

Regular Town Council Workshop

July 21, 2025

1:30-5:00 PM

Town Council Chambers

Chair: Arne Jorgensen

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

I. ZOOM LINK FOR PUBLIC PARTICIPATION

The Town reserves the right to close Public Comment via Zoom at any time. In-person comment will continue to be taken and written comments can always be submitted to Town Council by emailing electedofficials@jacksonwy.gov.

To join, click link or copy it to your browser: <https://us02web.zoom.us/j/82416839973?pwd=FLnAWlabBnQs6pWIYCA1uWBWagRWI8.1>

Or join at zoom.com with Webinar ID: **824 1683 9973** and Password: **83001** or by phone: **+1 669 444 9171**

II. CALL TO ORDER AND ROLL CALL

III. ANNOUNCEMENTS

- A. Introduction of Jeff Grover, Street Operator

IV. WORKSHOP ITEMS

- A. Strategic Communications Plan (Susan Scarlata, 90 mins)
- B. Town of Jackson Sustainability Plan Progress Update (Tanya Anderson, 45 mins)

V. MATTERS FROM MAYOR AND COUNCIL

- A. Board and Commission Reports

VI. UPCOMING AGENDA UPDATE

- A. Council Priorities and Upcoming Agendas

VII. ADJOURN

Please note that at any point during the meeting, the 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.

Jeff Grover – Street Operator :

Jeff Grover has been hired on as a street operator with the Public Works department for the Town of Jackson. He was raised by his grandparents in Victor, Idaho. He is excited to join the team and serve the community.

STAFF REPORT



Meeting Date:	July 21, 2025	Meeting Title:	Town Council Workshop
Submitting Department:	External Affairs	Presenter:	Susan Scarlata
Agenda Item	Strategic Communications Plan	Public Comment:	Yes

Purpose & Policy Considerations.

Town Council set a priority at its retreat in February of 2025 for staff to outline and establish direction through a Strategic Communications Plan. Staff has done so, providing strategic direction, compiling work done by the External Affairs department, delineating a work plan and related milestones, and highlighting new initiatives to execute in the coming months and years.

Requested Action.

Staff requests that Council read the Strategic Communications Plan, come to the meeting with clarifying questions, and consider the Key Questions and suggested motions in this staff report.

Recommendations.

Staff recommends that Council approve the Strategic Communications Plan and direct staff to work on a Language Access Plan and establishing and a Community Engagement Task Force.

Background.

Strategic communications plans outline processes, goals, and standards for the current reality and anticipated future. The Town of Jackson's plan includes internal and external communications, and details about branding, campaigns, engagement, and more. In the past six years, the Town has made significant strides to improve upon and expand communication and community engagement. This plan comes at an ideal time to assess the current state of Town communications, bring various projects and initiatives together under External Affairs (EA), and continue to build upon the progress we have made. The plan covers trust, the 80/20 rule, brand awareness, and lays out a specific Work Plan in the appendix with metrics to measure success. It also digs further into explanations about campaigns, support of Town Council, Language Access, and Plain Language. The plan is broken into the following sections:

- 1 | Where We Are Going & Why
- 2 | Background
- 3 | Key Findings: Building Trust
- 4 | Success: 80/20 Rule
- 5 | Brand Awareness & 'State of the Brand'
- 6 | Broad Campaign: The Town is Working For *YOU*
- 7 | Supporting Council & Ballot Initiatives
- 8 | Community Engagement
- 9 | Language Access
- 10 | Plain Language
- 11 | Conclusion

Appendices: Workflow, Work Plan, One the Horizon, Milestones, & Analytics

This plan will be executed by External Affairs (EA) staff in collaboration with colleagues in every department and division across the Town. EA is the combination of a public relations and purpose-driven marketing team. We consistently create, update, and streamline writing and visual assets for various communications channels supporting the Town to achieve the following.

- Build trust, reliability, & credibility
- Effectively communicate about initiatives & policies
- Improve awareness of services
- Enhance community engagement
- Share the Town & community's why
- Promote transparency

Analysis & Key Policy Questions.

Externals Affairs' main responsibilities at the Town are to create content; coordinate, maintain, and develop websites, photography, and visual and social media; build out strategies and storytelling capacity to frame and shape broader narratives; gain earned media and support staff and/or Council fielding media requests; encourage and steward engagement; and being responsive to internal communications needs. Our broadest aim is to continue to build trust in and educate about the Town and all the good work we do through brand awareness, consistent outreach, and cohesive campaigns.

To accomplish all of this, we focus on strategy, communication, and engagement. We take a comprehensive view and provide clear, consistent communication to create easy ways for community members to access, learn about, and understand the Town's services and policies. As a resource and clearinghouse relied on by Town Council, departments, and divisions, External Affairs creates and refines written and visual communications that are:

- ✓ Deliberate, not reactive, thoughtful responses.
- ✓ Aligned with broader contexts and other things happening in the community.

There is never a dull day for External Affairs. Managing the strategies and tactics highlighted in this plan keeps us quite busy. The variety and continuous learning it takes to translate specialized information, from valley pans to drug-take-back days and parking arm bars to water quality, means we are never at a loss for content or things to educate our community about. Luckily, we love our jobs. As shown in the plan, External Affairs already has a lot in its portfolio and outlines more ideas for continuing to improve and build upon the success we have already had with communications and engagement. Staff will walk Council through the plan during the Workshop, fielding clarifying questions along the way. These key questions for Council will follow the presentation.

Key Question #1: Is Council supportive of the strategies, work plan, and initiatives in the Strategic Communications Plan as presented?

Staff is checking in here to affirm that Council is supportive of the general direction of the Strategic Communications Plan. Ideally, clarifying questions have been asked and fielded as we discussed the plan in more detail and this provides an opportunity to broaden out to a high level and consider the plan overall.

Key Question #2: Does Council want to reaffirm commitment to and direct staff to work on a Language Access Plan?

As outlined in the Communications Plan, Language Access is a key to including our entire community in the Town's communications and engagement plans. As former Attorney General Eric Holder put it when speaking about language access, "Whether in an emergency or in the course of routine business matters, the success of government efforts to effectively communicate with members of the public depends on the widespread and nondiscriminatory availability of accurate, timely, and vital information." Staff anticipates dedicating 50 hours to stewarding the process of creation and

implementation of a Language Access Plan. Alternatives could include removing this from the plan or shifting timing.

Key Question #3: Does Council want to direct staff to work on establishing and facilitating a Community Engagement Task Force?

Again, as presented in the plan, the Town definitively benefits from ongoing engagement with community members. Task Forces help educate community members about the Town, build familiarity with Town services and policies, and provide the most in-depth means for engagement. The External Affairs team proposes that Town Council establish a Community Engagement Task Force to continue in-depth engagement with a variety of segments of the community. Staff anticipates utilizing this Task Force as a sounding board for engagement activities, a resource to help educate different segments of the community, and to help continue the Town's work to shrink the distance between decision makers and impacted community members. Staff would likely need about 125 hours annually to facilitate this Task Force. Alternatives could include removing this from the plan or pushing this item further out.

Possible Alternatives.

Council has the option to not do any of the items listed as key questions, or to shift timing.

Comprehensive Plan & Priority Alignment.

The Comp Plan's third Common Value is 'Quality of Life,' which highlights that our community takes pride in our local identity and community character. The Comp Plan states, "Residents and visitors have become accustomed to high-quality life safety, transportation, educational, social, cultural, and recreational services." The Town's communications plan outlines methods for demonstrating all the Town does to maintain this high quality of life. The considerations staff is asking of Council will continue to lay the groundwork for effective policies that drive community engagement and continue to build trust in the Town.

Fiscal Impact.

Various strategies in the Communications Plan come with a fiscal impact that is covered through printing and publication and professional services in the External Affairs budget. Language Access is budgeted for separately and, if directed, External Affairs will bring forward a proposal for the Community Engagement Task Force. Next year, EA will also budget for new way-finding signs for fiscal year 2027.

Staff Impact.

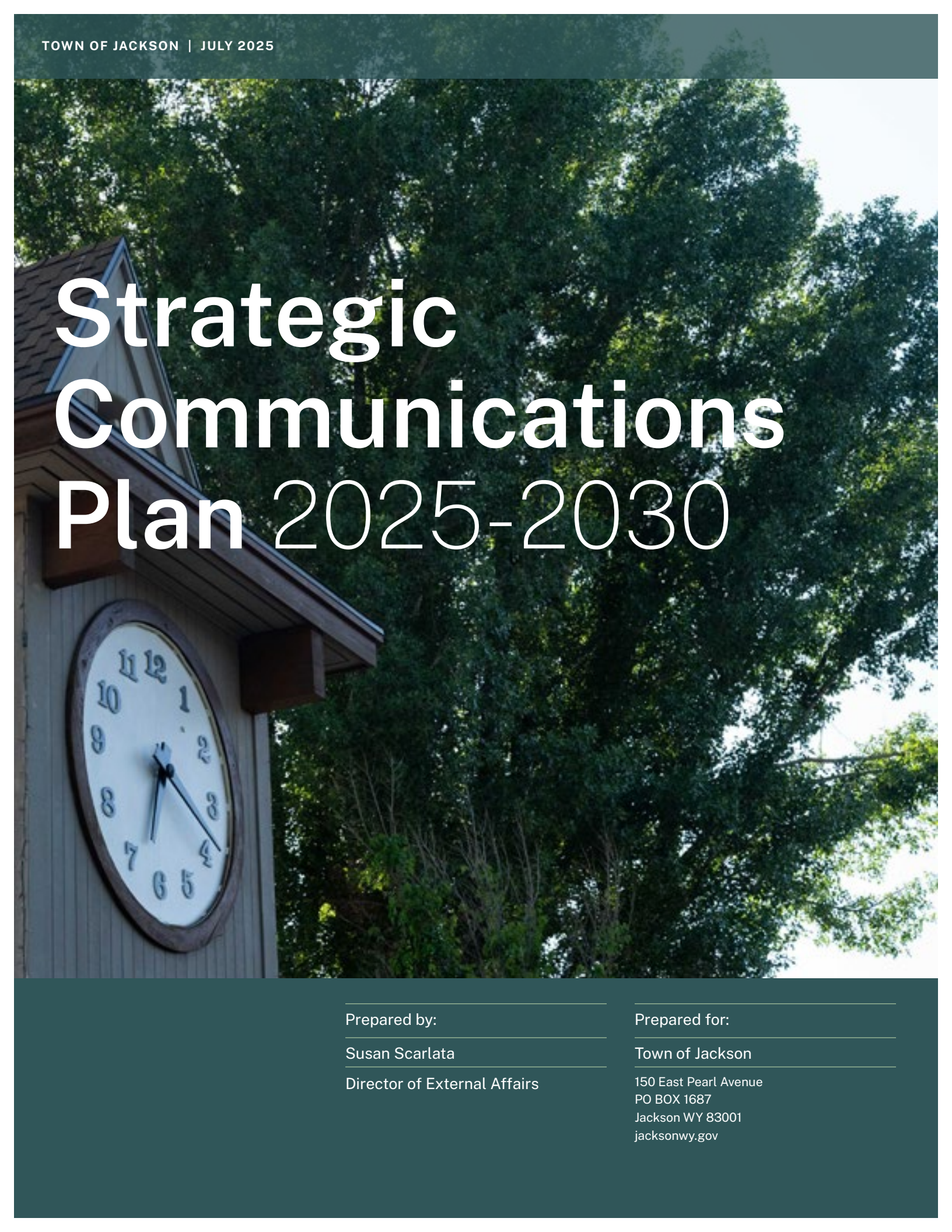
The External Affairs Department will use staff capacity to execute the Strategic Communications Plan. Writing and compiling the plan took approximately 70 hours. Now that it is complete, there will be considerable efficiencies gained with everything pulled together in one formal document.

Attachments or Links.

- Strategic Communications Plan

Suggested Motions.

1. **Motions #1:** I move to direct staff to work on a Language Access Plan.
2. **Motion #2:** I move to direct staff to work on establishing and facilitating a Community Engagement Task Force.
3. **Motion #3:** I move to approve the Strategic Communications Plan, subject to minor edits by staff.

The background of the cover is a photograph of a clock tower on the left side, with a large, leafy tree filling the right side. The clock face is visible on the tower. The title text is overlaid on the image.

Strategic Communications Plan 2025-2030

Prepared by:

Susan Scarlata

Director of External Affairs

Prepared for:

Town of Jackson

150 East Pearl Avenue
PO BOX 1687
Jackson WY 83001
jacksonwy.gov



“Without vision, you
have no direction.
Without direction,
you have no purpose.”

- STEVE GILLILAND

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01 | Where We Are Going and Why

To preserve and protect the area's ecosystem in order to ensure a healthy environment, community, and economy for current and future generations.

- JACKSON/TETON COUNTY
COMPREHENSIVE PLAN

Strategic communications plans outline processes, goals, and standards for the current reality and anticipated future. The Town of Jackson's plan includes internal and external communications, and details about branding, campaigns, engagement, and more. In the past six years, the Town has made significant strides to improve upon and expand communication and community engagement. This plan comes at an ideal time to assess the current state of Town communications, bring various projects and initiatives together under External Affairs (EA), and continue to build upon the progress we have made. The plan covers trust, brand awareness, the 80/20 rule, and lays out a specific Work Plan in the appendix with metrics to measure success. It also digs further into explanations about potential campaigns, support of Town Council, language access, and Plain Language.

Before digging into the plan, it is important to establish 'Where the Town is going and Why' to frame this work overall. An organization or community's Vision, Mission, and Values have fundamental impacts on its brand, output, interactions, and relationships. Currently, the Town has a Mission and Values and utilizes the Vision from the Comprehensive Plan. In the coming months and years, each needs to be considered from our Town and community's current vantage point. They need to be refreshed, possibly refined, and definitely brought

to life to be referenced and used as 'living' commitments and focal points that people know. As author Steve Gilliland states, "Without vision, you have no direction. Without direction, you have no purpose," or put another way by Jason Barger, "Where you look is where you go." The Vision in our Town and County's Comprehensive or Comp Plan, written in 2012 and reaffirmed in 2020, is "To preserve and protect the area's ecosystem in order to ensure a healthy environment, community, and economy for current and future generations." The Town's current

Mission is, "To provide municipal services that enhance the quality of life for our residents and guests and help support the local economy. We train, mentor and challenge our employees to develop to their highest potential and to provide services that exceed expectations. We foster partnerships to solve problems and more effectively use our resources. We appreciate the unique environmental resources and scenic beauty where we live and work to acknowledge our responsibilities to future generations."

Helping shrink the distance between decision makers and impacted community members.

There is clearly overlap between the Comp Plan's Vision and the Town's Mission, particularly how they both end focusing on future generations. This bodes well for the work and progress this Communications Plan envisions with an aim toward the best possible future for our community and our Town within it. In the coming months and years, the Town's External Affairs team will work with Long-Range Planning to engage the community to check-in on and potentially make updates to the Comp Plan and will work internally with staff across the Town to refresh and revamp the organization's Mission and Values. External Affairs anticipates bringing more humanity into the Comp Plan, Mission, and Values. Originally written as a planning and zoning document, there is ample opportunity for the

Comp Plan to consider the people living within the Town and the community they create. Delving into the Mission, we will support the Town to consider and tease out what terms like "quality of life" mean today and help determine what in the statements and phrases are still representative, what is missing, and what words are truly necessary. In both processes, External Affairs will work to include perspective from a broad array of segments of the community, helping to shrink the distance between decision makers and impacted community members. People support what they help create and we want these guiding statements and plans to embody as much of the fabric of our community and organization as possible.

We want people to be able to identify with, relate to, and see themselves in the Vision, Mission, and Values. Refreshed statements will be guideposts to refer to for direction and perspective as we continue our organization's good work and will be shared and promoted as the Town's commitments to our community. In the meantime, EA will utilize current statements as frames to build brand awareness and trust around, share our "why," and keep envisioning building toward a bright future for our community and our Town within it.

02 | Background



This Strategic Communications plan will be executed by External Affairs in collaboration with colleagues in departments and divisions across the Town. EA is the combination of a public relations and purpose-driven marketing team. We consistently create, update, and streamline writing and visual assets for various communications channels supporting the Town to achieve the following.

-
- **Build trust, reliability, & credibility**
-
- **Effectively communicate about initiatives & policies**
-
- **Improve awareness of services**
-
- **Enhance community engagement**
-
- **Share the Town & community's why**
-
- **Promote transparency**
-



Externals Affairs' main responsibilities are to create content; coordinate, maintain, and develop websites, photography, and visual and social media; build out strategies and storytelling capacity to frame and shape broader narratives; gain earned media and support staff fielding media requests; encourage and steward engagement; and to be responsive to internal communications needs. Our broadest aim is to continue to build trust in and educate about the Town and all the good work we do through brand awareness, consistent outreach, and cohesive campaigns.

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**Deliberate, not reactive,
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**Aligned with broader
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in the community.**

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03 | Key Findings: Building Trust

The Pew Research Center and Partnership for Public Service both have recent studies that show trust in government declining across the United State. While lack of trust in the federal government is greatest, trust in state and local entities has waned recently too. Currently, about 45% of Americans have a less than favorable view of the trustworthiness of local government, which increased from 40% in 2017 (*Polco & National Research Center*).

People that do not trust government are less likely to participate in public processes and more likely to opt out of voting. This lack of trust can create a negative feedback loop with community members participating less and then not feeling empowered to impact policy decisions. One goal of the Town's communications plan is to highlight and continue providing regular opportunities for interaction between Town representatives and community members to stave off the disconnect between our organization and people we serve. We currently have options for verbal public comment at Council meetings at least three times monthly, 'Chats with Council' each month, presence at four People's Markets in the summer, Shop with a Cop around the holidays, and presence at 'Touch a Truck' with various Public Works and START vehicles. External Affairs will continue to consider further opportunities for the Town to show up, be present, and connect with different segments of the community to meet people where they are. We also have ideas for Open Houses on certain topics, 'Open Days' to invite the community into Town Hall to learn all about our organization, and 'Walk & Talk' tours about various Town-related items.

Ideally, local government is at the forefront of leading communities through increasingly complex issues and challenges. Nationally, trust in local government stands at around 55%, which is not a large enough margin to overlook the broader erosion of confidence. Instead, the Town is naming and

Trust lays the groundwork for effective policies and personal well-being.

addressing this lack of trust directly to be proactive and continue to plan, respond to, and manage challenges we face together as a community. Trust in government is crucial for supporting a society where community members can thrive. Trust lays the groundwork for effective policies and personal well-being.

To maintain and continue building trust in our institution, the Town must carry on its commitment to developing a quality workforce, establishing and investing in inspired leadership, and maintaining effective, transparent communication with our community. Building trust is not just aspirational; it is a necessity for the well-being and preservation of our community. This plan outlines a comprehensive approach to communications for the next five years to bolster and cultivate trust and increase confidence in the Town.

Overarching strategies to accomplish this fall into three categories.



ENGAGE

Full Circle Communication & Engagement:

The Town will continue to keep community members informed, focus on gathering community insight as processes and projects unfold, and share what input has informed decision making. (Metric: at least two full circle engagement processes annually.)



