategies: 3.4.S.1, 3.4.S.3

Progress	35%				
Timeframe	Jul. 2018 – Dec. 2019				
Task Lead	Long-Range Planning				
Resources	***FY 17***	***FY18***	***FY 19***	***FY20***	***Total***
ToJ Pro. Services	*$ 500*	*$ 0*	*$ 5,000*	*$26,000*	*$ 31,000*
Long-Range Planning	*20 hrs.*	*40 hrs.*	*110 hrs.*	*100 hrs.*	*270 hrs.*
Town Planning Director	*0 hrs.*	*0 hrs.*	*20 hrs.*	*20 hrs.*	*40 hrs.*
Town Planning	*0 hrs.*	*0 hrs.*	*20 hrs.*	*20 hrs.*	*40 hrs.*

Status: This Task was originally identified in the FY16 Work Plan as a subtask of a greater set of miscellaneous amendments. It was begun in June 2017 but put on hold because of the prioritization of the Engage 2017 projects. It was taken up again following the conclusion of the Engage 2017 projects. At the November 15, 2018 Town Council Meeting, Council directed staff to work with a consultant to draft the regulations and carry out geohazard mapping.

Joint Biannual LDR Cleanup

Goal: Revisit LDR updates that have been made in the recent past to cleanup errors and address unintended consequences. Ensure the LDRs are kept current, unlike the period from 1994-2015 when they were largely unattended and became unmanageable. Major unintended consequences that merit more specific review will be addressed as separate tasks. For example, in FY16 the Town and County revisited the nonconforming standards as a separate task from a larger revisit of the restructured LDRs.

Progress	50%		
Timeframe	Jul. 2018 – Dec. 2019		
Task Lead	Long Range Planning		
Resources	***FY 19***	***FY20***	***Total***
Long-Range Planning	*10 hrs.*	*90 hrs.*	*100 hrs.*
County Planning Director	*0 hrs.*	*20 hrs.*	*20 hrs.*
County Planning	*20 hrs.*	*20 hrs.*	*40 hrs.*
Town Planning Director	*10 hrs.*	*0 hrs.*	*10 hrs.*
Town Planning	*20 hrs.*	*0 hrs.*	*20 hrs.*

Comp Plan Strategies: 3.3.S.2, 3.3.S.3

Status: The Town of Jackson Planning Department has completed their LDR cleanup. The County Planning Department will address their cleanup before Dec. 2019 depending on staffing levels.

Joint Comprehensive Plan Review (GMP)

Progress	Initiated		
Timeframe	Jan. 2019 – Dec. 2019		
Task Lead	Long Range Planning		
Resources	***FY19***	***FY20***	***Total***
ToJ Pro. Services	*$ 15,000*	*$ 35,000*	*$ 50,000*
County Pro. Services	*$ 15,000*	*$ 35,000*	*$ 50,000*
Long-Range Planning	*500 hrs.*	*500 hrs.*	*1000 hrs.*
County Planning Director	*160 hrs.*	*160 hrs.*	*320 hrs.*
County Planning	*20 hrs.*	*20 hrs.*	*40 hrs.*
Town Planning Director	*160 hrs.*	*160 hrs.*	*320 hrs.*
Town Planning	*20 hrs.*	*20 hrs.*	*40 hrs.*

Goal: Evaluate the community's ability to meet the Comprehensive Plan targets for the location and type of growth. This review is outlined in the Comprehensive Plan as the Growth Management Program (GMP). Analyze why trends have continued or changed, then identify new strategies to better achieve Comp Plan targets. Evaluate whether the appropriate indicators are being tracked. Discuss any changes to the Comp Plan principles and policies needed to address changes in circumstances or the community's Vision.

- ***Comp Plan Strategies:*** Principle 9.1
- ***Status:*** This task was originally identified in 2017 when the Growth Management Program was triggered. It was not begun in 2017 in order to allow for completion of the Engage 2017 projects prior to review of the Comprehensive Plan. This task will begin with the seating of the new Council and Board in 2019.

2020+ Anticipated Completion

The following tasks are anticipated to be concluded in 2020 or later.