INFORM

Focus on Being Open, Curious, & Transparent:

The Town will continue to regularly share the work public servants at the Town do every day, highlighting the results. We will commit to being accountable and to naming and accepting when we fall short. (Metric: moving closer to 80% of what we share being educational, without requests and debriefing/iterating if/when we fall short –related details in 80/20 section.)



SERVE

Improve Interactions & User Experiences with the Town:

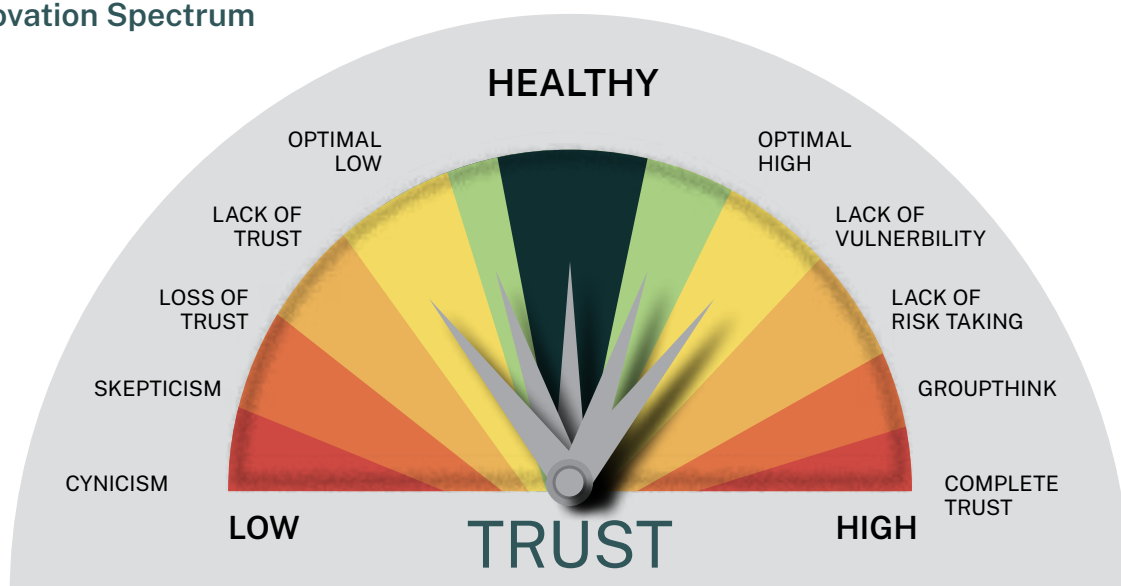
Communications will more consistently use 'Plain Language,' outlined below, digital payments will be accepted, and forms and processes will be simplified and easier to follow. (Metric: updates to at least five forms per year.)

These strategies, broken into tactics in the Work Plan below, will help the Town fulfill its critical role to support well-being and help secure a bright future for our community.

The Bloomberg Center for Public Innovation at Johns Hopkins University has a *Designing Trustworthy Public Institutions* project where External Affairs staff has engaged in training. One thing emphasized in the Bloomberg Center's *Path to Public Innovation* is the importance of exploring and determining what we are striving for when building trust. Bloomberg's Trust-Innovation Spectrum, shared below, will be a good touchpoint to reference as the Town keeps trust at the forefront of its communication and engagement efforts. Between a spectrum of complete cynicism and unquestioning trust, External Affairs will work to help the Town maintain a solid stance in the middle section of this chart, between the 'optimal low,' and 'optimal high.' Community relationships the Town works to build and maintain will encourage openness and a 'trust but verify,' mentality as we maintain and build the Town's credibility.

Being open and transparent with community members to foster sharing and full-circle communication will be the foundation we build trust upon. Establishing, cultivating, and fortifying these practices at our organization is an opportunity that will pay significant dividends. As with other graphics in this plan, this image will ideally become widely used across the organization for Town staff to reference when responding to and interacting with community members.

Trust-Innovation Spectrum





SAFE STREETS FOR ALL SAFETY ACTION PLAN

The community consultation will focus on the following key areas:

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WHERE ARE YOUR BIGGEST CONCERNS?



WHAT IS YOUR LEVEL OF FOLLOWING SAFETY IMPR...

Level of Following Safety Improvement	Level of Following Safety Improvement	Level of Following Safety Improvement
1	2	3
4	5	6
7	8	9
10	11	12

04 | Success: 80/20 Rule

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

– MAYA ANGELOU

Through this Strategic Plan, the Town will begin working to follow the 80/20 rule of communications. This rule states that 80% of a brand's content should focus on providing value to its audience through education, entertainment, or problem-solving. Then the remaining 20% of content can ask people to do specific things.

Requests for people to comply, reminders about rules and regulations, and education about potential ballot initiatives are necessary, but should not make up the bulk of the Town's communications. EA estimates that Town communications are currently at about 35% education and problem-solving and 65% requests for action or compliance. Without the lens this rule provides, staff had not fully considered this breakdown before but now has a metric and benchmark to aim toward. With this in mind, we can clearly see that prior campaigns, including one from last summer, 'Tips from Town,' was entirely focused on stating rules and somewhat finger-wagging suggestions about actions community members should take. From a user's perspective, people probably quickly tuned it out.

As our broadest metric of success, we intend to shift the Town's communications' focus toward creating more authentic, relevant, educational content that showcases Town services and programs in ways that provide value to our community. If we do this enough to build solid relationships and trust over the long term, when we do have requests, closer to 20% of the time, our audience will be more receptive. No one likes being scolded. Whether in one-on-one conversations or community meetings, people



are drawn in more by compelling or humorous stories than lengthy monologues or statistics. Positive content and interactions keep people engaged. If the Town is always harping on rules and regulations and only ever asking for compliance, people will tune out and scroll past our content. Through emails, social media, and websites, people are looking for connection, inspiration, and valuable information. To quote Maya Angelou, “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” Applying this to the Town, we want people to recall our organization as one that helps them feel welcome, support-

ed, and heard. Sharing information that educates, entertains, or solves a problem without including a request puts people at ease. When people happily engage with an organization’s content 80% of the time, they’ll be more receptive to listening to the Town when we ask for compliance 20% of the time. The 80/20 rule requires a shift in thinking for the Town, away from typical rules-focused messaging toward attracting community members by offering valuable content. If most of the content we share provides information people appreciate, relationships will follow and requests we make will stand out and be more palatable because of trust we have built. The Town’s goal

here will be to attract, nurture, and retain followers for the long-term by creating enduring or ‘evergreen’ content. Audiences today do not want to be asked or told what to do, they want to learn about an organization’s why, even for institutions where it might seem obvious, like local government. The clearer and more specific we can be with our Mission and Values, the better. Building our brand is the Town’s opportunity to tell our audience who we are and why we do what we do, which will make the Town more approachable, authentic, and likable.

80% Educational Content:

Offering value through educational/entertaining content like:

- How-to videos, posts, or virtual tours
- Detailed info, program demos, in-depth guides, & insights from specialists
- Did you know? Or Ever wonder hows?
- Explainers, timely reports, and updates
- Positive, uplifting, or funny content
- Behind-the-scenes peeks, or 'throwbacks' about Town history
- Hacks, tips, and tricks

20% Requests:

Reminders, compliance requests, & education on ballot initiatives like:

- Explainers or "What's this Policy Mean to Me?"
- Demonstrations & detailed information about rules & regulations
- Calls to Action about compliance &/or rules

Benchmarks and milestones related to the 80/20 Rule appear in the Appendix of this plan.



05 | Brand Awareness & State of the Brand



Brand identity is an organization's personality and how it is perceived by the community.

It includes visual elements like logos, color schemes, fonts, design style, taglines, tone and Vision, Mission, Values, and reputation. Combined, these things should all convey a consistent and recognizable image. Directly aligned with External Affairs' overall goals, the Town's primary objectives with branding are to:

- **Build trust, credibility, & reliability**
- **Effectively communicate about initiatives & priorities**
- **Improve awareness of services**
- **Enhance community engagement**
- **Share the Town & community's why**
- **Promote transparency**

Effective branding can significantly enhance the Town's ability to engage with the public, deliver services more efficiently, and respond to community concerns and crises. Solid branding can help demystify complex programs and make information easier to relate to and access. By presenting cohesive and consistent branding, the Town can strengthen public confidence in the organization, enhance its credibility, and work to ensure messages resonate with a variety of audiences.

As highlighted above, trust in government is wavering these days and people are also overloaded with information, so effective branding is more important than ever. Creating a strong brand is difficult but worth the effort to help people easily identify the Town and understand our purpose. More specifically, continuing to solidify the Town's brand is crucial for the following reasons.



"The Town will know."

i. Trust and Credibility:

Well-defined brands help establish trust and credibility. When organizations present a consistent and proficient image, it reassures constituents they are credible, reliable, competent, and transparent.



"Check with the Town."

ii. Clear Communication:

Effective branding helps the Town communicate about its Mission, services, and policies to help the community understand what the Town provides, reduce confusion, and increase participation.



"I saw it on Town's socials."

iii. Enhanced Community Engagement:

A strong brand fosters positive relationships and encourages engagement and support. When people feel connected to the Town, they are more likely to participate in civic processes. The organization benefits by being able to gather insight from various segments of the community.



"That's the Town
not the County."

iv. Differentiated Reputation:

Clear and distinct branding ensures constituents know exactly which agency to turn to for specific services and information. Consistent and positive branding can help improve the Town's day-to-day reputation and is especially important during crises.



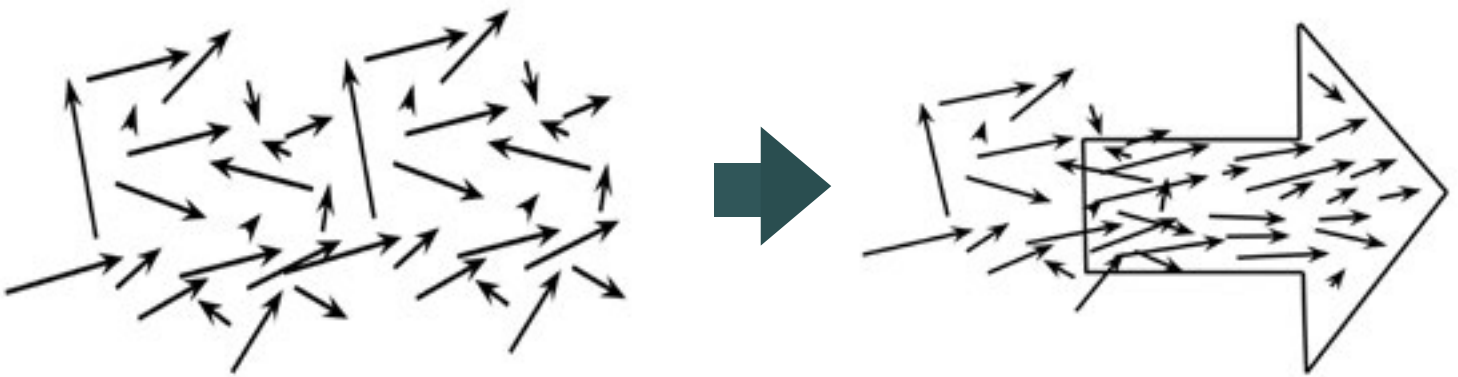
"I work for the Town."

v. Internal Cohesion and Morale:

A strong brand identity boosts internal morale and cohesion. Employees who understand and identify with the Town's brand are more likely to feel proud of their work and aligned with Town goals.

CURRENT STATE OF THE BRAND

The Town has taken major strides with branding efforts in recent years and still has ample opportunity for continuous improvement. The visual below on the left illustrates where the organization has been, with various Town representatives pushing out branding signals, content, and 'arrows' in different directions. The image on the right demonstrates what we are moving toward, as we gather our efforts and point in one direction with streamlined branding, communications, and graphics. This said, we still have a distance to go to fully achieve cohesion and consistency to lead to a solid brand identity, awareness, and loyalty.



The Town is committed to using quality, simple design with consistent fonts, spacing, and imagery. Considering negative and positive space, Town graphics will aim for balance and draw people's eyes to important elements. To create a more cohesive visual identity, EA staff will develop and distribute consistently designed assets across and throughout the organization. Once brand direction is completely set, EA will send out step-by-step instructions for staff and Council with letterhead, slides, email signatures, and other branded assets.

**Your brand is the single
most important investment
you can make in your
organization.**

-STEVE JOBS



The Town's logo, or mark, was originally drawn by a community member. While positive in being Town-centric with the elk refuge pictured, it is quite detailed and can be challenging to reproduce. In the near term, staff is not recommending a new logo but sees it on the horizon as something to shift to continue aligning the Town's brand with current times.

With consistent input about challenges to readability with the sage background on slides, External Affairs will shift the Town's current color scheme slightly to be brighter and easier to read, maintaining the green palette and adding an accent color. Current Town fonts are and will remain sans serif, which means none of the letters have flourishes making them easier to read.



06 | Broad Campaign: The Town is Working for YOU

The Town will utilize outreach campaigns to educate and connect with and inform people about services, initiatives, and policies. Often referred to as 'Purpose Driven Marketing' or Public Service Announcements (PSAs), campaigns for the public good can raise awareness about certain topics, engage people, gather input, and educate about specific goals or priorities. With reference to the 80/20 rule, External Affairs sees three categories for the Town's purpose-driven marketing.



1. Celebrating successes and sharing stories about public servants and service. (80%, educational/entertaining)



2. Educating about new initiatives, programs, and policies. (80%, education/ informative)

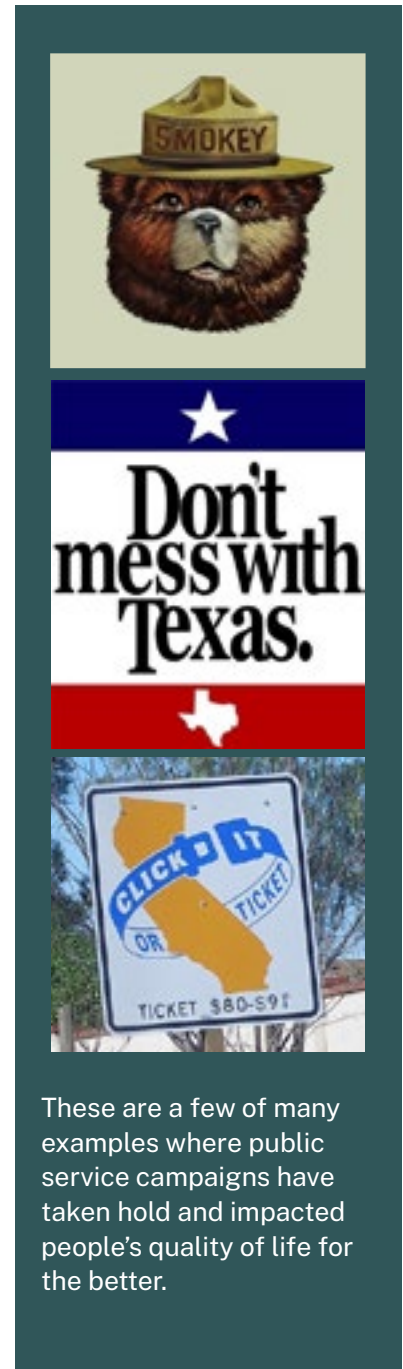


3. Educating to change behavior or gain buy-in about specific rules and regulations. (20%, direct asks or requests for compliance)

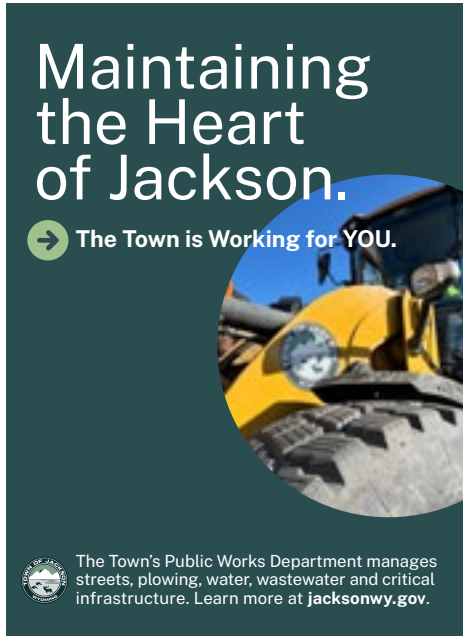
Often overlooked because they are ubiquitous, there are gold standards of purpose-driven marketing campaigns. Since the 1940s, the national group AdCouncil has created and executed many successful campaigns to educate and change behaviors. AdCouncil is responsible for the Smokey The Bear Wildfire Prevention campaign. The longest-running public service campaign in U.S. history, its *Only You Can Help Prevent Forest Fires* has educated generations of Americans about wildfire prevention.

Don't mess with Texas campaign, created in 1985 by the Texas Department of Transportation. This campaign instilled enough pride in Texans to lead to a significant decrease in littering. Similarly, in 1993 North Carolina was the first state to implement *Click It or Ticket*, an education and enforcement initiative to remind motorists that wearing seat belts saves lives. This campaign expanded nationally in 2003 and has substantially increased seat belt use and reduced fatalities over the years.

Other notable public service messaging includes the anti-littering



These are a few of many examples where public service campaigns have taken hold and impacted people's quality of life for the better.



To bolster awareness of the Town and all we do for the community, we will launch an overarching campaign with the tagline: The Town Is Working for YOU. This campaign will focus on sharing the many public benefits the Town provides every day. From snow plowing and street maintenance to sewer pipes, clean drinking water, and much more External Affairs will create content to demonstrate and articulate the Town's incredible work that helps provide the high quality of life our community enjoys. As our Town and community have evolved, so have our needs. Today, the Town treats and supplies more water, manages more pipes, maintains more public restrooms, parking lots, sidewalks, and roads, and answers more calls for service for Police and Fire-fighters than ever before. In recent years, we have seen exponential growth in the demand for services the Town provides, things we depend on every day.

Our community has evolved in terms of the levels of service we consider necessary. As an example, old-timers in Jackson and Teton County might have fallen out of a tree, broken a limb, and splinted it themselves without seeking public service to help. Today, most people in Jackson expect an ambulance to show up when called. Everyone expects toilets to flush, to have streets plowed when it's time for work, and to enjoy clean drinking water. These are realities in our community, and the Town does not field requests to go back to the days before indoor plumbing. The Town has evolved alongside these shifts to serve and meet our community's needs. To continue educating our community about all the Town does, External Affairs will on the following.

BROAD CAMPAIGN & TAGLINE

The Town is Working for YOU (80%)

To bolster awareness of the Town and all we do for the community.

SUB CAMPAIGN & TAGLINE

What's This Mean to Me? (80%)

To explain new policies and break down implementation.

SUB CAMPAIGNS & TAGLINES

Did you know? Ever Wonder How? (80%)

Help us Help You. (20%)

For behavior change campaigns & education about ballot initiatives

Also known as ‘Content marketing’ sharing educational and problem-solving content without direct asks of people is a proven strategy to build awareness and establish long-term relationships with audiences by demonstrating thought-leadership, representing brand values, and offering useful information on pertinent topics.

Thought Leadership

Thought leadership is the ability to be recognized as experts and leading voices in a particular field. Related to potential campaigns, Externals Affairs will also be working to position the Town as part of bigger conversations by being thought leaders. Our organization does so much each day, and when a long project is complete, our cultural tendency is to keep moving forward towards whatever is next. Instead, EA will focus on helping the organization take time to pause, reflect, and share about new initiatives and policies. This may take the form of videos, which we began after

Council’s Retreat this year, but have not yet set into a regular cadence. It could also be ‘think pieces,’ policy briefs, or paid media to dig more deeply into topics that help educate community members about decisions being considered. Thought Leadership will take further exploration and will be a necessity as we continue working to help community members understand the Town’s services, policies, mission, and vision. It may also overlap with the idea of explaining ‘What’s It Mean to Me’ after new policies are passed. Mentioned above, we envision these sub-campaigns for both internal and external audienc-

es. Thought leadership will help ensure that once final readings of ordinances pass, the Town helps staff and community members understand the implications of new policies and ‘What they mean for them.’ It can also provide bite-size considerations of lofty goals like: Do you know what our community’s vision for transportation is? Do you know our community has a goal for 65% of our workforce to live locally? This year we will use this framework to communicate about ‘Strategic Budgeting,’ why it is important, what Council is considering, and related next steps.

Explainers

Supporting Thought Leadership will be ‘Explainers’ that help translate terms and ideas utilized every day at the Town that are not easily understood by people outside Town Hall. To proactively educate, the Town will start producing ‘Explainers’ about government-speak to demystify and make plain various parts of the Town’s work. Rather than broad topics, these may be simple explanations of terms that are repeated regularly. Entirely aligned with the use of Plain Language (see section 10), Explainers will distill government-speak into precise, concise language so people have easy ways to understand things like:

- **What’s an overlay and how are they used?**
- **What’s a Complete Street and why do we want them?**
- **How and why are creeks in May and Mike Yokel parks turned on and off?**
- **What’s it take to make a boardwalk?**

There are plentiful topics to explain all the things the Town does, and this initiative will provide a frame and container to start.



Edge
2018-18-18
18-18-18

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07 | Supporting Council & Ballot Initiatives

People support what they help create.

External Affairs regularly supports Town Council and has worked to educate the community about ballot initiatives during past election cycles. External Affairs staff is regularly involved in supporting Town Council and the Mayor with talking points for events, organizing 'Chats w/ Council,' and the annual 'State of the Town.' Staff supports and facilitates meetings and events throughout the year and emphasizes their focus to be on educating about the Town organization and its services, programs, and new or shifting policies. The Town utilizes regular events and opportunities for public comment to connect with and be transparent with community members and to demystify Town services and processes. We also see these as informal opportunities to connect with and take the community's 'pulse' about various issues. It says something if groups or individuals take the time to show up and share insight or ask questions about specific topics.

External Affairs can also support Council by arming them with details and specifics about policies and services the Town provides. EA is involved in daily responses to constituents and media; we are a sounding board, when needed and also take on the role of being the Town's spokesperson in certain circumstances. For requests from media or comments coming to Council from the Public, the Town seeks to

demonstrate that we are listening. Further, EA staff can provide media training to any Town Councilmembers that are interested. The relationship between the government and press is a two-way street, and it is important to find out what a journalist or reporter's angle will be for a given article or story. Staff have various pointers and tips for media relations they are glad to share with Council, if requested.

Regarding ballot initiatives, or items citizens are asked to vote on during elections, Town staff, as employees, can help educate about ballot items, but cannot directly advocate for them. In contrast, Town Councilmembers can both educate and advocate for ballot initiatives whether they are capital projects through SPET (Specific Purpose Excise Tax) or shifts to the taxing structure.

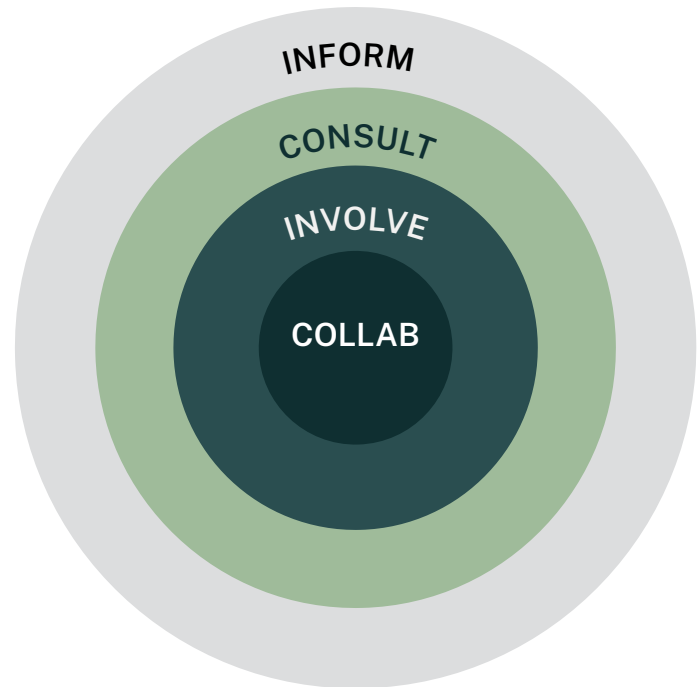
For past ballot initiatives, External Affairs has been tasked with developing a website, webpages, or materials specifically focused on the initiative and presentation slides for Councilmembers to deliver to various community groups. For numerous SPET projects and a request for a 7th cent of sales tax, EA staff has supported Council in this way. In the last six years, most SPET initiatives have been voted through affirmatively by a majority of voters. In 2020, the Town's request for a 7th cent of sales tax passed in the Town but failed in the County. Ballot initiatives take considerable staff time, so this is included to ask that Council factor that in during Strategic Budgeting and other discussions about potential new streams of revenue. Communications and outreach-wise, it is also worth noting that ballot initiatives generally have not passed without support from groups outside of local government. At the ballot-box, our community has generally shown a need to see broad support before filling in the 'yes' bubble next to additional taxes.



08 | Community Engagement

The Town's goal with community engagement is to shrink the distance between people impacted by decisions and those making them.

The 'Engagement Spectrum' to the right illustrates the Town's continuous work to build relationships with and learn from community members as we inform, engage with, and educate about the Town's work.



Inform

The most regular and consistent form of engagement is putting information out. Every week the Town publishes information through a variety of channels.

Consult

For short-term & smaller projects, the Town consults community members once, gathering input and insight through surveys, focus groups, and workshops.

Involve

For longer-term & larger projects, the Town involves community members numerous times in the process, gathering insight and perspective and checking back with constituents to let them know how community input informed decisions.

Collaborate

Through Citizen Review Committees, Task Forces, & other groups the Town collaborates with community members to gather consistent and continuous input and perspective and help move initiatives forward.

Community Engagement Task Force

The Town definitively benefits from ongoing engagement with community members. Falling into the ‘collaborate’ category above, Task Forces help educate community members about the Town, increase familiarity with services and polices, and provides the most in-depth means for engagement. Knowing that people are more likely to support what they help create, the External Affairs team proposes that the Town establish and appoint members to serve on a Community Engagement Task Force. The EA team sees this as an ideal way to continue in-depth engagement. We anticipate utilizing this Task Force as a sounding board for engagement activities and a resource to help educate different segments of the community. A Community Engagement Task Force will help the Town continue to welcome a variety of people into local government and empower members to be ambassadors for the Town for different programs, services, and initiatives.



09 | Language Access

Language Access means providing people with Limited English Proficiency (LEP) with reasonable access to the same services as individuals that speak English. According to the 2023 Census, 28% of Jackson's residents speak languages other than English at home. Town staff estimates that one in three constituents visiting the front desk of Town Hall have limited proficiency in English, so this Communications Plan must address the LEP segment of our community. There are two types of language assistance services: interpretation (help with verbal language) and translation (help with written language).

...The success of government efforts to effectively communicate with members of the public depends on the widespread and nondiscriminatory availability of accurate, timely, and vital information.

—FORMER ATTY. GENERAL
ERIC HOLDER

Interpretation vs. Translation



Speaking about language access, Former Attorney General Eric Holder shared the following, “Whether in an emergency or in the course of routine business matters, the success of government efforts to effectively communicate with members of the public depends on the widespread and nondiscriminatory availability of accurate, timely, and vital information.”

Current State

The Town affirmed recommendations from the Equity Task Force to translate all its documents into Spanish. External Affairs has made some progress on this initiative with signs that were being update already (Public Works and Snow King Events Center) that now appear in both English and Spanish. The Town's website has a button to shift into Spanish using Google translate, and some but not all press releases and other written content are translated and published in both Spanish and English. The Town also contracts with Voices JH to share information in Spanish and English with Voices' network of immigrants whose first languages are Spanish and some Eastern European languages including Albanian, Moldavian, Romanian, and more. Outreach

to share messaging with immigrant audiences in their native languages happens monthly and we generally choose an educational item from the newsletter to share.

The Town also pays stipends to employees with fluency in speaking and/or writing Spanish. Staff members with bilingual abilities take a test to assess Spanish proficiency and are then listed as resources for interpretation, translation, or both. Staff filed intermittent requests for translation and/or interpretation and most employees receiving this stipend have full workloads that do not specifically include interpretation or translation. In the last year, External Affairs has relied more on a translation service for written documents. This said, interpretation happens regularly at the Town, as stated above, staff estimates every third constituent at the front desk of Town Hall have limited English proficiency. The Town recognizes that having bilingual employees is a benefits the organization as it helps provide better customer service. When bilingual staff are not available to interpret for customers or constituents, the Town also has a language line to call.

In fiscal year 2025, the Town budgeted to create a Language Access Plan, which the Equity Task Force also recommended, but staff has not had capacity to start this process yet. Funding for a Language Access Plan has been carried over into Fiscal Year 2026. A Language Access Plan (LAP) will do the following.

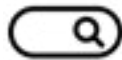
- Assess the types of contact the Town has with the LEP population.
- Review resources for LEP individuals (Spanish Language stipend program, language line, translation services) and identify language service needs.
- Evaluate the bilingual, translation, and interpretation resources already available to help LEP individuals access the Town's programs, services, and information.
- Develop language access policy directives to ensure meaningful access.
- Establish and implement plans and procedures.
- Disseminate information about language assistance services.
- Appoint responsible staff and train all employees about LAP and related processes.

With reaffirmation of the current Council's interest in developing a Language Access Plan, EA staff will carve out time for it, collaborate with bilingual staff members, and contract with an expert to create a plan and begin working to accomplish items listed above.

10 | Plain Language



External Affairs staff regularly works to simplify language and make specialized information easier to understand. Methods EA staff use to streamline writing all fall under Plain Language standards. Plain Language refers to clear, straightforward expression that uses only as many words as necessary. Plain Language in government is used by people committed to the idea that users interacting with government deserve to be able to:



Find what they need



Understand what they find



Use what they find to meet their needs

Utilized in many fields, there is a government-focused Plain Language Action & Information Network committed to writing that avoids inflated vocabulary, obscurity, and convoluted sentence structure. Writers of plain English help their audience concentrate on and easily understand their message without being distracted by complicated words. EA will continue working to implement plain language across departments and divisions and will also train staff in related methods, aiming to make Plain Language universal at the Town. Plain

Language follows these tenets for writing and revising:

- **Use active, not passive, voice**
- **Write short sentences and paragraphs**
- **Use common, everyday words that are precise**
- **Organize documents to be reader/audience-centered**
- **Use easy-to-follow design features (lists, headers, tables)**

External Affairs will focus on the three things below as we update everything from forms to website copy and will base initial staff trainings about Plain Language on these topics too.



i. Use active voice:

Using active voice brings clarity about who is supposed to do what. It eliminates ambiguity about responsibilities. Not “It must be done,” but “You must do it.” Passive voice obscures who is responsible for what and often makes government writing confusing. In an active sentence, the person or agency acting is the subject of the sentence. More than any other writing technique, using active voice and specifying who is performing an action changes the character of writing. Here are some examples.

Avoid Passive voice	Use Active voice
New regulations were proposed.	We proposed new regulations.
The following information must be included in the application for it to be considered complete.	You must include the following information in your application.
Bonds will be withheld in cases of non-compliance with all permits and conditions.	We will withhold your bond if you don’t comply with all permit terms and conditions.

ii. Be precise and Concise. Words matter:

Words are the most basic building blocks of written and spoken communication. Choose words carefully and leave out anything unnecessary. Don't use jargon or technical terms when everyday words have the same meaning. Use words and terms consistently in documents. Government writing is often long, stodgy, and full of jargon. Long, complex sentences containing multiple phrases and clauses confuse users. To address this, writers must become more critical of their own writing. They must consider whether every word is needed and do the following.

- Use familiar words instead of the unusual or obscure.
- Use concrete words instead of abstractions.
- Use short words and sentences instead of long ones.

As an example, here is a comparison of two different ways to say the same thing.

1. There is no escaping the fact that it is considered very important to note that a number of various available applicable studies ipso facto have generally identified the fact that additional appropriate nocturnal employment could usually keep juvenile adolescents off thoroughfares during the night hours, including but not limited to the time prior to midnight on weeknights and/or 2 a.m. on weekends.

2. More night jobs would keep youth off the streets.

iii. Write short sentences:

Express only one idea in each sentence. Long, complicated sentences often mean the writer is not sure what they are trying to say. Shorter sentences are better for conveying complex information. They break information up into smaller, easier-to-process units. Complexity is the greatest enemy of clear communication. This final example is extremely pertinent as we update language on the Town's forms.

Before

The application must be completed by the applicant and received by the financial office by June 1st.

After

We must receive your application by June 1st



11 | Conclusion

The Town has made significant strides to improve upon and expand its communications and engagement efforts in recent years. This Strategic Communications Plan comes at an ideal time to bring various projects and initiatives together under External Affairs and continue to build upon the progress we have made. As discussed, a continued focus on clear communication and solid branding highlighted in this plan will enhance the Town's ability to engage community members, deliver services, and respond to community concerns and crises. The cohesive, consistent brand identity we are working toward will help demystify complex services and make information more accessible and relatable.

People support what they help create and the Town definitively benefits from ongoing engagement with our community. By focusing on informing, involving, consulting, and collaborating with community members, the Town will continue to connect and educate to help people find what they need and be able to understand and use it. As we work to implement this Strategic Communications plan, we will keep in mind that we are aiming toward the best possible future for our community and our Town within it. Successful implementation of this plan will mean staying focused on effective communication to deliver accurate, timely, and vital information while striving to be an organization that helps people feel welcome, supported, and heard.



Appendix



BANNER ← 500

NAVIGATION ← 800 px

Beauty
CONTENT 1
600 x 200
500 px

Lifestyle
CONTENT

SOCIAL F

R ← 800 px

A1 | Workflow & Processes

As mentioned above, External Affairs operates as the combination of a public relations and purpose driven marketing team. We consistently create, update, and streamline writing and visual assets for various communications channels, supporting the Town with the following.



Informing

We get information out, gather details, write, create visuals, & share messages & content widely.



Media Requests

We collaborate and provide support for media requests.



Incident Response

We consult for perspective & help craft thoughtful responses.



Community Engagement

We develop structures and containers to help connect with community members and gather insight and perspective.

The following tools help the External Affairs team work together to support a wide variety of needs, topics, and communications every day.

i. Work Order for Informing &/or Engagement:

External Affairs (EA) has a brief 'Work Order' form for other departments and divisions to request support. This form helps staff think through communication needs, their target audience, and quickly gets cross-departmental teams on the same page. When fully utilized, the Work Order will also help EA maintain a reasonable workload. After basic questions, the form asks staff to consider communication goals; messaging; budget; and whether translation is needed.

Once requests are received, EA staff distills answers to determine where and how best to share the content. Below is a list of possible channels, most of which External Affairs utilizes regularly. 'Paid media' is the one channel listed here that the Town does not regularly use. We include it here as a possibility for placing think pieces and developing thought leadership.

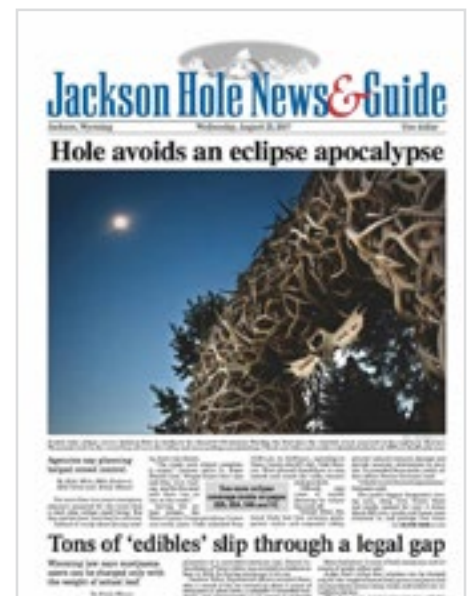


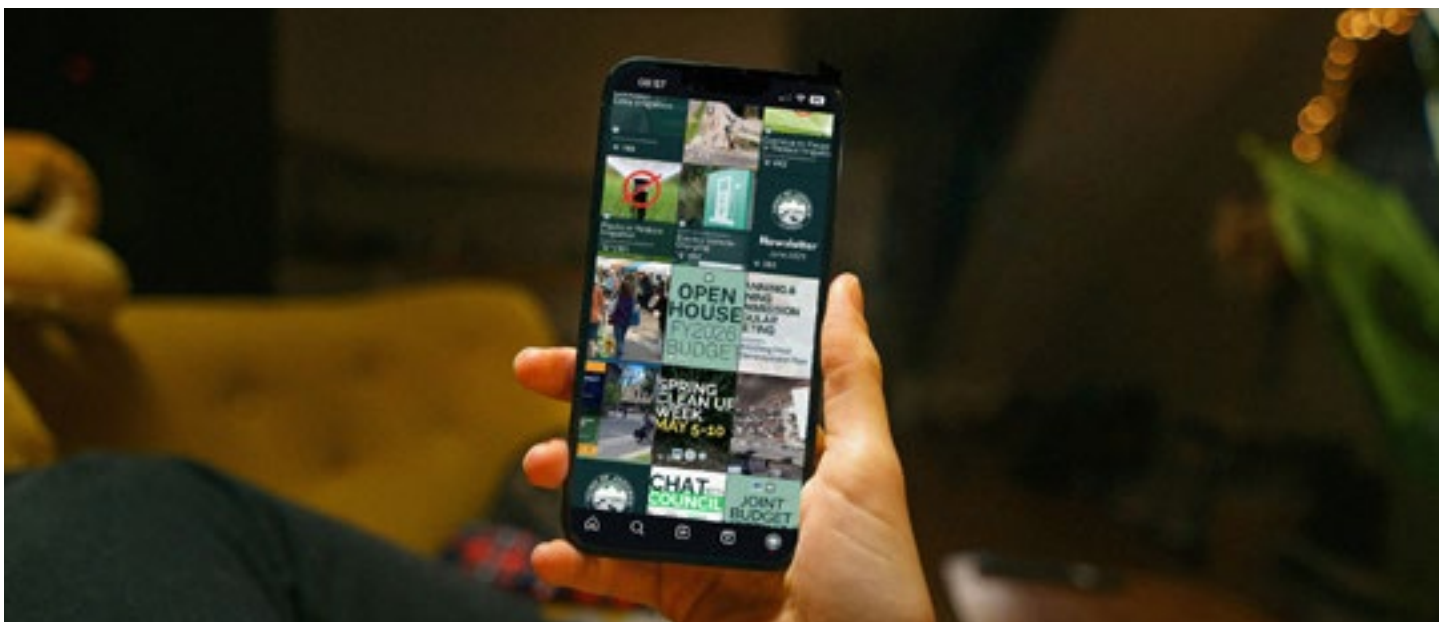
TOWN COMMUNICATIONS CHANNELS

Press Releases
Newsletter Coverage
Water Bill Flyer
News Flash on ToJ
Website Homepage
Social Media Post

Talking Points
Signs/A-Frame Signs/Door Hangers
News/Radio Article (Earned Media)
Bus Ad Signs
Eblast
Video

Paid Media
Voices JH
Chat with Council
Farmers Market
Print Ads
Town Hall Lobby Slides





II. MONTHLY NEWSLETTERS

Since July of 2020, the Town has sent out a newsletter at the end of every month so sixty total so far. This newsletter highlights positive elements of Town services, new initiatives and policies, and a specific staff member monthly. Currently, 'Council Action' from the month and the staff highlight appear in each edition and the other features vary. We regularly receive positive feedback about the newsletter and have solid engagement and open rates. Our newsletter goes to 3,500 recipients and while email software shows an average open rate of about 30%, the Town's newsletters and other digital content consistently has open rates in the 50% range. External Affairs tracks newsletter items to reference back, consider coverage, and work to ensure we are highlighting various aspects of the Town and not over saturating with too many features about any one topic or department. As shown in metrics, EA intends on working to segment different lists and expand recipients overall.