Town Square Zoning and Historic Preservation LDRs

Progress	5%		
Timeframe	Jan. 2019 – Jan. 2020		
Task Lead	Town Planning		
Resources	***FY 19***	***FY 20***	***Total***
ToJ Pro. Services	*$ 18,000*	*$ 49,500*	*$ 67,500*
County Pro. Services	*$ 2,000*	*$ 5,500*	*$ 7,500*
Town Planning	*50 hrs.*	*450 hrs.*	*500 hrs.*
Long-Range Planning	*10 hrs.*	*40 hrs.*	*50 hrs.*
Town Planning Director	*50 hrs.*	*450 hrs.*	*500 hrs.*

Goal: Update the zoning in the Town Square Character District to implement the desired future character of the Comprehensive Plan. Town Square zoning may include specific design requirements not included in other zones. Because of the number of historic structures in this area, creation of allowances and incentives for the preservation of historically significant structures will be a part of this project. The historic preservation standards created may then be applied elsewhere in the Town and County. As a result, while the Town will take the lead on the project the County will contribute staff and fiscal resources.

Comp Plan Strategies: 4.1.S.1, 4.2.S.1, 4.2.S.4, 4.4.S.3, 4.5.S.1

Status: This Task was started January 2019 and will be completed over the next 12 months.

Joint Standardized Indicator Data Collection

Progress	50%		
Timeframe	Aug. 2012 – Dec. 2020		
Task Lead	Long Range Planning		
Resources	***FY19***	***FY20***	***Total***
ToJ Pro. Services	*$ 10,000*	*$0*	*$ 10,000*
County Pro. Services	*$ 16,000*	*$10,000*	*$ 16,000*
Long-Range Planning	*55 hrs.*	*145 hrs.*	*200 hrs.*
County Planning Director	*10 hrs.*	*10 hrs.*	*20 hrs.*
County Planning	*40 hrs.*	*40 hrs.*	*80 hrs.*
Town Planning Director	*10 hrs.*	*0 hrs.*	*10 hrs.*
Town Planning	*40 hrs.*	*0 hrs.*	*40 hrs.*

Goal: With methodologies established for calculation of annual indicators, coordinate the data collection system that will allow annual production of indicator reports to be more efficient. Update Town and County tracking databases to facilitate data collection and organize application processing based on amendments to the administrative LDRs.

Comp Plan Strategies: Policy 9.2.a

Status: This task was identified in the original FY13 Work Plan. Efforts to establish and document indicator methodology have been completed. With upgrades to the County database software and expected upgrades to the Town database software, coordinating data collection for both jurisdictions will be more easily achieved and is expected to be complete by Dec. 2019.

County Road/Utility LDRs

Goal: Utilizing the Town Community Streets Plan for guidance, the County will work with road, pathway, and utility designers to update the County road, utility, and easement standards.

Progress	10%		
Timeframe	TBD		
Task Lead	Transportation Planning		
Resources	***FY 19***	***FY20***	***Total***
Transport. Planning	*50 hrs.*	*50 hrs.*	*100 hrs.*
Long-Range Planning	*30 hrs.*	*30 hrs.*	*60 hrs.*
County Planning Director	*10 hrs.*	*10 hrs.*	*20 hrs.*
County Engineering	*0 hrs.*	*20 hrs.*	*20 hrs.*

Comp Plan Strategies: 7.2.S.1, 7.2.S.5, 7.3.S.2

Status: This Task was identified as a priority task by the Transportation Advisory Committee upon the hiring of a Transportation Coordinator. Work will begin when the Joint Transportation Planner position is filled.

County Aspens Zoning Update

Progress	Not begun	
Timeframe	TBD	
Task Lead	Long-Range Planning	
Resources	FY 20	Total
County Pro. Services	$ 20,000	$ 20,000
Long-Range Planning	500 hrs.	500 hrs.
County Planning Director	50 hrs.	50 hrs.
County Planning	50 hrs.	50 hrs.

Goal: Update the zoning in the Aspens Character District to implement the desired future character for the area as described in the Comprehensive Plan. Use applicable Town zoning as a starting point to create new County zones that preserve the residential character of the Aspens character district and transition the commercial area to a more pedestrian oriented form, without increasing the commercial potential.