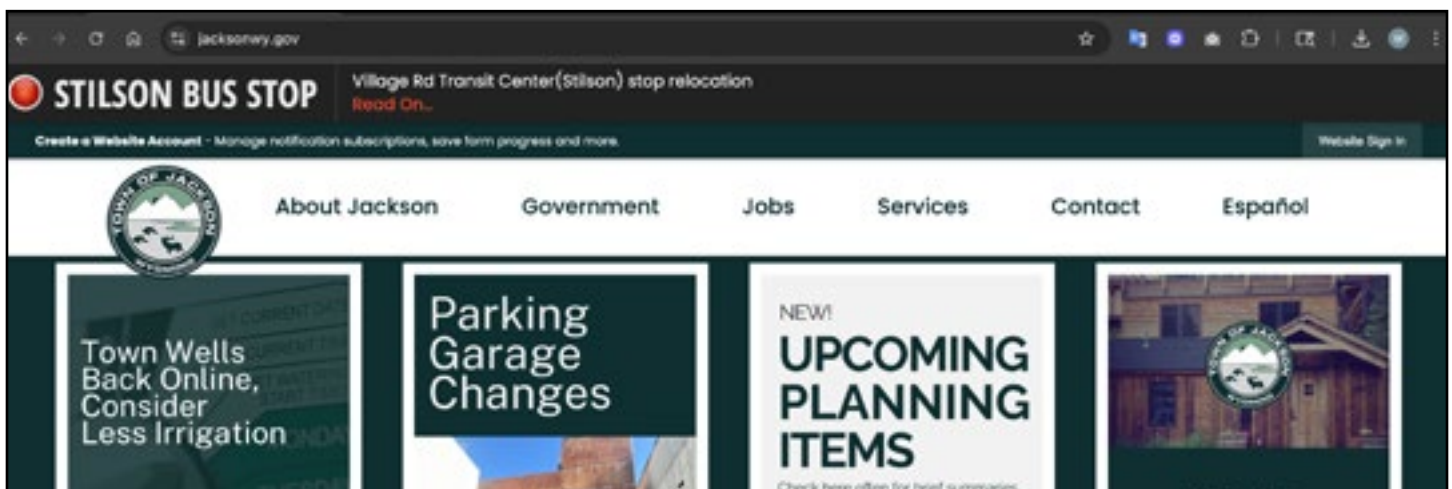
III. SOCIAL MEDIA

The Town regularly posts to its social media accounts on Facebook and Instagram. EA staff is actively working on consolidating accounts to bring most the Town's social media under External Affairs' purview. Going forward, EA will also lead trainings for anyone posting to a Town social media account. Along with newsletters, Eblasts, and the website, the Town's social media accounts are examples of 'Owned Media,' as we control the content posted. We utilize these platforms to continue our education about the Town's services and policies, celebrate the Town's good work, and share specific partners' content. We currently have 5,900 followers on the Town's Facebook page and 2,500 followers on our Instagram page with age-ranges skewing slightly younger for Instagram followers. EA plans to continue posting to these accounts 2 to 3 times per week and to ideally continue to grow the Town's reach organically. We do not pay to boost posts or promote content on social platforms.

IV. WEBSITE & ANALYTICS

The Town's contract with our website provider, Civic Plus, has a built-in 'refresh' to our site every few years, and we are currently due for an update. External Affairs will undertake this 'refresh,' working with a Civic Plus team and internal staff that regularly interface with the website. Goals with the website mirror broader aims to improve user experience, help people find what they need and consider what users are looking for on our website. As highlighted below in more detail, we will consider Plain Language as we update the website and work to simplify content wherever possible. To date, there has not been a conscious effort to promote specific content or pages on the website, so there is ample opportunity to improve usability and drive users to specific content. We recently began compiling comprehensive overviews of upcoming planning items and construction projects that appear as 'News Flashes' on our homepage. Going forward, we intend to keep these updated and continue promoting them as webpages with usable information about potential short and long-term impacts to the community.

Website analytics, shown in the appendix of this plan, demonstrate that START Bus pages are by far the most visited on the Town's website. The homepage has significant visitation as does a webpage about Town Square. Our best guess is that Town Square is clicked on by visitors and locals wanting to host weddings and other events there. There is considerable opportunity to utilize the website more strategically; to remove friction and drive users to content we want people to see. These considerations will be top-of-mind as we refresh the site. Even after this update though, the site will still be within Civic Plus' modules, which can be challenging to navigate both from the user and staff perspective. In the longer term, EA anticipates recommending a complete overhaul the Town's website. Considering current projects and timelines, EA does not anticipate having capacity for a larger website project until Fiscal Year 2028.



III. MONTHLY & ANNUAL COMMUNICATIONS CALENDAR:

External Affairs maintains a monthly and annual communications calendar. Tracking communications milestones across departments and divisions, we use this calendar to ensure we maintain consistency and keep our community informed about items from across the Town that happen annually. This calendar informs weekly and monthly workflows and items are included in the newsletter and shared through other channels.

TOWN OF JACKSON ANNUAL COMMUNICATIONS CALENDAR												
	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.
EXT. AFFAIRS	Council's Annual Mtg. Calendar;	State of the Town; Gratitude to Volunteers;	Gratitude to Volunteers;	Parklet Apps. Open; Spring Clean Up; Indicator Report;	No Drop in Parks	Budget Infographics & Education	All Employees Meeting			Fall Clean Up; No Parking on streets (order to hotels);		
ECOSYSTEM STEWARDSHIP			Trout Friendly Signs	Reminder to let Bear (Awards); Trout Friendly Signs;	No more May;	Sustainability Plan; Water conservation	Water conservation		Pay as you drive;			No fishing; Xmas Tree recycling;
FINANCE	Update Business List on website?			Budget draft to Council		Budget finalized; Fee Schedule Update;	Budget message published		Business license renewal; change of address; legal & building codes	Award for Audit from GPOA;	Business license renewal	Business license renewal
HOUSING			Housing Supply Plan;									
INTERNAL SERVICES	MILK Day;	Random Act of Kindness Week; Black History Month;	Week of the Young Child; National Red Cross Month; National Service Recognition Day; Women's History Month;	Spring Clean Up/Burn Week; Child Abuse Prevention Month; National Crime Victims Week; Thank you to State Org.	Arbor Day; Mental Health Awareness Month; Teacher & Staff Appreciation Week; National Police Week; National Public Works Week; Memorial Day	Gun Violence Awareness; Pride Month	National Disability Independence Day; Anniversary of POW Act;	Women's Equality Day;	Hunger Action Month Proclamation; Hispanic Heritage Month; National Clean Energy Week;	Indigenous People's Day Proclamation; Domestic Violence Awareness Month Proclamation; National Community Planning Month;	Extra Mile Day; Veterans Day Proclamation;	Women's Suffrage Day Proclamation;
LEGAL										Letter to hotels on winter parking ban;		
POLICE DEPARTMENT / ANIMAL SHELTER / VICTIM SERVICES DIVISIONS	New Years Eve Safety Tips from PD;		Shed Hunt; 'Know What's in Your Glass' with & coauthors;	Shed Hunt street cleanup;	Letter to gift & fuel companies prohibiting non-vehicles in ROW	Message about engineering EBikes	How to take care of pups on 4th of July;	Back to school safety message		Drug Take Back	Winter Parking Ban in effect Nov. 1; Veterans Day Ceremony & Truck Walk;	Shed w/ a Crop; New Years Eve Safety Tips;
PLANNING & BUILDING	New Building & Fire Codes;			Indicator report;								
PUBLIC WORKS (DRAINAGE, WATER, WASTEWATER, STREETS, PLANNING)	Xmas tree dropoff 1st Sat. 11; Pave traps & FAQs & Move trashcans from ROW for paves	Pave traps & FAQs;	Water Quality Report;	April & Parking opening soon & street sweeping; Patchwork plan;	Summer construction schedule & What to Expect; Patching; Flush your toilets; water flushing PSA					Don't let pipes freeze;	Winter Parking Ban Nov. 1-April 1; Don't let pipes freeze;	
SMART BUS, TRANSPORTATION, & PATHWAYS	Increased Bus service NVE;			Spring Schedule Change Mid-April; Airport Shuttle end;	Summer Schedule begins (mid-May; Bike Safety				Fall Schedule begins late Sept.;		Holiday Bus Schedule;	Increased Bus service NVE; Airport Shuttle START;

VI. MEDIA TRAINING & RESPONSE:

External Affairs does periodic media trainings for Town staff and intends to expand this to offer quarterly trainings to more employees. We cover basics including beginning conversations with media by asking if you are 'on the record' or providing 'background,' and we coach staff to accept that you may not ever truly be 'off the record.' We help build understanding that the relationship between the government and press is a two-way street and that reporters and journalists often want to gather multiple perspectives. We emphasize that staff should focus on answering the questions asked, get clarity on what the journalist or reporter is asking, and recognize that providing more information will not necessarily lead to a better outcome.

VI. RESPONSE SCALE:

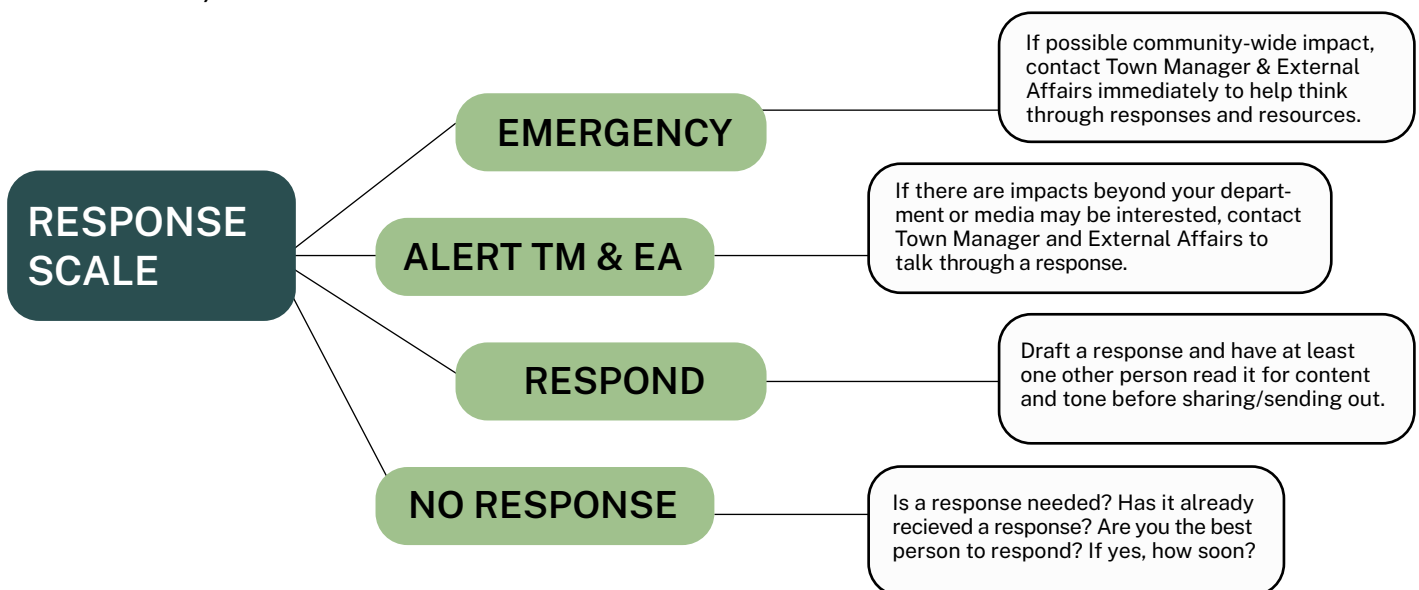
Across departments, the Town fields a significant number of requests and queries from community members and media every day. With considerable incoming communication to field, External Affairs recognizes that staff sometimes feels challenged to determine what level of response is needed. To help, EA created the below 'Response Scale,' which highlights the reality that not every query or statement necessitates a response and helps staff parse through the following questions.

Does this need a response?

Does this have impacts beyond my department or division?

Will media be interested?

Consider, who needs to know?



The Response Scale will be an element in the broader media training, and day-to-day functions as a simple tool to have on-hand and reference if/when staff is contacted by customers, community members, or the media. The basic question to always ask is, “Who at the Town needs to know what I just heard?”

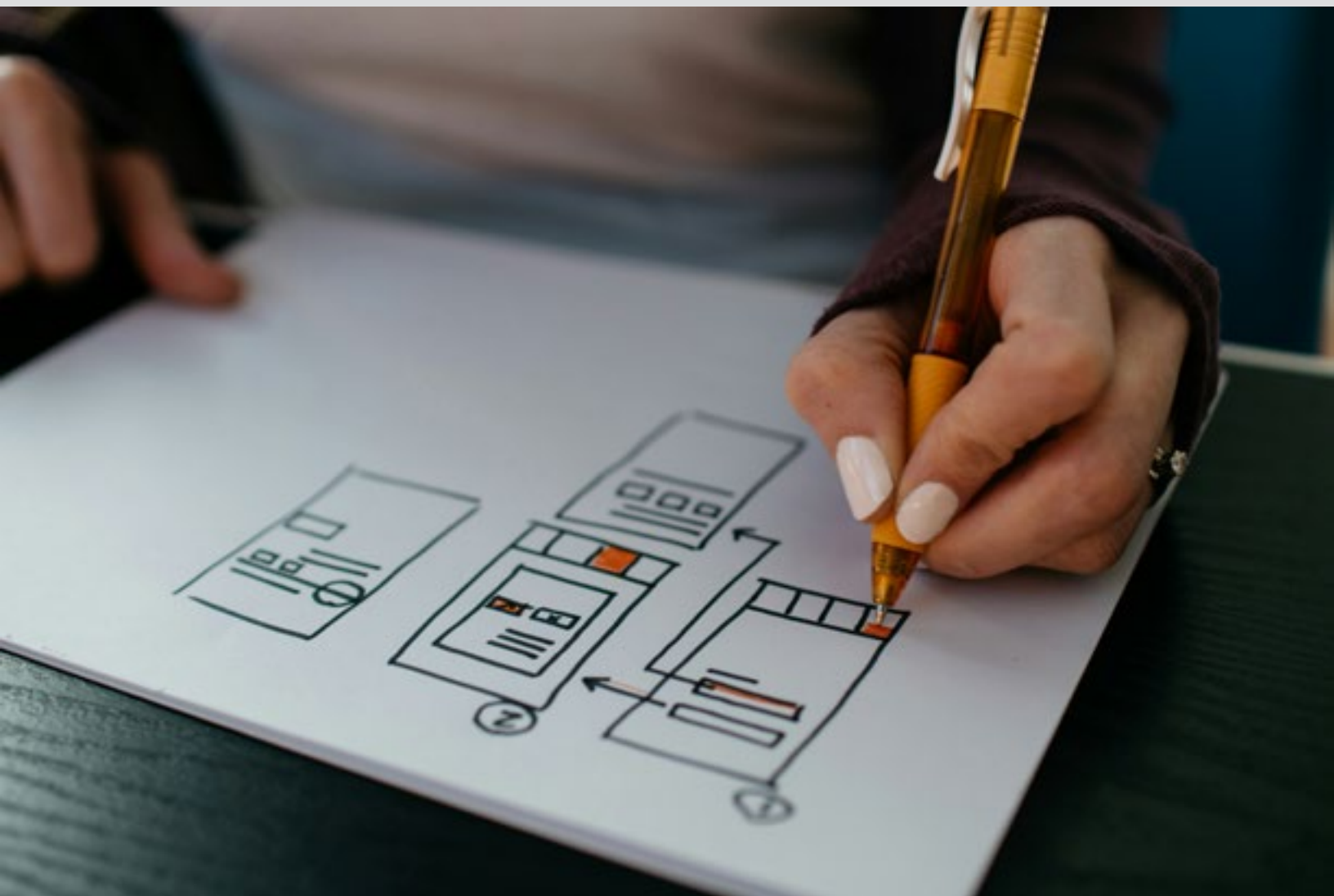
V. DAILY RESPONSE:

When incoming communication clearly needs a response, it is External Affairs’ job to collaborate with frontline staff, gather information, and craft a deliberate, thoughtful response that addresses comments and concerns. In an average week, External Affairs fields two or three such requests. From water lines to repercussions of code enforcement or a high-speed chase to unexpected aspects of construction projects, we support other departments and divisions to communicate with clarity and concision so their time can be spent on infrastructure and safety. These may include ‘incident response’ as detailed below, depending on the size and severity of a given item.



V. INCIDENT RESPONSE:

Recognizing that during incidents, organizations are judged on speed, relatability, and transparency, the Town has Incident Response Guidelines and protocols. We also have a report form to learn from incidents about how things went and what can be improved. During incidents related to the Town, our goal is to direct conversation and questions to informed spokespeople. To do so, the Town aims to be as prepared as possible, thoughtful and deliberate about what we say and how it is shared. External Affairs also regularly considers community-wide situational awareness to anticipate potential incidents that could gather momentum.



A2 | Work Plan

Continuing to utilize all the tools shared above, External Affairs plans to do the following in the coming years to continue to build trust, reliability, and credibility for the Town.