Comp Plan Strategies: 3.2.S.1, 3.2.S.2, 3.2.S.3, 3.2.S.5, 3.2.S.6

Status: This Task is predicated on completion of the GMP first.

County WY22 Capital Project Group 1 Charter/Concept Design

Progress	10%		
Timeframe	Mar. 2018 – TBD		
Task Lead	Transportation Planning		
Resources	FY 19	FY20	Total
County Pro. Services	$ 30,000	$0	$30,000
Transport Planning	100 hrs.	400 hrs.	500 hrs.
Long-Range Planning	40 hrs.	30 hrs.	70 hrs.
County Planning Director	40 hrs.	60 hrs	100 hrs.
Town Planning Director	20 hrs.	30 hrs.	50 hrs.
County Engineering	60 hrs.	400 hrs.	460 hrs.

Goal: Concurrently plan for and design the following five projects to account for the impacts and overlapping design details within the groups and that part of the regional network:

- Reconstruction of the Y Intersection. ***Status:*** Complete.
- Tribal Trails Connector, New Roadway
  Status: 5% Complete. Initial design phase.
- WY22 Multilane, Multimodal Improvements, BRT/HOV, Jackson to WY390.
  Status: Initiated and ongoing. WYDoT is project lead.
- WY22 Pathway, Wilson to Jackson.
  Status: 75% complete with the Wilson to Hwy 22/Hwy 390 section remaining.
- WY22 Wildlife Permeability, Jackson to WY390.
  Status: 10% Complete. Wildlife Crossings Master Plan has been completed. Implementation is in initial stages. See Wildlife Crossings Master Plan Implementation for more details.

ITP Action Items: Chapter 5- Major Capital Projects: Coordinate with WYDOT to initiate concept planning and design of the southern section of Capital Group 2.

Joint Local East-West Connection Capital Project Group 4 Charter/Concept Design

Goal: These projects will be planned and designed to serve travel to, from and within Jackson Hole and to improve connectivity between local neighborhoods. Design measures will be applied to discourage use of these connections by the pass-through and regional bypass traffic that should remain on the state highway system.

ITP Action Items: Chapter 5- Major Capital Projects: Initiate concept planning and design for the Tribal Trails Connector and South Park Loop Road intersection

Status: This project has not started. The goal is to begin the process in the second half of 2019.

Progress	0%	
Timeframe	Jul. 2019 – Jun. 2020	
Task Lead	Transportation Planning	
Resources	***FY 20***	***Total***
County Pro. Services	*$ 20,000*	*$ 20,000*
ToJ Pro. Services	*$ 10,000*	*$ 10,000*
Transport Planning	*300 hrs.*	*300 hrs.*
Long-Range Planning	*30 hrs.*	*30 hrs.*
County Planning Director	*40 hrs.*	*40 hrs.*
Town Planning Director	*20 hrs.*	*20 hrs.*
County Engineering	*300 hrs.*	*300 hrs.*

Wildlife Crossings Master Plan Implementation

Goal: Developing safe wildlife crossings benefits wildlife and human safety and welfare. The Wildlife Crossings Master Plan was completed in May 2018. Implementing its recommendations will be an ongoing project over the next 5 years.

ITP Action Items: Chapter 5- Major Capital Projects: Wildlife Protection

Status: Wildlife Crossings Master Plan has been completed. Implementation is in initial stages.

Progress	10%	
Timeframe	Jan. 2019 – Jan. 2024	
Task Lead	Transportation Planning	
Resources	***FY 20***	***Total***
County Pro. Services	*TBD*	*TBD*
ToJ Pro. Services	*TBD*	*TBD*
Transport Planning	*Ongoing*	*Ongoing*
County Planning Director	*Ongoing*	*Ongoing*
Town Planning Director	*Ongoing*	*Ongoing*
County Engineering	*Ongoing*	*Ongoing*

Joint ITP Technical Update

Progress	0%		
Timeframe	Jul. 2019 – Jun. 2020		
Task Lead	Transportation Planning		
Resources	FY 19	FY 20	Total
County Pro. Services	$ 25,000	$ 0	$ 25,000
ToJ Pro. Services	$ 25,000	$ 0	$ 25,000
Transport Planning/Town Planning Director	20 hrs.	100 hrs.	120 hrs.
Long-Range Planning	0 hrs.	0 hrs.	0 hrs.

Goal: Perform the 2019 technical update called for in the ITP to incorporate better data and recalibrate the baseline indicators, forecasts and other data components of the ITP, including recalibrating the model used to estimate countywide Vehicle Miles of Travel (VMT) and Person Miles of Travel (PMT). As part of this update the Town and County will explore the potential of using new and emerging data sources, including "big data," which may provide more accurate and reliable inputs to the model than previously available.

ITP Action Items: Chapter 6, Regional Transportation Planning Organization (RTPO), Prepare a technical update (data only) of the ITP

Status: Staff has contacted Charlier Associates to assist with this project.

Joint Park 'n Ride Study and TDM Framework

Progress	5%		
Timeframe	TBD		
Task Lead	Transportation Planning		
Resources	FY 19	FY 20	Total
County Pro. Services	$ 0	$ 0	$ 0
ToJ Pro. Services	$ 0	$ 0	$ 0
Transport. Planning	50 hrs.	300 hrs.	350 hrs.
Long-Range Planning	0 hrs.	60 hrs.	60 hrs.
Town Planning Director	0 hrs.	60 hrs.	60 hrs.
START	50 hrs.	50 hrs.	100 hrs.

Goal: Complete the 2016 Parking Study Charter by studying regional park 'n ride needs. Develop and implement a Transportation Demand Management program to help achieve the community goal meeting future transportation demand with alternative modes. TDM strategies will complement START operations and will manage performance monitoring and reporting system.

ITP Action Items: Chapter 4, Transportation Demand Management: Establish a TDM Program

Status: The managed parking program (above) is seen as the first phase of the TDM program. The next phase will develop TDM strategies tailored to commuters, new development, residents and visitors. START has an RFP drafted to solicit services to optimize the current START route to better suit rider needs.

Town Natural Resource LDRs

Goal: Update Town natural resource protection LDRs based on the update to the County natural resource protections update. Utilize a series of small projects, such as stormwater quality regulations, Flat Creek protections, etc. to update the Town's natural resource protections.

Comp Plan Strategies: 1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.2.S.1, 1.2.S.2, 4.4.S.5

Progress	Not begun.		
Timeframe	Jul. 2020 – Jun. 2021		
Task Lead	Long-Range Planning		
Resources	***FY 20***	***FY 21***	***Total***
Long-Range Planning	*150 hrs.*	*150 hrs.*	*300 hrs.*
Town Planning Director	*40 hrs.*	*40 hrs.*	*80 hrs.*
Town Planning	*40 hrs.*	*40 hrs.*	*80 hrs.*

Status: This task will begin when the County Natural Resource Regulations have been completed (Dec. 2019)

Town Flat Creek Corridor

Goal: Develop a Flat Creek Corridor Overlay to address the ecological, recreational, and aesthetic values of the corridor while respecting property rights and public access.

Comp Plan Strategies: 4.4.S.5.

Status: This task will begin in 2020.

Progress	Not begun.		
Timeframe	Jan. 2020 – Dec. 2020		
Task Lead	Long-Range Planning		
Resources	***FY 20***	***FY 21***	***Total***
Long-Range Planning	*150 hrs.*	*150 hrs.*	*300 hrs.*
Town Planning Director	*40 hrs.*	*40 hrs.*	*80 hrs.*
Town Planning	*40 hrs.*	*40 hrs.*	*80 hrs.*

Joint Stormwater Quality LDRs

Goal: Maintain water quality essential to both the ecosystem and human health. The Town and the County will strive to exceed state and federal standards for water quality.

Comp Plan Strategies: 1.2.S.1, 1.2.S.2,

Status: This task may be addressed by each jurisdiction separately, or it may be addressed through each jurisdiction's natural resource standards update.