APPROACH	DETAILS	CONT./ NEW / TIMING
Streamlining Town Communications	As a clearinghouse for all Town communications EA will work to ensure written, spoken, & visual communications align with a consistent voice and brand identity, including everything from press releases to forms & talking points to social media.	Continue / Ongoing
Develop & Use a Cohesive Brand & Brand Voice	EA will establish and train staff about brand guidelines including a consistent tone and style for all Town communications including use of Plain Language, outlined below, how messages are conveyed, and use of a respectful and matter of fact tone. Solidifying the brand will necessitate updating the Town's Mission and Values and a new logo within the few years.	Continue / Ongoing
Highlight Success Stories (Contributing to the 80%)	Continue to share positive stories and case studies that illustrate the impact of the Town's work to build credibility and demonstrate the Town's effectiveness and commitment to public service.	Continue / Ongoing
Engage with the Community (Contributing to the 80%)	Continue fostering open dialogue and full-circle engagement and communications with community members. Encourage input, listen to concerns, and respond thoughtfully.	Continue / Ongoing
Ensure Transparency (Contributing to the 80%)	Be open about the Town's operations, decisions, and use of resources to reassure community members that the Town is accountable and operates with integrity.	Continue / Ongoing

TACTICS & PROJECTS		
Create & Execute Annual, Educational Campaign including 'Thought Leadership' (Contributing to the 80%)	Starting with a consistent communications campaign about Strategic Budgeting in 2025, EA will create educational campaigns each calendar year to begin to position the Town as part of bigger conversations. This will include publishing think pieces, policy briefs, and 'Explainers' about Town services and policies and hosting related Open Houses and topic-focused engagement.	New in FY26 / Ongoing
Refresh & Streamline Town Website (Contributing to the 80%)	The Town will improve its website to make it more user friendly and consider user experiences more often instead of how systems and processes work for staff. Constituents need to know what to expect from the Town and the most common way to set expectations is through your website.	-New in FY26 -Further Overhaul in FY28
Establish & iterate on 'Town is Working for YOU' Awareness Campaign (Contributing to the 80%)	To bolster awareness, build our brand, and demonstrate the Town organization as a trusted partner to our community, we will be launching an overarching campaign with the tagline: The Town Is Working for YOU.	New / Started / Ongoing
Train and Empower Staff	Ensure that all employees understand the Town's brand and are equipped to represent it effectively. Provide staff training on communication skills, media awareness, brand guidelines, media response, social media guidelines, Plain Language, Language Access, and more.	New in FY26 / Ongoing
Create & Implement Language Access Plan & Program	If Council approves, staff will work to develop a Language Access Plan and Program for the Town of Jackson to help ensure that community members with Limited English Proficiency can access Town services.	New in FY26 / Ongoing
Establish and Stand-Up Community Engagement Task Force	If Council approves, staff will present options for establishing a Community Engagement Task Force to continue to bolster involvement and connection with and gather perspective and insight from a broad variety of community members.	New in FY26 / Ongoing

TACTICS & PROJECTS		
Measure Impact, Adapt, & Evolve	The success of the Town's communications and branding will be measured through metrics tracking output and engagement and moving toward 80% of communications being focused on education and problem-solving. We will also start a regular community survey to assess satisfaction with services and evaluate the effectiveness of our efforts. We will consistently review website analytics and maintenance and/or growth of digital subscribers and followers. We will work to stay responsive and use data to make informed adjustments and improvements to continuously refine strategies and ensure they remain relevant, effective, and dynamic.	Started / Ongoing
Establish set process for regular Internal Communications	The Town's current newsletter is an external communications piece. Internal communications happen but without consistency. External Affairs will work with colleagues to set a regular schedule and topics to be shared with staff, which will likely overlap with the 'What's It Mean to Me' campaign mentioned below. Ideally, this will help to narrow the gap between Town Council and staff, celebrate successes more regularly, and help ensure our employees are great ambassadors for the Town.	New / Ongoing
Develop a Town-Specific Text Outreach & Alert System	The Town briefly had a texting system but found the vendor incompatible with our needs. Open rates for texts are generally much higher than emails and reach different segments of the community. By next year, EA will work to find a new vendor and re-establish a mass texting option.	New / FY27 or beyond
Reimagine, Print, & Install New Way-finding signs across Town. EA will also support START Bus to update bus stops this year as a starting point for the larger wayfinding project.	Way-finding signs around Town are aging and some are out-of-date. To more fully align with the Town's brand, External Affairs plans to request funding to start replacing signs next year. We will work to create a complimentary set of brand guidelines for way-finding signs to create cohesion for each entry into Town, on main streets, and through the community overall.	New / Ongoing to start in FY27
Create & Implement Language Access Plan & Program	If Council approves, staff will work to develop a Language Access Plan and Program for the Town of Jackson to help ensure that community members with Limited English Proficiency can access Town services.	New in FY26 / Ongoing



New Logo System



New Wayfinding



New Website

A3 | On the Horizon

Listed below are three specific areas External Affairs has identified as initiatives to pursue within the next five years to help further solidify the Town's brand identity and position the organization as a thought leader.

I. NEW LOGO

Highlighted above, EA staff anticipates working on a new Town logo in the next few years to align the Town's brand identity with current times. When this initiative fits within a work plan and budget, External Affairs also foresees updates to sub-brands to maximize possibilities for co-branding and creating clarity across and throughout the Town's departments and divisions.

II. NEW WAY-FINDING SIGNS

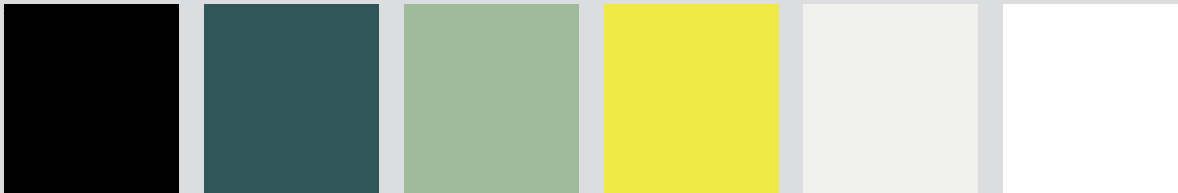
The way-finding signs around Town are aging and some have out-of-date information. To more fully align with the Town's brand, update to current reality, and bring way-finding signage into a more contemporary aesthetic, External Affairs plans to outline a plan for replacement next year. Funding-wise this will likely mean a request in next year's budget and/or a request to the Travel and Tourism Board to fund way-finding signs. EA anticipates branding for way-finding signs will be an outgrowth from solidifying the Town's internal brand. Once the internal brand is more aligned and consistent, we will work to establish a complimentary set of brand guidelines for way-finding signs to bring together a cohesive brand for each entry into Town, on main streets, and through the community overall. EA will also support START Bus to update bus stops this year as a starting point for the larger wayfinding project.

III. NEW WEBSITE

Also touched on above, the Town's website provider is Civic Plus, which is not the most user friendly for the community to navigate or staff to update. EA projects recommending a complete overhaul of the Town's website to consider other providers, usability, and remove pain points. Considering current projects and timelines, EA does not anticipate it will have capacity for this larger website update until Fiscal Year 2028.



Logo



Black	Pine	Sage	Balsamroot	Stone	White
C0/M0/Y0/K62	C87/M60/Y62/K20	C38/M12/Y44/K2	C9/M0/Y85/O	C1/M1/Y1/K3	C0/M0/Y0/K0
#000000	#305659	#9fbb9a	#efea46	#f1f1f0	#ffffff

Color Palette

Public Sans Regular
abcdefghijklmnopqrstuvwxyz
Sphinx of black quartz, judge my vow.

Public Sans Semibold
abcdefghijklmnopqrstuvwxyz
Sphinx of black quartz, judge my vow.

Public Sans Semibold
abcdefghijklmnopqrstuvwxyz
Sphinx of black quartz, judge my vow.

Font Family

A4 | Brand Details

The Town's logo, or mark, was originally drawn by a community member. While positive in literally being created by a community member and being Town-centric with the elk refuge pictured, it is quite detailed and can be challenging to reproduce. In the near term, staff is not recommending a new logo but sees it on the horizon as something to shift to continue aligning the Town's brand identity with current times. External Affairs is also working on standards for sub-brands and systems outlining when to utilize more than one logo with different departments. We strive to achieve consistent co-branding between the Town and its departments and divisions.

ii. COLORS

With consistent input about challenges to readability with the sage background on slides, External Affairs will shift the Town's current color scheme slightly. We will keep two shades of green but lessen the cyan in the sage and brighten the darker green for improved differentiation and clarity. Once direction is completely set, EA will send out step-by-step instructions for staff and Council with letterhead, slides, email signatures, and other branded assets.

iii. FONT

Current Town fonts are all sans serif, which means none of the letters have curls or flourishes. EA staff is working with the IT team to determine whether we can access the Public Sans font, which was developed for governmental entities. This font is also sans serif and Teton County is starting to use it as its standard font. If it is possible to use Public Sans, External Affairs sees this as a simple way to build continuity between the Town and County. If not, we will continue using other sans serif fonts, Calibri and Open Sans. Either way, once direction is set, EA will send out step-by-step instructions and lead trainings for staff and Council to set up email signatures and share other branded materials.

Adventure Ready. Adopt Today.

The Jackson and Teton County Animal Shelter provides humane care to lost and abandoned animals, and facilitates their healing and adoption.



The Town is Working for YOU.



Town Approved Parklet

TOWN OF JACKSON



Join the Planning & Zoning Commission/ Board of Adjustment.

Help Shape the Town of Jackson's Future
The Town invites professionals with backgrounds in planning, architecture, natural resource management, real estate or related industries to join the Planning and Zoning Commission/Board of Adjustment.

Questions? Contact Tanya Anderson
tanderson@tjacksonwy.gov

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TOWN OF JACKSON

Bus Shelter & Public Restrooms Parada de Autobús & Baños Públicos



Land Acknowledgement

We recognize that the land we are gathering on is the ancestral homeland of the Mountain Shoshone People who stewarded it for thousands of years and that many other tribes also lived upon and cared for this area including the Banrock, Blackfoot, Che, Eastern Shoshone, Gros Ventre, Nez Perce, Northern Arapaho tribes, and others. With gratitude, we honor Indigenous Peoples, past and present. We also acknowledge the sovereignty of the Native nations closest to Jackson whose land was taken through broken treaties that resulted in the creation of the Wind River and Fort Hall Indian Reservations.

We recognize this acknowledgement is simply a first step. The Town of Jackson is committed to continued and informed action to connect with Indigenous people.

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REQUEST FOR INFORMATION ABOUT Electric Vehicle Charging

Questions? Contact Tanya Anderson
tanderson@tjacksonwy.gov

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Request For Information about Electric Vehicle Charging



The Town is seeking information from experts on EV vehicle charging about infrastructure, models, and technology including the following:

- ADA compliance and accessibility
- Charging mechanisms such as overlay fees & discount programs
- Smart charge management
- AI to support EV charging
- Maintenance
- Signage

Submissions will be used for planning and to inform a Request for Proposals.

Submit by Monday, July 7, 2025
@10:00am in PDF format to:
cork@tjacksonwy.gov

Find the complete RFI on the Town's website:
<https://www.tjacksonwy.gov/2025/06/04/request-for-information-about-ev-charging/>

Questions? Contact Tanya Anderson
tanderson@tjacksonwy.gov | 307.733.3002

TOWN OF JACKSON | 1000 PEARL AVENUE | PO BOX 1007 | JACKSON, WY 83001 | 307.733.3002 | JACKSONWY.GOV

iii. GRAPHIC DESIGN

Graphic design is the art and skill of creating visual content to communicate ideas. Excitingly, for the first time, the Town has the skillset and capacity in staff to be consistent and comprehensive in the design of materials we put out. Going forward, EA will lead the charge to use clean, simple, consistent design to share the Town's content and build awareness. The Town will use quality, simple design with consistent fonts, spacing, and imagery. Considering negative and positive space, our graphics will work to create balance and naturally draw people's eyes to important elements. EA staff will develop and distribute consistently designed assets across and throughout the organization to create a more cohesive visual identity.

V. MISSION/VISION/VALUES:

As highlighted in the first section of this plan, the Town has a Mission and Values and utilizes the Comp Plan Vision. Each needs to be considered, possibly refined, and brought to life. EA will be working with Long-Range Planning and community members to consider the Comp Plan and collaboratively across the organization to help refine the Town's Mission and Values.

A5 | Benchmarks & Milestones

TOPIC/ITEM/CHANNEL	BENCHMARKS	MILESTONES
Move toward 80% of content shared being educational/ entertaining/ helping solve problems	- Share How-to blog posts or videos - Hacks, tips, and tricks - Insights from specialists - Timely reports and updates - Positive, uplifting, or funny content - Behind-the-scenes peeks - 'Throwbacks' about Town history	- Move closer toward 50% of content being shared being education/problem solving. - Create more educational video content - Publish 1 to 3 'Explainers' and/ or 'Thought Leadership' pieces annually.
Move toward only 20% of content shared being compliance and requests	- Demonstrations and detailed information about rules - Calls to action and explanations about next steps - Explainers, What's this Policy Mean to Me?	- Increase of receptivity when the Town asks for compliance
Host and Participate in Outreach Events to Connect, Listen, & Educate	- At least 8 'Chats w/ Council' w/ 30 cumulative attendees annually - Table @ 4 Peoples Markets - Take community 'pulse'	- Hosted new 'Budget Open House' in 2025 - Hosted Leadership JH with budget focus - Add an additional event in 2026 'Open Day,' Open House, or Walk & Talk Tour
Enhanced Community Engagement & Full Circle Communication	- Continue creating thorough engagement processes to consult, involve, & collaborate - Focus on listening, gathering community insight, and sharing what informed decision making	- Develop and implement at least two full circle engagement processes annually
Improve Interactions & User Experiences with the Town	- Communications consistently use & check-for 'Plain Language' - Digital payments will be accepted - Forms and processes will be simplified and easier to follow	- Updates to at least 5 forms per year - 2 trainings per year on use of 'Plain Language'

TOPIC/ITEM/ CHANNEL	BENCHMARKS	MILESTONES
Set & Educate on Brand Guidelines	Set & Educate on Brand Guidelines - Develop/distribute Brand book & Guidelines - Create consistently designed assets across and throughout the organization - By Sept. 2025, share step-by-step instructions for staff/Council with letterhead, slides, email signatures, font, and other brand assets	- Establish a more cohesive visual identity for the Town - Train staff in brand guidelines - Co-brand guidelines in 2026 - Help ensure constituents know the services the Town offers & understand new policies - Improve the Town's overall reputation
Establish Trust, Credibility, & Reliability	- Celebrate success & share stories about public servants/service. - Educate about new initiatives, programs, and policies - Help the community understand services we offer, reduce confusion, and increase participation	- Move closer to making 80% of what we share being education without any asks - Be seen as resource and place people can trust to find and deliver info and services
Build Internal Cohesion & Morale	- A strong brand identity boosts internal morale and cohesion - Employees who understand and identify with the Town's brand feel proud of their work and align with the Town's goals	- Set more consistent internal communications with branding. - Work with Internal Services team on communications
Inform	- Push information out, gather details, write, create visuals, & share messages & content widely	- Post and share 2 or 3 Eblasts and 2 or 3 social media posts weekly
Media Requests	- Collaborate and support responses to media	- Ad hoc, average 3 weekly requests EA fields directly or supports - Meet w/ N&G reporter every other week
Incident Response	- Consult for perspective & help craft thoughtful responses	- Consult on 4 or 5 incidents annually
Newsletters	- Published monthly at end of the month since July of 2020 (12 annually, 60 total) - Newsletter goes to 3,500 people & consistently has solid open rates	- Supports 80% of content being to build awareness, celebrate success stories, & humanize government - Continue with 5 or 6 features each month. - Grow subscriber list

TACTICS & PROJECTS	BENCHMARKS	MILESTONES
Social Media	-5,900 followers on Town FB -2,500 followers on Town Instagram	-Continue consolidating accounts -Continue posting 2 to 3 times per week on FB & Insta
Paper & Digital Water Bills	- Paper: 2,900 households - Digital: 5,000 households	-Once monthly. -Buildout annual calendar with balance of 80/20 rule through the 12 months.
Eblasts	- Push out content to engaged list	- 2 posts weekly or @ least 24 annually
Website (see analytics below)	- Promote specific pages & content - Remove friction and drive users to content we want people to see - Move News Flashes up and what other content to compile for easy access on homepage	- Compile comprehensive overviews of upcoming planning items in 'News Flash' item - Compile construction projects that appear as 'News Flashes' on our homepage
Media Trainings	- Beginning conversations with media by asking if you are 'on the record' or providing 'background' - Ask what angle of article will be - Ask who else reporter is talking to	- Offer media trainings quarterly
Plain Language	- Continue to work to use Plain Language across departments and divisions and will also	- Train staff in use of Plain Language, so it becomes universal at the Town - Offer twice annually
Community Engagement Task Force (CETF)	- Establish, appoint, and stand-up Community Engagement Task Force - Set parameters and accountability standards for member participation	- Members attend no less than 85% of CETF - Members attend no less than 85% of annual Council meetings and 'Chats'
Language Access	- Create plan - Continue sending monthly content through Voices JH	- Goal to move toward 50% of content being translated into Spanish - Lead 2/3 trainings annually
Segmenting Lists	- Gathering topic-specific lists - Growing subscribers	- More targeted communications

A6 | Website Analytics

	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2
TOTAL VISITS	125,094	74,398	71,365	81,640	125,094	74,398	71,365	81,640	83,199	84,842
TOTAL VISITORS	107,859	65,614	63,908	71,031	107,859	65,614	63,908	71,031	72,795	76,003

2023 Page Visits	VISITS	2024 Page Visits	VISITS
1 START Bus Maps & Schedules	139,236	1 START Bus Maps & Schedules	131,296
2 Town of Jackson Homepage	57,590	2 Town of Jackson Homepage	55,598
3 START Bus Homepage	56,070	3 START Bus Homepage	51,306
4 START Bus Fares	14,999	4 Airport Shuttle	17,382
5 Town Square	13,536	5 Town Square	16,892
6 Pay Fees	10,345	6 START Bus Fares	16,621
7 Public Parking	10,051	7 Public Parking	12,898
8 Council Agendas and Minutes	9,774	8 START Bus Transit App	12,683
9 Shed Hunt	9,194	9 Pay a Bill or Ticket	10,950
10 Job Opportunities	8,392	10 Job Opportunities	10,627

2023 External Referring Sites	VISITS	2024 External Referring Sites	VISITS
1 Jackson Hole Mountain Resort	17,276	1 Jackson Hole Mountain Resort	18,377
2 Teton Village Association	3,901	2 Jackson Hole Airport	4,644
3 Jackson Hole Airport	1,638	3 Teton Village Association	2,632
4 Jackson Hole Traveler Visitor's Guide	423	4 Visit Wyoming	1,978
5 CoolWorks.com - Jobs in Great Places	413	5 Jackson Hole News & Guide	1,837

2023 Social Media Referrals	VISITS	2024 External Referring Sites	VISITS
1 Facebook	5126	1 Facebook	2,370
2 Instagram	206	2 Reddit	272



STAFF REPORT



Meeting Date:	July 21, 2025	Meeting Title:	Town Council Workshop
Submitting Department:	Administration	Presenter:	Tanya Anderson
Agenda Item:	Town of Jackson Sustainability Plan Progress Update	Public Comment	Yes

Purpose & Policy Considerations.

The purpose of this item is to update Town Council on progress since Council accepted the Town Sustainability Plan on July 1, 2024, and receive direction on next steps.

Requested Action.

The requested action is for Council to review progress made in the past year and proposed steps for the next year and provide direction.

Recommendations.