Progress	Not begun.		
Timeframe	Jan. 2020 – Dec. 2020		
Task Lead	Long-Range Planning		
Resources	***FY 20***	***FY 21***	***Total***
Long-Range Planning	*40 hrs.*	*0 hrs.*	*40 hrs.*
County Public Works	*200 hrs.*	*200 hrs.*	*400 hrs.*
County Planning	*40 hrs.*	*40 hrs.*	*80 hrs.*
Town Public Works	*200 hrs.*	*200 hrs.*	*400 hrs.*
Town Planning	*40 hrs.*	*40 hrs.*	*80 hrs.*

Joint Business Park Zoning

Goal: Update zoning allowing light industrial uses. This area specifically includes South Park Business Park (Subarea 7.1).

Comp Plan Strategies: 3.2.S.1, 3.2.S.2, 3.2.S.3, 3.2.S.5, 3.2.S.6, 6.2.S.3, 6.3.S.2

Status: This Task will begin after the GMP, Aspens and Town zoning updates are completed.

Progress	Not begun	
Timeframe	TBD	
Task Lead	Long-Range Planning	
Resources	***FY 20***	***Total***
County Pro. Services	*TBD*	*TBD*
Long-Range Planning	*500 hrs.*	*500 hrs.*
County Planning Director	*50 hrs.*	*50 hrs.*
County Planning	*50 hrs.*	*50 hrs.*

Housing Study Nexus Update

Goal: Update the Housing Nexus Study to inform sliding scale mitigation requirements.

Comp. Plan Strategies: 5.3.a

Status: This project will begin in 2020.

Progress	Not begun.		
Timeframe	Jul. 2020 – Jun. 2021		
Task Lead	Long-Range Planning		
Resources	***FY 20***	***FY 21***	***Total***
County Pro. Services	*TBD*	*TBD*	*TBD*
ToJ Pro. Services	*TBD*	*TBD*	*TBD*
Long-Range Planning	*100 hrs.*	*100 hrs.*	*200 hrs.*
County Planning Director	*10 hrs.*	*10 hrs.*	*20 hrs.*
Town Planning Director	*10 hrs.*	*10 hrs.*	*20 hrs.*

County Hog Island Zoning

Goal: Update the zoning for the Hog Island Home Business (Subarea 7.2). If updates to the Comprehensive Plan character description occur these updates will be incorporated in updated zoning.

Comp Plan Strategies: 3.2.S.1, 3.2.S.2, 3.2.S.3, 3.2.S.5, 3.2.S.6, 6.2.S.3, 6.3.S.2

Status: This Task will begin following completion of the Growth Management Program and Aspens zoning update.

Progress	Not begun	
Timeframe	Jul. 2020 – Dec. 2020	
Task Lead	Long-Range Planning	
Resources	***FY 20***	***Total***
County Pro. Services	*TBD*	*TBD*
Long-Range Planning	*200 hrs.*	*200 hrs.*
County Planning Director	*50 hrs.*	*50 hrs.*
County Planning	*50 hrs.*	*50 hrs.*

County Housing Supply at Jackson/Kelly

Goal: Develop the County property at Jackson St. and Kelly Ave. for Teton County Government employee housing and community workforce housing.

HAP Strategies: 2A, 2B, 2E

Status: Negotiations with the adjacent landowner are ongoing.

Next steps: Execute letter of intent to partner.

Timeline	
LOI to Partner	*2019 Q2*
Release RFP	*2020 Q1*
Choose Partner	*2020 Q2*
Groundbreaking	*2021 Q2*
Cert. of Occupancy	*2022 Q4*

County Housing Supply on Mercill

Goal: Develop the east half of the Children's Learning Center site on Mercill Ave. for community workforce housing.

HAP Strategies: 2A, 2B

Status: Teton County owns this property, the current tenant on the east side of the property, the Jackson Hole Historical Society, has a signed lease that expires March 31, 2019.

Next steps: Develop RFP for site, release RFP, award project, build project.

Timeline	
Develop RFP	*2018 Q4*
Release RFP	*2019 Q1*
Choose Partner	*2019 Q2*
Groundbreaking	*2020 Q2*
Cert. of Occupancy	*2021 Q3*

Karns Meadow Tract 4

Goal: Develop the property for community workforce housing, including Town of Jackson employee housing.

HAP Strategy: 2B, 2E

Status: An environmental assessment for Karns Meadow is underway.

Next steps: Once the EA is complete, staff will work with the Council to determine the highest and best use for the property. Options that will likely be considered include a shared appreciation mortgage pilot program for Town employees, a historic ARU site, a 9 to 24-unit community housing development, and selling the property.

Timeline	
EA Released	*2019 Q1*
Analyze Options	*2019 Q2*
Choose Approach	*2019 Q3*
Release RFP / (Sell)	*2019 Q4*

Ongoing Tasks

The following tasks are the projects completed on an annual or ongoing basis.

Joint Annual Indicator Report

Progress	Annual
Timeframe	Dec. 2019 – Mar. 2020
Task Lead	Long Range Planning
Resources	***FY 20***
Long-Range Planning	*200 hrs.*
Planning Director	*10 hrs.*

Goal: Compile and publish annual indicator data. Analyze indicator data and execution of the past year's Implementation Work Plan to inform an Implementation Work Plan for the following year. Constantly monitor community trends and understand how to best achieve the vision of the Comprehensive Plan.

Comp Plan Strategies: Policy 9.2.a

Status: This Task is an annual task that is a part of every year's work plan.

Joint Annual Work Plan

Progress	Annual
Timeframe	Dec. 2019 – Mar. 2020
Task Lead	Long Range Planning
Resources	***FY 20***
Long-Range Planning	*60 hrs.*
Planning Director	*20 hrs.*

Goal: Analyze indicator data and execution of the past year's Implementation Work Plan to establish an Implementation Work Plan for the following year.

Comp Plan Strategies: Policy 9.2.b

Status: This Task is an annual task that is a part of every year's work plan.

LDR and Zoning Map Amendments

Progress	Ongoing
Timeframe	As Requested
Task Lead	Various
Resources	***FY 20***
Long-Range Planning	*220 hrs.*
County Planning Director	*20 hrs.*
County Planning	*40 hrs.*
Town Planning Director	*20 hrs.*
Town Planning	*40 hrs.*

Goal: Acknowledge the time and resources required for the various LDR and zoning map amendments that are proposed by the public or other departments that are not otherwise a part of this work plan. In recent years, items such as appeals process, short-term rental, adult entertainment businesses, dark skies, reception sites, noncontiguous PRDs, PUD regulations, and rezones have required significant staff, public, and elected official resources. For this task, it should be noted that the time estimates provided in the chart represent the typical amount of time available to spend on miscellaneous amendments, ***not the amount of time it will take to achieve these projects.*** Projects under this task may be recategorized as separate projects in this work plan if they represent a priority.

Comp Plan Strategies: variable depending on the amendment proposed by the public, other department, or elected officials.

Status: This is an annual Task that is a part of every year's work plan. Staff is aware that the public, other departments, or elected officials are interested in updating the following:

- Comprehensive Plan Amendment to Hog Island Character Description
- Town/County Cell Tower Standards
- Town of Jackson Sign standards (County sign standards will be completed in FY 23)
- Variance standards for maximum scale of development for Institutional buildings greater than 10,000 sf in County
- County Campground standards
- County levee standards

LDR and Comp Plan Education and Outreach

Goal: Ensure the public is engaged in the implementation of the Comp Plan. Coordinate the public engagement requirements of the tasks in this Work Plan. Communicate the community vision, where it came from, and how it is being achieved.

Comp Plan Strategies: 3.3.S.1 (this task represents the evolution of joint planning since 2012)

Status: This is an ongoing task that evolves with different projects. In general, the resources needed in an odd fiscal year are less than those in an even fiscal year because the bulk of the public engagement on large projects occurs mid-term, during even fiscal years.

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Long-Range Planning
Resources	***FY 20***
ToJ Pro. Services	*$ 20,000*
Co. Pro. Services	*$ 20,000*
Long-Range Planning	*400 hrs.*
County Planning Director	*20 hrs.*
County Planning	*20 hrs.*
Town Planning Director	*20 hrs.*
Town Planning	*20 hrs.*

Data Requests

Progress	Ongoing
Timeframe	As needed
Task Lead	Long Range Planning
Resources	***FY 20***
Long-Range Planning	*100 hrs.*

Goal: As government and non-government organizations plan for service delivery, the long range planning department can provide consistent data and projections on the population and demographics of the community, limiting consultant fees and standardizing level of service planning across the community.