Staff recommends that Council supports moving forward with implementation of Sustainability Plan strategies as described in this report.

Background.

The Town of Jackson has pursued leadership in sustainability initiatives since 2006. To date, these efforts have saved the Town of Jackson more than \$3 million in energy costs related to fuel, electricity, natural gas, and propane while avoiding more than 4,000 tons of CO₂ equivalent.

At the July 1, 2024, Regular Town Council meeting, Council accepted a new Town Sustainability Plan. Council's acceptance of the plan indicates support for its goals and strategies but does not make them binding. Regulatory changes must return to Council for consideration, and budget requests for implementation must be approved by Council.

The Sustainability Plan includes targets and initiatives for municipal operations within the Town of Jackson and in the greater community, with the overarching priorities of climate sustainability, climate resiliency, and environmental quality. Overarching goals dovetail with the goals of the Town of Jackson/Teton County Comprehensive Plan, sometimes word for word. The Sustainability Plan contains six areas of focus that each have a vision, goals, targets, and strategies. An accountability section at the end encourages public and transparent communication about the Sustainability Plan and associated initiatives.

Providing an annual update to Council on Sustainability Plan progress is one of the targets in the accountability section, which we will accomplish upon completion of this staff report and presentation. This year's progress report focuses on performance indicators such as how many strategies have been started or completed, and how many targets have been met. The Sustainability Plan is closely connected with the forthcoming Ecosystem Health Indicator Report, which will include indicators that track air pollution, light pollution, water quality, presence of invasive species, spread of diseases in wildlife, barriers to wildlife movement, human-wildlife conflicts, and more. Progress made towards completion of strategies within the Sustainability Plan should lead to improvements in the ecosystem health indicators over time. Likewise, progress made towards emission reduction targets will be added to the progress report in future years after the completion of an updated Greenhouse Gas Inventory and the creation of a new recording system this fall.

Figure 1: Overarching priorities and goals of the Town of Jackson Sustainability Plan



Figure 2: Town of Jackson Sustainability Plan Areas of Focus



The plan includes a total of 30 goals, 36 targets, and 105 strategies. All strategies have been assigned a timeline in which they should be implemented: within two years, within four years, within six years, or within eleven years. The current version of the Sustainability Plan is intended to last through the first six years, or until 2030, and to be updated every five years thereafter. Strategies with eleven-year timelines either need longer than six years to accomplish or reflect higher targets we will strive to achieve after initial targets are made. Included with the Sustainability Plan is a Two-year Implementation Plan. The attached Progress Report measures progress towards completion of goals, targets, and strategies that are intended to be completed by 2030 and provides status updates on strategies in the Two-Year Implementation Plan. Items that are not yet started are not included in the progress report unless they are in the Two-Year Implementation Plan.

Figure 3: Summary of Goals, Targets, and Strategies within the Town Sustainability Plan



At the December 2023 Town Council Workshop, staff recommended passing a Rights of Nature Resolution as one of the potential strategies to include in the Sustainability Plan. Town Council directed staff to begin work on the Rights of Nature Resolution immediately and to include it as the preamble to the Sustainability Plan. The Rights of Nature Resolution was approved by Council on July 1, 2025, alongside approval of the Sustainability Plan. It continues to serve as a reminder that humans are a part of the natural world, that nature has the inherent right to exist and flourish, that we strive to have a reciprocal and regenerative relationship with nature, and that the Town of Jackson shall consider opportunities to use the tools at its disposal to protect the rights of nature. While the resolution was initially proposed as a strategy within the plan, it is not included in our progress report since it was completed the night the Sustainability Plan was accepted.

Analysis.

The Town of Jackson Sustainability Plan Progress Report – Year 1 is attached and includes details regarding targets and strategies that have been completed, are in progress, are in planning, or have not been started yet. Staff highly recommends that Council members read that report.

Several strategies that were approved last year are scheduled to come before Council this fall. Council can expect to see a Request for Proposals and Contract for EV Charging Infrastructure soon, and to consider adoption of the latest International Energy Conservation Code this fall. The Greenhouse Gas Inventory should be completed within seven months. Also, staff will present the Ecosystem Health Indicator Report to Council in August, which is closely tied to the Sustainability Plan.

In the next two years, staff recommend moving forward with all strategies that are currently in progress, and initiating action on the following strategies. All of these strategies were approved by Council when the Sustainability Plan was accepted on July 1, 2024. Some strategies will be led or supported by partner organizations. Staff's recommendations are for how to prioritize strategy implementation between now and 2030. Council may direct staff to prioritize differently.

Work towards energy conservation and environmental protection in the built environment

1. Reduce GHG emissions from Town-owned buildings leased to others (Municipal)
2. Encourage or require smaller, more energy-efficient buildings (Community)
3. Develop strategies to reduce energy used to heat outdoor spaces (Community)
4. Develop renewable energy project standards that minimize impacts to the environment (Community)

Reduce emissions from surface transportation

1. Implement a vehicle purchasing policy (Municipal)
2. Budget for community-wide carshare and bikeshare program (Community)
3. Reduce unnecessary idling (Community)
4. Amplify and support car-free travel options for visitors (Community)

Support healthy wildlife populations

5. Create model native plant or pollinator garden on Town Property (Municipal)
6. Engage community in pollinator protection (Community)
7. Plan out future expansions of Bear Conflict Zone (Community)

Reduce waste

8. Develop sustainable procurement policies that prioritize materials with recycled content (Municipal)
9. Require reusable foodware for dine-in experiences, prohibit foodware containing expanded polystyrene or PFAS, and require provision of accessories only upon request (Community)

Preserve and protect surface and groundwater

10. Implement an emerging pollutant education campaign (Community)
11. Create a drought management plan (Community)

Increase transparency

12. Create a publicly accessible dashboard for tracking progress towards goals (Community)

Key question: *Does Council support the proposed implementation strategies for the next two years?*

Possible Alternatives.

- Council may recommend prioritizing different Sustainability Plan strategies.
- Council may direct staff to pause work on implementation of any or all of the strategies within the Town Sustainability Plan.

Comprehensive Plan & Priority Alignment.

Principle 1.1—Maintain healthy populations of all native species.

Principle 1.2 – Preserve and enhance surface water and groundwater quality.

Policy 1.3.d Maintain dark night skies

Principle 2.1 – Reduce energy consumption of non-renewable energy

Principle 2.2 Reduce greenhouse gas emissions through land use

Principle 2.3 – Reduce greenhouse gas emissions through transportation

Principle 2.4 – Increase energy efficiency in buildings

Principle 2.5 – Reduce greenhouse gas emissions through waste management and water conservation

Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit and micro-mobility infrastructure

Principle 7.2 – Reduce greenhouse gas emissions from vehicles to 2012 levels

Principle 9.3 – Anticipate future issues and pioneer innovative solutions

Fiscal Impact.

The fiscal impact of implementing strategies within the plan will be determined by future budgets and workplans. Strategies will be brought back to Council individually or within annual budget requests.

Staff Impact.

20% of the Ecosystem Stewardship Administrator's job description is dedicated to the Town Sustainability Plan. Implementation of the Sustainability Plan requires cross-departmental coordination as well as support from external organizations; staff impact varies greatly depending on the strategy.

Attachments or Links.

Town of Jackson Sustainability Plan Progress Report – Year 1

Sustainability Plan Progress Report Presentation Slides

Two-Year Implementation Plan

Town of Jackson Sustainability Plan

Suggested Motion.

I move to direct staff to initiate work on the 16 Sustainability Plan strategies proposed in the analysis section of this staff report in the next two years.

Town of Jackson Sustainability Plan Year 1 Progress Report

On July 1, 2024, the Jackson Town Council accepted a new Sustainability Plan and a Two-Year Implementation Plan, which included a directive for staff to return to Council annually with a progress report.

The goals of the Sustainability Plan are broad and visionary. They require multiple years of data showing incremental change. Many will be tied to the Ecosystem Health Indicator Report and the Greenhouse Gas Emissions Inventories that will be completed in Fiscal Year 2026 (FY26). Thus, they are not included in this progress report. Strategies that are not yet started are not included in this progress report unless they are in the Two-Year Implementation Plan. Strategies are separated into municipal strategies, which are related to Town of Jackson internal operations, and community strategies.

The Sustainability Plan includes 30 goals, 36 targets, and 105 strategies with completion dates of 2030 or 2035. This report will focus on the 33 targets and 88 strategies that are intended to be completed by 2030.



Figure 1: Summary of Goals, Targets, and Strategies within Town Sustainability Plan

Targets:

Five out of 33 targets (15%) have been met. Most of these are ongoing targets that need to be maintained year over year.

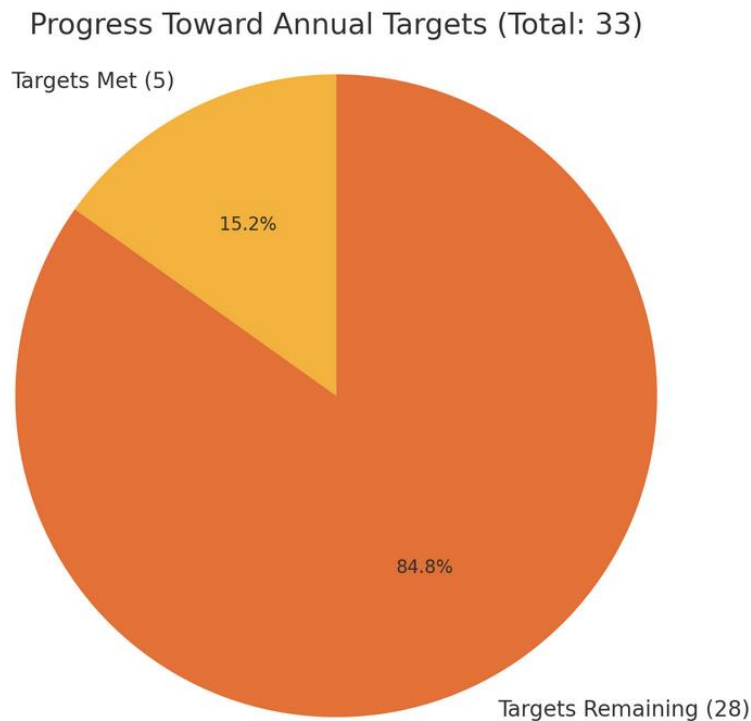


Figure 2: Progress towards annual targets

Community Targets Met:

- Attain Dark Sky Community Certification
- Communicate with the public about relevant sustainability plan strategies quarterly

Municipal Targets met:

- Communicate with Town staff about Sustainability Plan initiatives quarterly
- Provide annual update to Town Council on Sustainability Plan Progress
- 100% of electricity used for municipal operations is Green Power

Strategies:

34 out of the 88 strategies (39%) that are intended to be completed by 2030 were included in the Two-Year Implementation Plan that was accepted with the Sustainability Plan. Two strategies that were in the Two-Year Implementation Plan are proceeding ahead of schedule, and two are behind schedule. Eight strategies that were not included in the Two-Year Implementation Plan have been started and are included in this report. Six are ahead of schedule, and two have been added to acknowledge work being done by other departments.

The following strategies are proceeding ahead of schedule:

- Thanks to funding from the Teton Conservation District and the Jackson Hole Travel and Tourism board, we have been able to purchase enough bear-resistant trash containers for downtown, accomplishing this goal sooner than expected. This project also moves us closer to our goal of pairing recycling bins with trash bins sooner than expected.

- The creation of an Eco-Stewards program is moving forward due to Council’s directive to create an Ambassador Program at Karns Meadow. Staff is piloting a few volunteer events this summer and plans to roll out an official ambassador program in 2026.
- Community-wide efforts to ensure adequate, consistent, and reliable flow from the Jackson Lake Dam are moving forward earlier than expected thanks to grant funding that Town Council supported through our grant writers for the creation of the Snake River Headwaters Watershed Group.
- A large federal grant supporting Electric Vehicle (EV) Charging Infrastructure in the region put us ahead of schedule for two strategies: 1) Plan for an electric future, and 2) Reduce peak demand by incentivizing EV charging during off-peak hours.
- Work on a strategy to consider adopting a voluntary energy conservation stretch code has started earlier than expected thanks to an invitation to participate in a regional effort led by another organization that is working to create model stretch codes.
- Upon receiving Dark Sky Community Certification, Wyoming Stargazing has launched a community education effort and certification program encouraging businesses and residents to follow dark sky practices.

The following strategies are behind schedule:

- Piloting a community car-share and bike-share program is behind schedule because it has not been prioritized in the budget. This strategy is unlikely to be completed within the first two years without dedicated funding and thus has been marked “late”.
- The strategy to increase recycling of commercial beverage containers is delayed while staff considers various approaches. Staff recommends postponing strategies related to increasing recycling rates slightly to align them with future improvements to recycling infrastructure.

Strategy Timeline Status

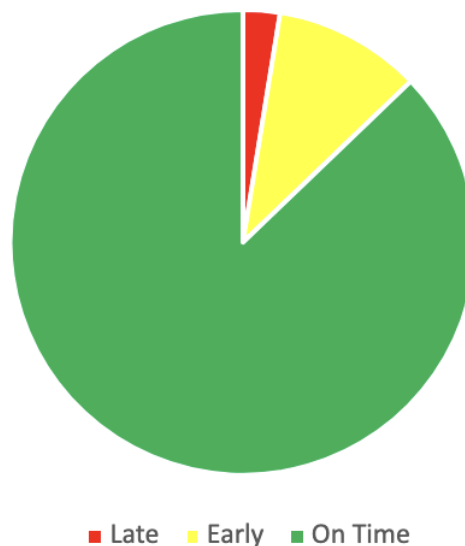


Figure 3: Strategy Timeline Status

This report focuses on the 34 strategies that were included in the Two-Year Implementation Plan plus the eight additional strategies towards which progress has been made. Progress towards strategies is recorded as Completed, Continuous, Planning, In Progress, or Not Started. “Continuous” strategies are those that have been met but require actions year over year to maintain. Percentages are based on the full 88 strategies with 2030 targets.

Four strategies have been completed or are continuous (4.5%):

- Apply for International Dark Sky Community certification
- Implement Pay As You Throw Pricing for residential trash
- Commit to quarterly communications with the public
- Continue to purchase 100% Green Power for municipal operations

29 strategies (33%) are in the planning phase or are in progress, and nine (10%) have not been started.

Total Strategy Status (42 Community and Municipal)

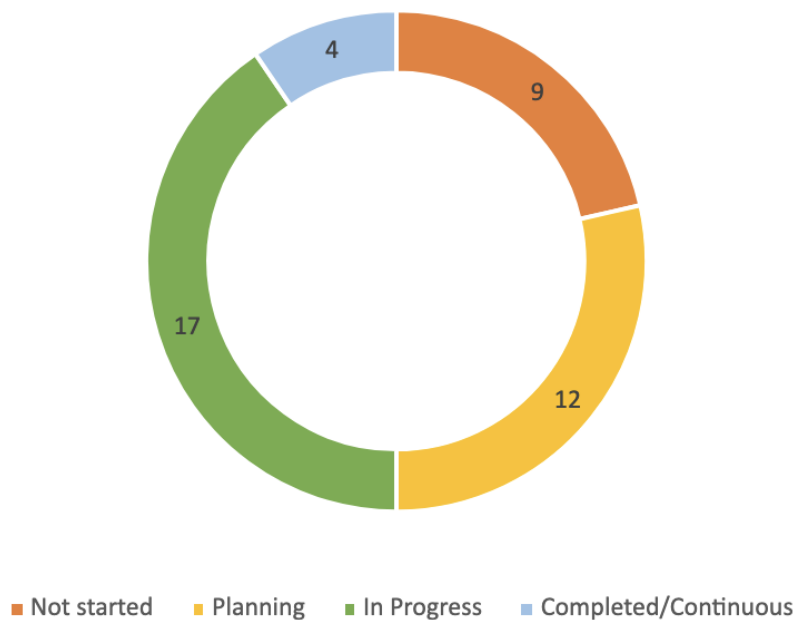


Figure 4: Strategy Status

Table 1: Municipal Strategies

Area of Focus	Strategy	Status Update
Energy 	Continue to purchase 100% Green Power	Continuous. The Town continues to purchase Green Power
	Increase percentage of energy from renewable energy sources	Planning. Adding solar to the CORE maintenance facility is in the Capital Improvement Plan for FY28.
Nature-Based Solutions 	Create an Eco-Stewards program	Planning (early). Staff was directed by Council to create Karns Ambassador program. Planning to launch in the spring of 2026.
	Create model native plant or pollinator garden on Town property	Not Started. Postponed to focus on Karns Ambassador Program. Recommend for 2026-2027.
The Built Environment 	Convert Town-owned trash receptacles to bear-resistant ones	In Progress (early). 100% of downtown cans will be converted by November 2025. START and Parks and Rec will complete in FY2026.
	Convert Town-owned lighting to dark sky compliant lighting	In Progress. Plan developed to convert about 20% annually for 5 years. First conversions and removals have begun.
	Reduce GHG emissions from Town operations	In Progress. Implementation of recommendations from energy audit has begun.
	Reduce GHG emissions from Town-owned buildings leased to others	Not Started. Recommend for 2026.
	Build for the Future	Planning. Engineering staff have completed coursework in pursuit of ENVISION certification.
Mobility 	Improve fuel efficiency in Town fleets	In Progress. Town has purchased 2 new EVs and budgeted for more.
	Increase use of alternative fuels	Planning. Piloting Renewable Diesel in 2025.
	Implement a vehicle purchasing policy	Not Started. Recommend for FY26.
Healthy Watershed 	Improve efficiency of faucets, irrigation systems, and practices on Town property	In Progress. Irrigation improvements have been made.
Circularity 	Digitize paperwork, incentivize workplace recycling, and model zero waste events	In Progress. Digitized events form, added workplace compost, and began using reusable dishware at Town events.
	Pair recycling bins with public trash bins	In Progress (early). Will move from 33% of bins paired to 52% of bins paired this summer.

Table 2: Community Strategies

Area of Focus	Strategy	Status Update
Energy 	Support the development of community renewable energy projects	Planning. Council approved SPET disbursements for ECW community solar project
	Incentivize electric vehicle charging during off-peak hours	Planning (early). RFI released seeking information. RFP planned for FY26
Nature-Based Solutions 	Engage community in pollinator protection	Not Started. Recommend for 2026-2027.
The Built Environment 	Apply for International Dark Sky Community certification	Completed. Certification received April 11, 2025.
	Educate, encourage, and incentivize conversion of non-compliant lighting to dark sky lighting	In Progress (early). Education initiatives led by Wyoming Stargazing
	Commit to reviewing and adopting the latest International Energy Conservation Code within one year of their release	Planning. Scheduled to go before Council in fall, 2025.
	Adopt a voluntary energy conservation stretch code	Planning (early). Town staff have been invited to participate in a regional collaborative that will develop a model stretch code.
	Develop strategies to reduce energy used to heat outdoor spaces	Not Started. Recommend for 2026.
	Encourage or require smaller, more energy-efficient buildings	Not Started. Recommend for 2026.
Mobility 	Update parking management program downtown	In Progress. Parking garage changes implemented. Additional considerations needed.
	Prioritize access to multi-modal mobility when considering new housing developments	In Progress. Virginian development is a great model for this that can be applied to other developments.
	Implement Travel Demand Management strategies and programs in the Integrated Transportation Plan	In Progress. Transportation Manager Charlotte Frei's team is working on this
	Plan for an electric future	In Progress (early). Support from DOT grant will support EV charging expansion earlier than expected.
	Expand Park and Ride facilities and mobility hubs	Planning. Transportation Manager Charlotte Frei is leading this.