Comp Plan Strategies: Policy 8.1.a

Status: This Task is an annual task that is a part of every year's work plan.

Other Comp Plan Coordination

Progress	Ongoing
Timeframe	Annual
Task Lead	Long Range Planning
Resources	***FY 20***
Long-Range Planning	*100 hrs.*
County Planning Director	*75 hrs*
Town Planning Director	*75 hrs.*

Goal: In addition to the specific tasks described above, Long Range Planning will provide assistance to other departments and agencies to coordinate consistency with the Comp Plan.

Comp Plan Strategies: various

Status: This Task is an annual task that is a part of every year's work plan.

ITP Education and Outreach

Goal: Ensure the public is engaged in the implementation of the ITP. Coordinate the public engagement requirements of the tasks in this Work Plan. Communicate the ITP goals, where they came from, and how they are being achieved.

Comp Plan Strategies: 3.3.S.1 (this task represents the evolution of joint planning since 2012)

Status: This is an ongoing task that evolves with different projects.

Progress	Ongoing
Timeframe	Ongoing
Task Lead	Transportation Planning
Resources	***FY 20***
County Pro. Services	*$ 20,000*
ToJ Pro. Services	*$ 20,000*
Transport Planning	*200 hrs.*
Long-Range Planning	*200 hrs.*
County Planning Director	*20 hrs.*
Town Planning Director	*20 hrs.*

Joint Annual Housing Supply Plan

Timeline	
Draft 2019 Plan	*2019 Q1*
Adopt 2019 Plan	*2019 Q3*

Goal: Annually update the 5-Year Housing Supply Plan to inform the public about trends related to workforce housing and the steps being taken to address workforce housing supply and preservation.

HAP Strategies: 2

Status: 2017 Housing Supply Plan was approved 2017 Q3.

Next Steps: Draft the 2018 Plan and present to the Town Council and Teton County Board of Commissioners for approval.

Housing Capital Programs

Timeline	
Develop Program	*Ongoing*
Program Approval	*TBD*
Implementation	*FY 19/20*

Goal: Create assistance programs to catalyze private development of workforce housing.

HAP Strategies: 2C, 2D, 5B

Status: Developing programs with the Housing Supply Board.

Next Steps: Implement at least one new capital program in FY 19/20.

Housing Data Collection and Maintenance

Timeline	
On-line Interface	*Ongoing*
Data Reports	*Annually*

Goal: Streamline the application process to decrease human error and collect annual demographic and housing demand data. Full on-line applicant "status" e.g. what categories an applicant qualifies for, what paperwork still needs to be uploaded, what data needs to be completed or updated.

HAP Strategies: 2C, 2F, 3C, 4B

Status: This work is continuous.

Next Steps: See the Housing Department FY 20 Work Plan for details.

Housing Compliance

Timeline	
Compliance	*Ongoing*

Goal: Verify compliance with existing deed-restrictions, including continued compliance with provisions that need to be verified on an annual basis. Objectively, competently and completely investigate any information, complaint, or report of a violation of a deed-restriction.

HAP Strategies: 3A, 3C

Status: This work is continuous.

Next Steps: See the Housing Department FY 20 Work Plan for details.

Housing Education and Outreach

Timeline	
Aerial Photography	2018 Q3
Still Photos	Ongoing
Quarterly Newsletter	Ongoing
Update Website	2019Q1
Develop Annual Report	2019 Q1 2020 Q1
Release Annual Report	2019 Q1 2020 Q1
Update Housing Portfolio	2019 Q1 2020 Q1

Goal: Provide the public with a comprehensive educational experience about the location and types of existing restricted housing stock, the process to purchase or rent a restricted home, data, and the reason the housing programs exist.

HAP Strategies: 2F

Status: Work was completed on five white board videos. Plans are in place to create aerial photos and videos of existing housing and potential locations of future housing with educational narratives. First quarterly newsletter was released 2018 Q4.

Next steps*:* Complete a plan for aerial drone videos and aerial photography. Continue producing quarterly newsletters.

Housing Management

Timeline	
Employee Rentals	ongoing
Grove Requalification Notice	Annually Q2
Grove Requalify/Renew	Annually Q3
Grove Management	Ongoing
HOA Assistance	Ongoing

Goal: Manage the Town and County's employee housing rental programs according to each organization's policy. Manage the Grove Phase 1 Rentals to ensure vacancies are kept to a minimum, tenants are qualified, the building is being properly maintained as a safe and enjoyable place for tenants, bills are being paid, and operations and maintenance is on budget. Ensure that HOAs at existing Housing Authority developments are financially healthy and understand their role, CC&Rs, and the Housing Department's Rules and Restrictions.

HAP Strategies: 3

Status: This work is continuous.

Next Steps: See the Housing Department FY 2020 Work Plan for details.

5-Year Work Plan

This table conveys a longer-term, conceptual plan to prioritize future efforts into years ahead.

	FY 18-19	F Y 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
County Natural Resource LDRs	<					
Town Hillside Regulations	<					
Joint Biannual LDR Cleanup						
Joint Standardized Data Collection	<					
Joint Comp Plan Review (GMP)						
Town Square/Historic Zoning						
County Aspens Zoning		?				
County Road/Utility LDRs		?				
Town Natural Resource LDRs						
Town Flat Creek Corridor						
Joint Business Park Zoning		?				
Housing Nexus Study Update						
Joint Stormwater Quality LDRs						
County Hog Island Zoning						
Town Rural Zoning and PUD Map						
County Historic Preservation LDRs						
Town Road/Utility LDRs (Lighting)						
County Wilson Zoning						
Other County Zoning						
TCSPT/Mitigation Bank Plan						
Joint Subdivision LDRs						
County Sign LDRs						
Evaluate Rural/Nat Res LDRs						>
Biannual Cleanup						
Public Engagement Coordination						
LDR & Zoning Map Amendments						
Communitywide CIP						
Economic Development Plan						
Town Gateway Plans						
Annual Indicators & Work Plan						
Joint Public Engagement						
Data Requests						
Other Coordination						

	FY 18-19	F Y 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Joint START Funding	<					
Restructure of TAC into RTPO						
Town Managed Parking Plan						
Joint ITP Capital Group 4 Charter						
County ITP Capital Group 1 Charter			?			
Wildlife Crossings Master Plan						
Joint ITP Technical Update						
Joint Regional Parking + TDM Study		?				
County ITP Capital Group 2 Charter						
Joint Public Engagement						
Other ITP Implementation						
Grove Phase 3 Development						
Town 174 N. King St. Development						
County Jackson/Kelly Development						
County Mercill Development						
Karns Meadow Tract 4						
Annual Housing Supply Plan						
Capital Programs						
Data Collection and Maintenance						
Compliance						
Education and Outreach						
Other HAP Implementation						

Completed Work Plan

This is the 7th Implementation Work Plan since adoption of the Comprehensive Plan in 2012. Below is a list of the implementation work completed or substantially completed to date.

Task	Date Complete	Strategies Implemented
Land Development Regulations Updates/Studies		
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Joint Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
Snow King Master Plan Alternatives	July 2018	3.2.S.4
County Natural Resource LDRs	75% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Town Hillside LDRs	25% complete	3.4.S.1, 3.4.S.3
Other LDR & Zoning Amendments	Continuous	
Comprehensive Plan Administration		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
Standardize Data Collection	50% complete	Policy 9.2.a
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2
2018 Indicator Report & Work Plan	April 2018	Principle 9.2
2019 Indicator Report & Work Plan	February 2019	Principle 9.2
2019 Growth Management Program	5%	Principle 9.1
Joint Public Engagement	Continuous	3.3.S.1
Provide Data to Others	Continuous	Policy 8.1.a
Other Coordination	Continuous	

Task	Date Complete	Strategies Implemented
Integrated Transportation Plan (ITP) Implementation		
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Community Streets Plan	April 2015	7.2.S.1
Town District 3-6 Parking Study	December 2017	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
Joint Regional Traffic Model	January 2019	
Wildlife Crossings Master Plan	May 2018	
Town Managed Parking Plan	75% complete	
Restructure of TAC into RTPO	75% complete	
START Funding	75% complete	
Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	Comp Plan: 5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules & Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2