	Pilot community-wide carshare and bikeshare program with low-emission vehicles	Planning (late). Not currently prioritized by Council in budget. Implementation options are being developed by the Transportation Division.
Healthy Watershed 	Implement a water conservation campaign	In Progress. Water bill flyers, social media posts, Town Hall atrium.
	Support efforts to ensure adequate, consistent, and reliable flow from the Jackson Lake Dam	In Progress (early). Council supported grant writing to fund the Snake River Headwaters Watershed Group.
	Address large sources of sedimentation entering Flat Creek	Planning. Town Stormwater Management Plan is nearing completion.
	Implement an emerging pollutant education campaign	Planning. Conducting PFAS testing spring/summer 2025 to gather data.
Circularity 	Implement Pay-As-You-Throw pricing	Completed. Approved in December 2024. Starts August 1, 2025.
	Update events form to encourage or require waste reduction or recycling	In Progress. Some changes made. Discussions continue.
	Require commercial recycling of beverage containers for alcohol beverage service permit holders	Not Started (late). Reconsidering method to accomplish goal. Recommend postponing to align with Recycling Center improvements.
	Require reusable food ware for dine-in experiences, prohibit food ware containing expanded polystyrene or PFAS, and require provision of accessories only upon request	Not Started. Recommend for 2026.
Accountability	Commit to quarterly communications with the public	Continuous. Accomplished during first year
	Complete a Local Government Operations and Community-wide GHG Inventory within one-year of adoption	In Progress. Professional services budgeted and contract signed.
	Create or improve LGO and community-wide GHG emissions data collection	In Progress. Professional services budgeted and contract signed.
	Create a publicly accessible dashboard for tracking progress towards goals	Not Started. Recommend for 2026.



**Town of Jackson
Sustainability Plan
Year 1 Progress Report**



Purpose and Policy Considerations

The purpose of this item is to update Town Council on progress since Council accepted the Town Sustainability Plan on July 1, 2024, and receive direction on next steps.



Town of Jackson Sustainability Plan History

10x10 initiative: Reduce energy consumption 10% by 2010

40x20 initiative: Improve building, vehicle, and WWTP efficiency 40% by 2020, divert 50% of waste stream, and purchase 100% GREEN electricity.

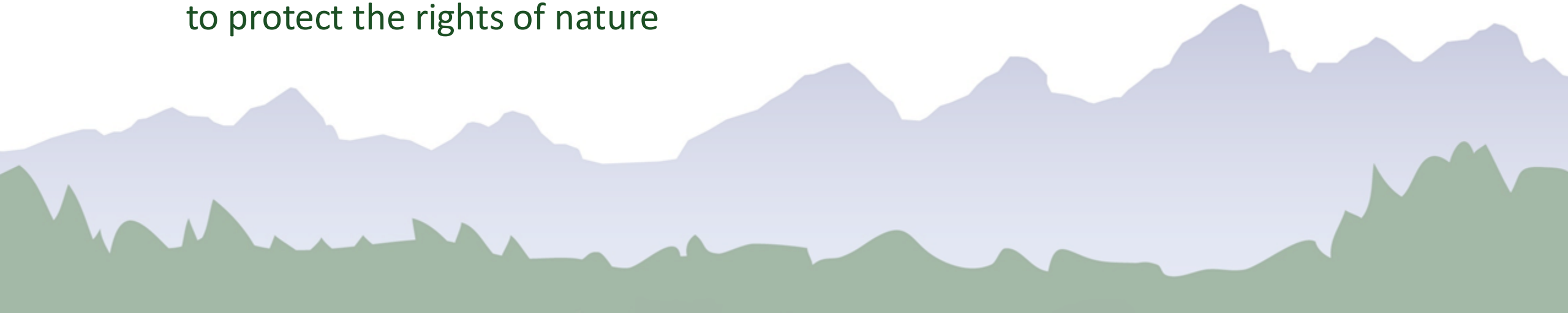
Results: Avoided more than \$3 million in energy and fuel costs, and reduced CO₂e emissions by more than 4,000 tons

Town Sustainability Plan: Accepted by Council July 1, 2024, along with the Two-Year Implementation Plan



Rights of Nature

- Preamble to Sustainability Plan
- Serves as a reminder that:
 - Nature has the inherent right to exist and flourish
 - Humans are a part of the natural world
 - We strive to have a reciprocal and regenerative relationship with nature
 - The Town of Jackson shall consider opportunities to use the tools at its disposal to protect the rights of nature



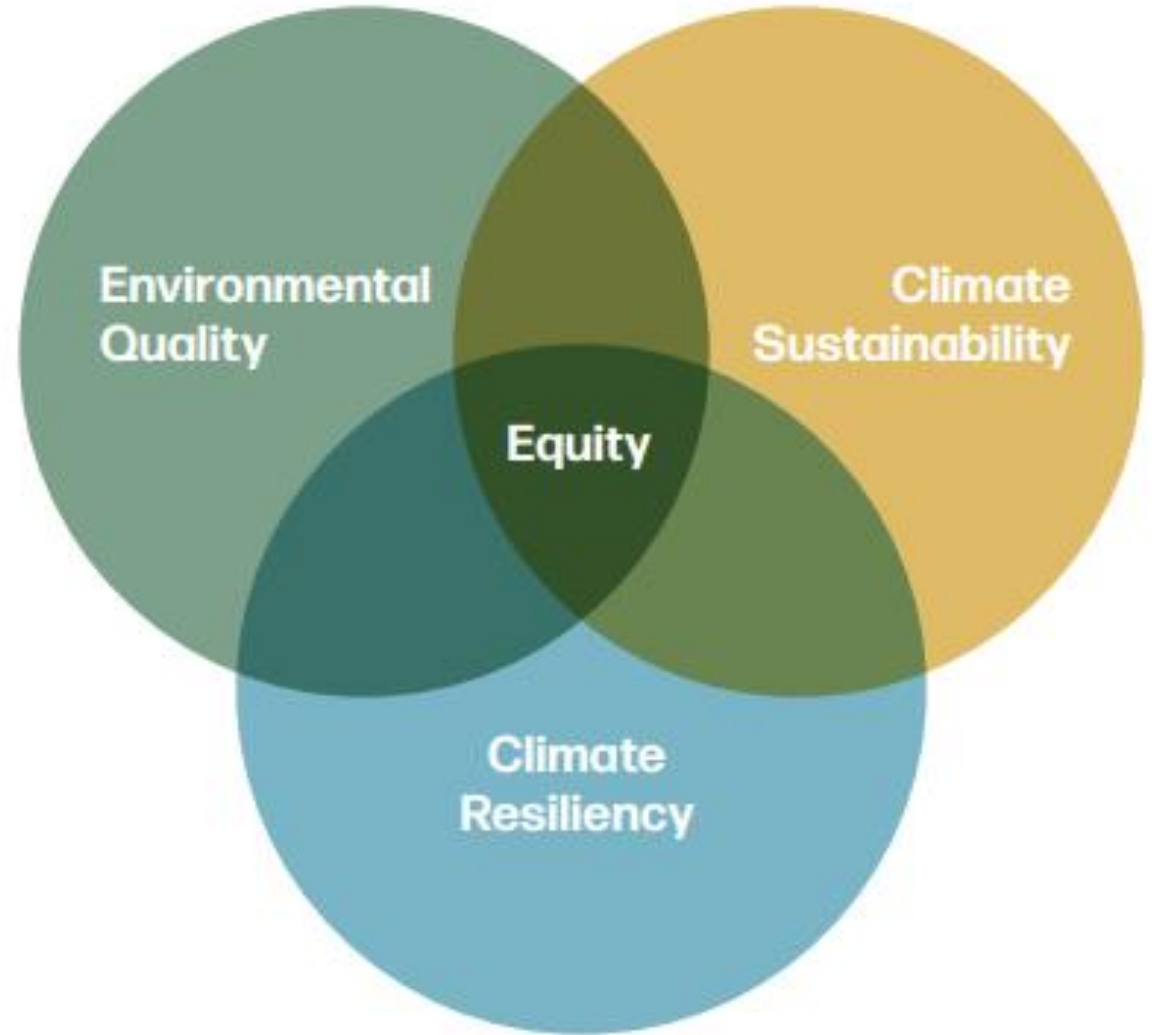
Sustainability Plan Overarching Goals & Priorities

Climate Sustainability - Net zero by 2030

Climate Resiliency - Identify areas of vulnerability within our community and actively work to increase resiliency

Environmental Quality

- Maintain healthy populations of all native species
- Preserve and enhance surface water and groundwater quality
- Reduce air pollutants produced in our community from 2022 levels



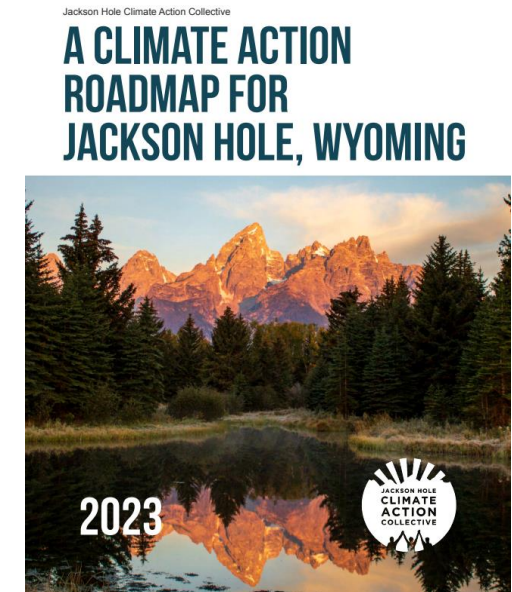
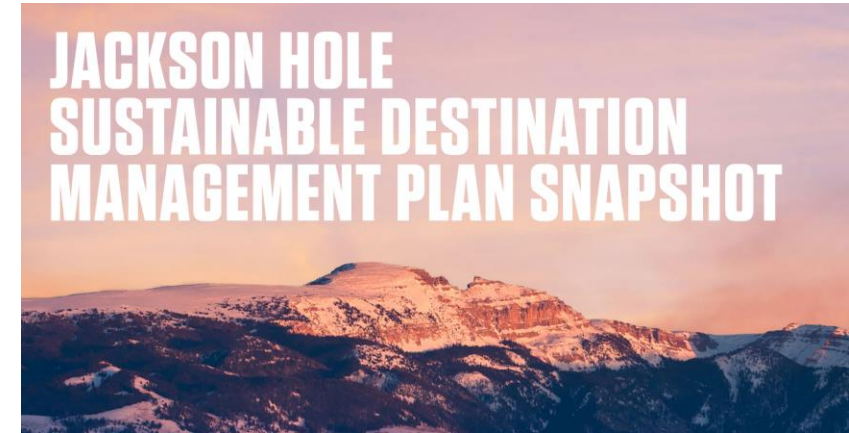
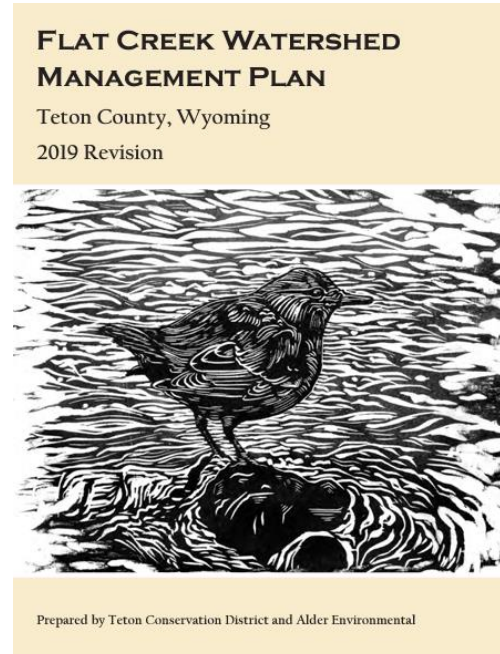
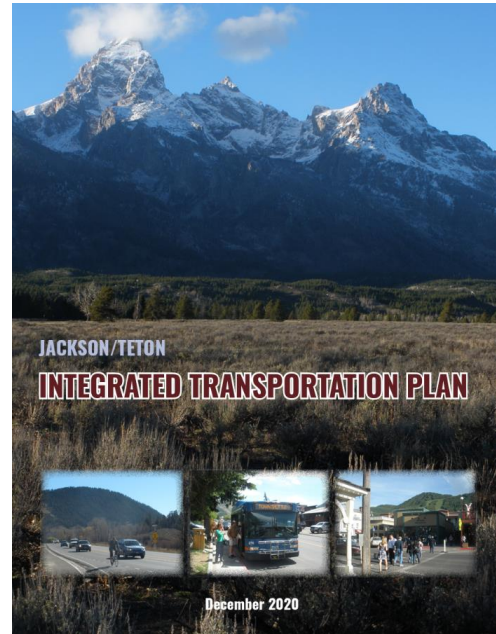
Alignment with other plans



ECOSYSTEM STEWARDSHIP | GROWTH MANAGEMENT | QUALITY OF LIFE

JACKSON | TETON COUNTY COMPREHENSIVE PLAN

UPDATED 02 November 2020
- originally approved 06 April 2012 -



Community Input

- Focused meetings:
 - Town Staff, Joint Town/County Staff
 - Community-based Organizations
- Community Engagement
 - English Engagement Session
 - Community Survey
 - Spanish Engagement Session
 - 10 interviews with other immigrants
 - Youth and Young Adults



Areas of Focus, Vision Statements, and Filters



Energy

We will reduce the consumption of non-renewable energy, improve energy resilience, and minimize the impacts of renewable energy projects on environmental quality



Nature-based Solutions

We will value and use the ecosystem services provided by our natural environment to improve environmental quality, increase resiliency, and sequester carbon while maintaining the natural and scenic resources in our community



The Built Environment

We will reduce emissions associated with buildings and infrastructure, design for community resiliency, and improve human/wildlife coexistence



Mobility

We will prioritize multi-modal mobility and take action to reduce traffic congestion, pollution, GHG emissions, and collisions



Healthy Watershed

Our surface and ground waters will be unimpaired, resilient, support healthy populations of cold-water fish, and be valued by our community



Circularity

We will rethink systems to reduce waste, support regeneration, reuse and recovery of resources, and encourage our economy to be productive without being extractive

Does it promote a
healthy environment,
here and everywhere?

Does it promote a
healthy community?

Do the long-term benefits
outweigh the economic impacts
of implementation?

Is it equitable?



The Built Environment

We will reduce emissions associated with buildings and infrastructure, design for community resiliency, and improve human/wildlife coexistence

Goals

Reduce emissions attributed to the Built Environment

Improve air quality

Reduce human-wildlife conflicts

Reduce light pollution

Build community resiliency

Targets

Target: Reduce emissions attributed to the Built Environment 30% by 2030

Target: Attain Dark Sky Community Certification

Municipal target: 100% of Town-owned trash containers will be bear-resistant by 2026

Municipal target: 100% of Town-owned lighting will be dark sky compliant by 2030

Municipal target: Reduce emissions from Town operations 40% by 2030

Municipal target: Reduce emissions from Town buildings leased to others 20% by 2035

Strategies

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long



30 Goals



36 Targets

15 Community-wide

21 Municipal

18 by 2030



105 Strategies

81 Community-wide

24 Municipal

68 by 2030

20 by 2030

Year 1 progress: 5 targets have been met

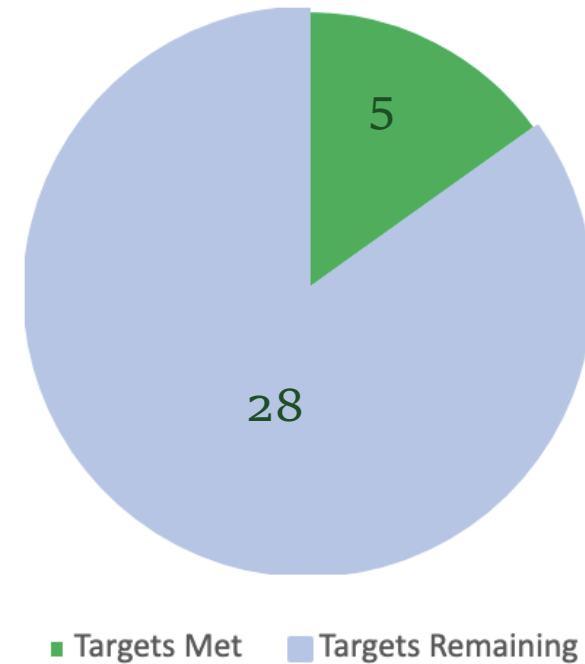
Community Targets Met:

- Attain Dark Sky Community Certification
- Communicate with the public about relevant sustainability plan strategies quarterly

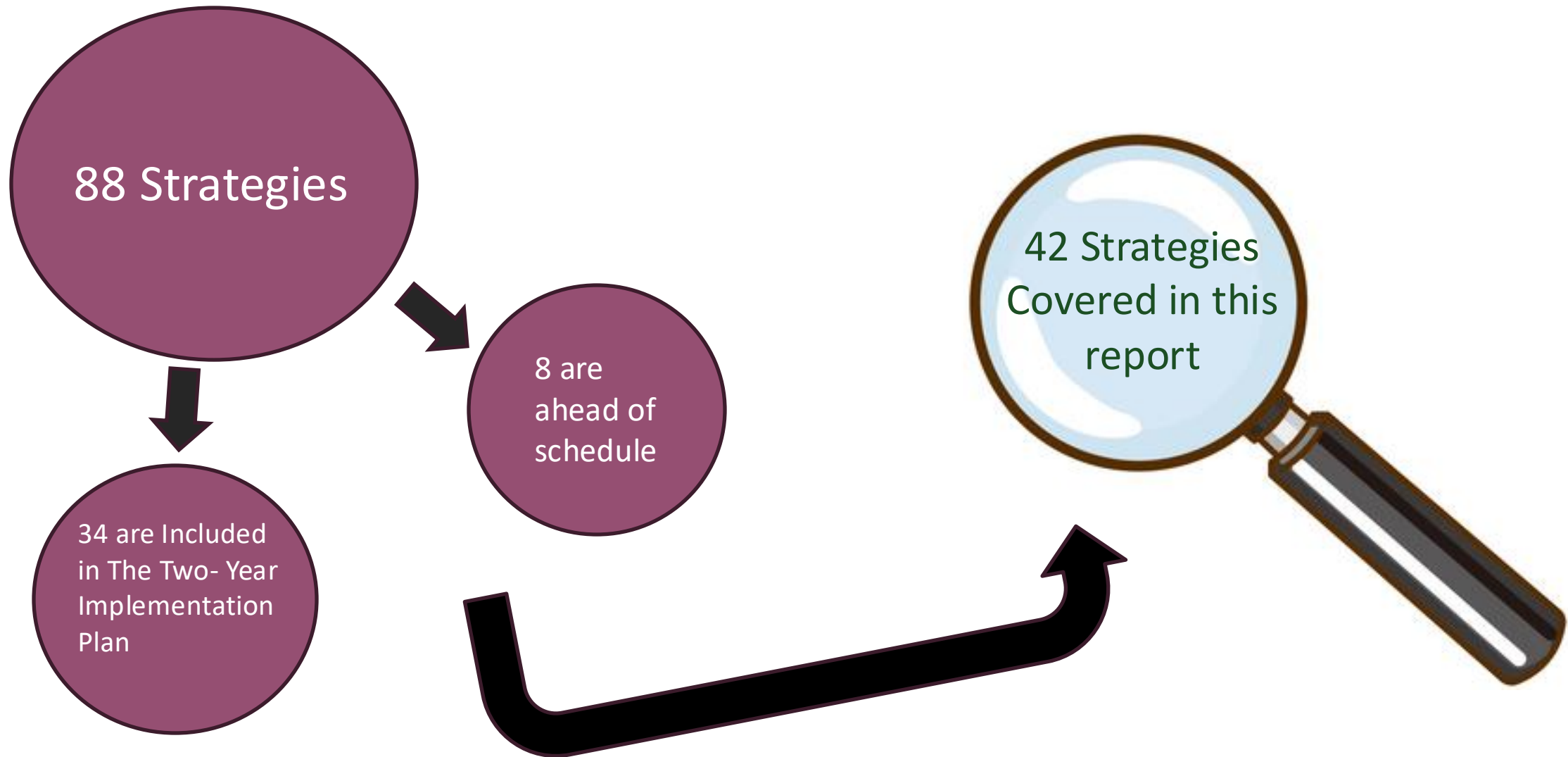
Municipal Targets met:

- Communicate with Town staff about Sustainability Plan initiatives quarterly
- Provide annual update to Town Council on Sustainability Plan Progress
- 100% of electricity used for municipal operations is Green Power

Progress Towards Annual Targets Met (33 Total)



Two-Year Implementation Plan



Year 1 progress: Strategies

Four strategies have been met

- Apply for Dark Sky Community Certification
- Implement Pay As You Throw Pricing
- Commit to quarterly communications with the public
- Continue to purchase 100% Green Power for municipal operations

29 strategies are in the planning or implementation phase

Total Strategy Status (42 Community and Municipal)

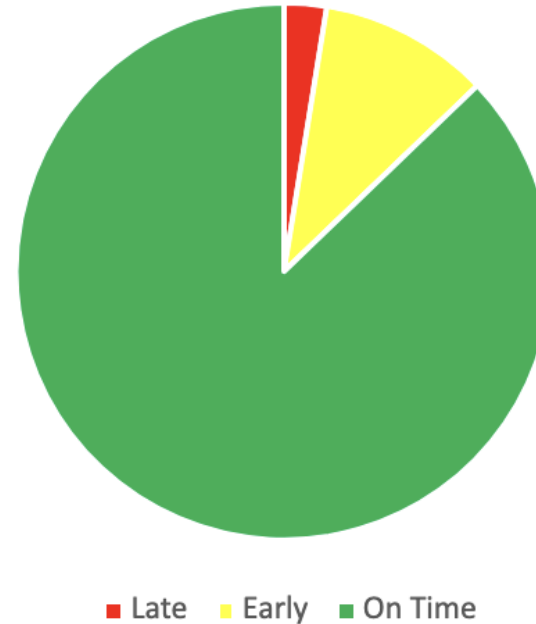


Year 1 progress: Strategies

8 strategies (9%) are ahead of schedule

2 strategies (2%) are behind schedule

Strategy Timeline Status



Municipal Strategy Status By Category (Totals In Parenthesis)



Community Strategy Status By Category (Totals in Parenthesis)



Strategies that are Ahead of Schedule

- Create an Eco-Stewards program
- Convert Town-owned trash receptacles to bear-resistant ones
- Pair recycling bins with public trash bins
- Plan for an electric future
- Incentivize EV charging during off-peak hours
- Support efforts to ensure adequate, consistent, and reliable flow from the Jackson Lake Dam
- Adopt a voluntary energy conservation stretch code
- Educate, encourage, and incentivize conservation of non-compliant lighting to dark sky lighting



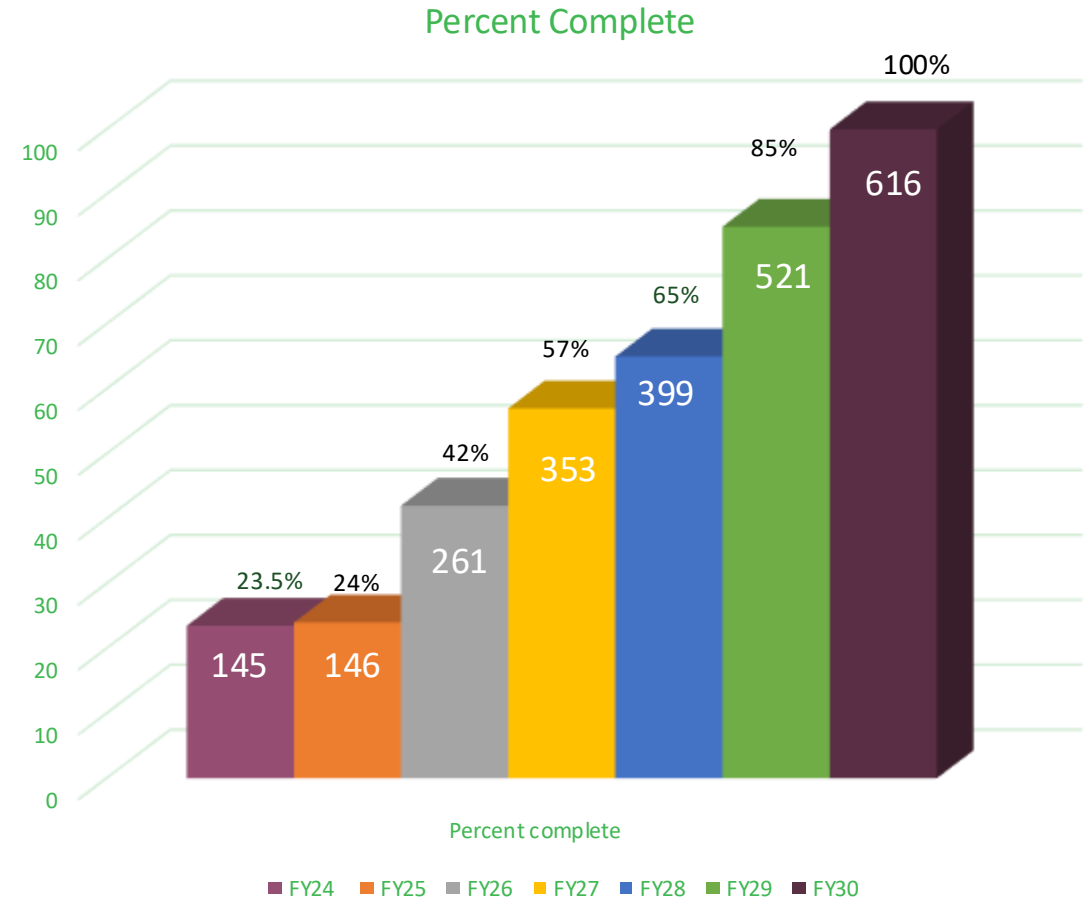
Strategies that are Behind Schedule

- Pilot community-wide carshare and bikeshare program with low-emission vehicles
- Require commercial recycling of beverage containers for alcohol beverage service permit holders

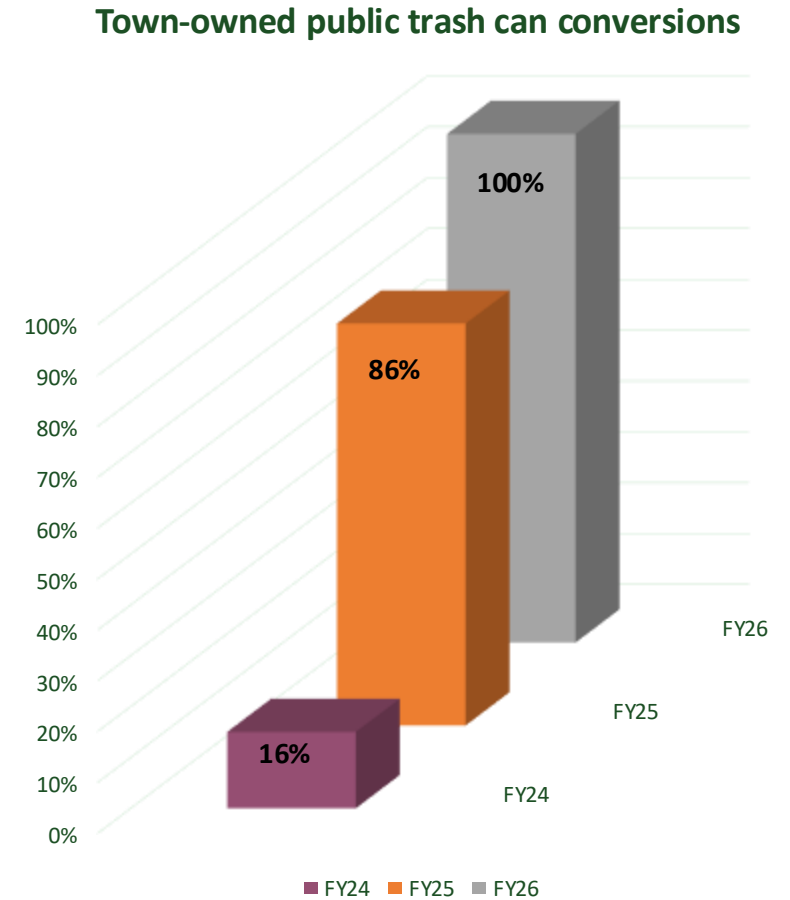


Successes – Dark sky Community Certification

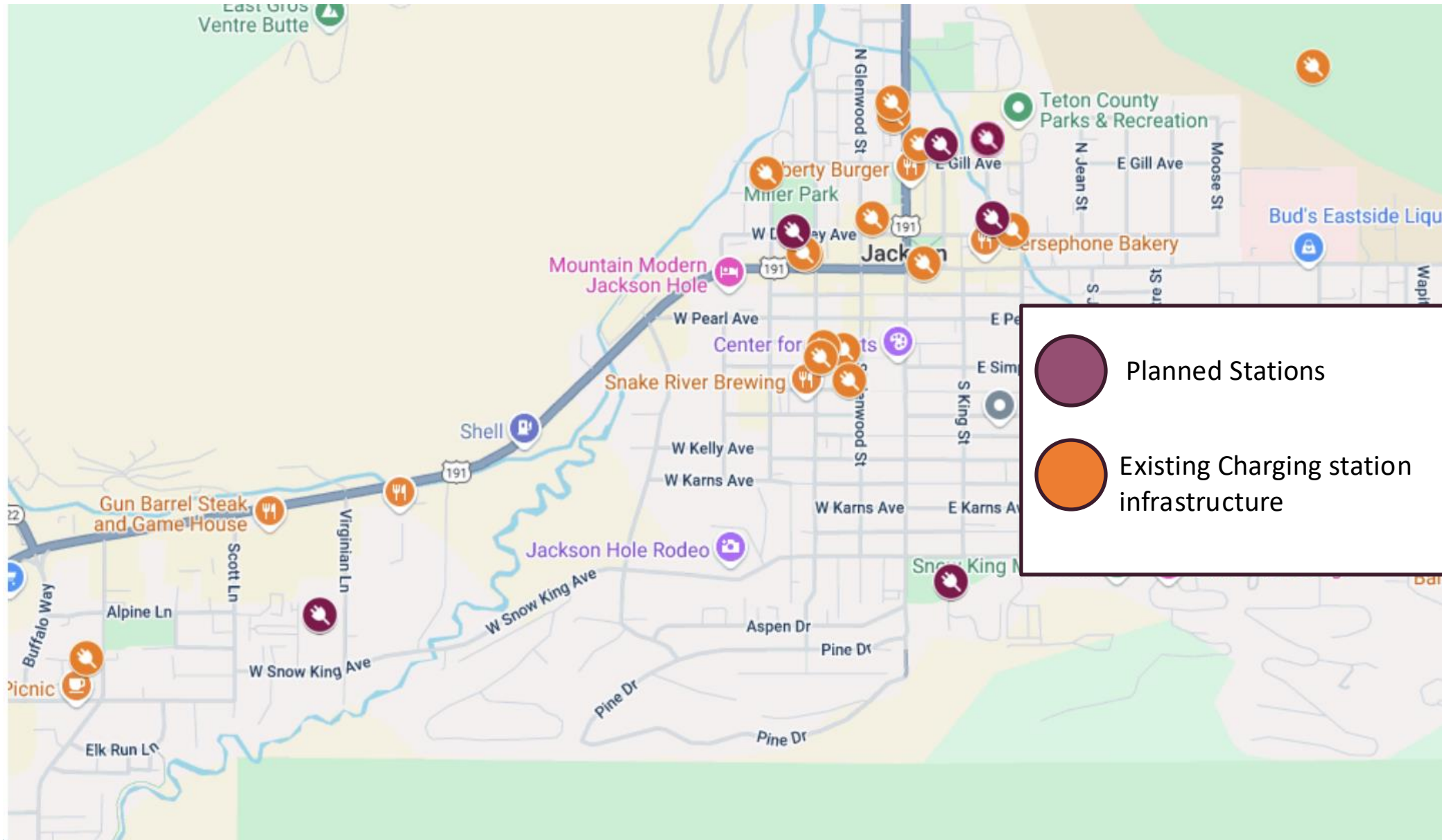
- ✓ Updated LDRs
- ✓ Included Dark Sky Goals in Sustainability Plan
- ✓ Applied for Dark Sky Certification
- ✓ Attained Certification April 11
- ☐ **Have 5 years to complete conversions of Town lighting**
- ☐ Must continue public education – WY Stargazing leads this effort



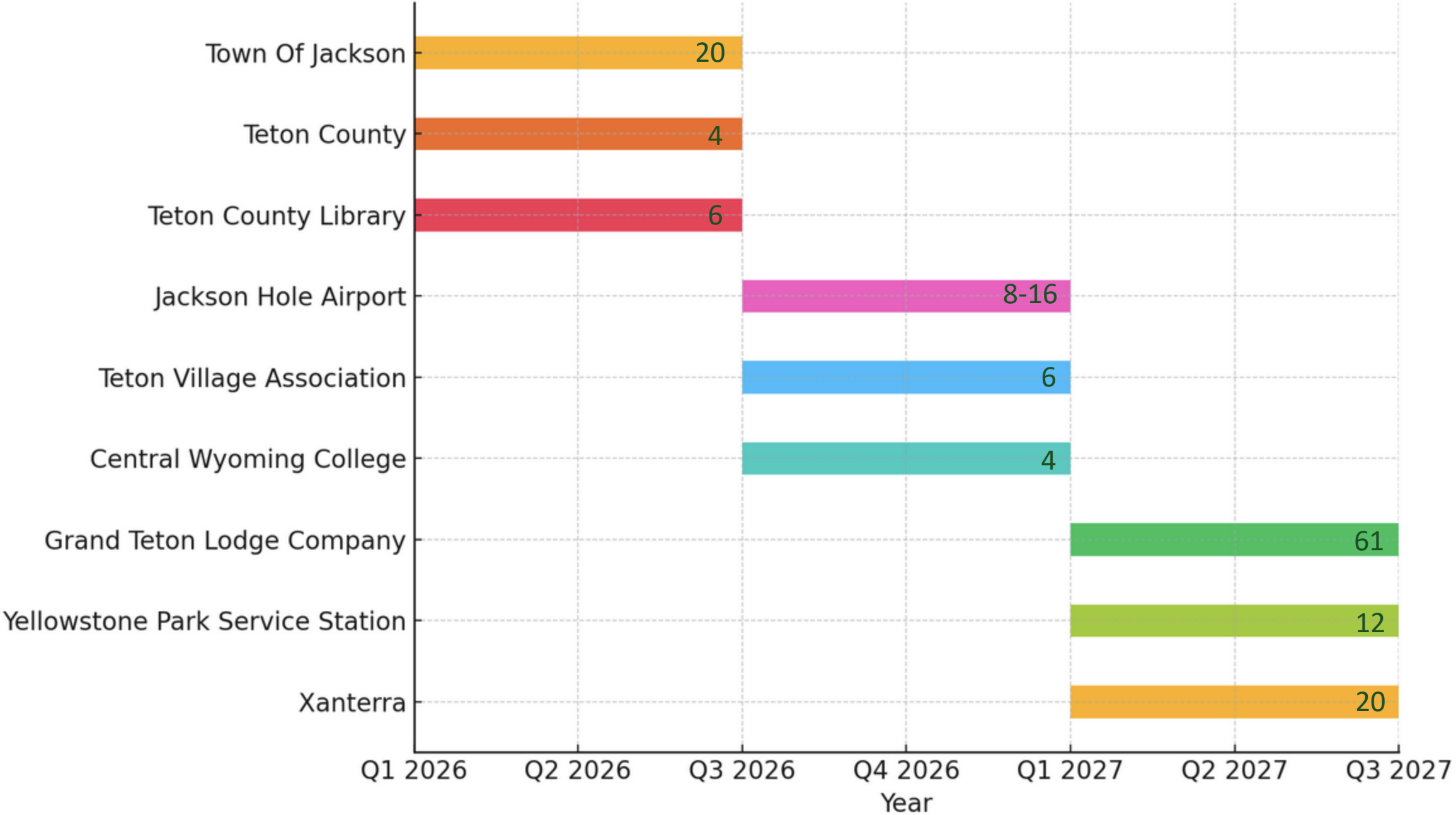
Successes – Bear-Resistant Trash Containers



Success: EV Charging Stations



Estimated Completion Timeline by Organization



Small successes

- 8% decrease in emissions from Town buildings, WWTP, water production since FY24
- 8% decrease in water consumption since FY24
- Zero waste town staff events
 - 670 lbs. composted in FY25
- Hosted MT2030 in October
 - Diverted 78.89% of waste, modeling a sustainable event



What to expect in the next 6 months

For Council Consideration

- Ecosystem Health Indicator Report
- RFP and contract for EV Charging Stations
- Consider adoption of International Energy Conservation Code

Other progress in the coming months

- Installation of new trash cans downtown
- 115 dark sky lighting conversions
- Renewable Diesel pilot
- Completion of Greenhouse Gas Inventory
- Emerging pollutant data collection and education campaign

Recommendations for 2026-2027

Built Environment

- Reduce GHG emissions from Town-owned buildings leased to others (Municipal)
- Encourage or require smaller, more energy-efficient buildings (Community)
- Develop strategies to reduce energy used to heat outdoor spaces (Community)
- Develop renewable energy project standards that minimize impacts to the environment (Community)

Surface Transportation

- Implement a vehicle purchasing policy (Municipal)
- Budget for community-wide carshare and bikeshare program (Community)
- Reduce unnecessary idling (Community)
- Amplify and support car-free travel options for visitors (Community)



Recommendations for 2026-2027

Municipal Strategies are marked. All others are Community Strategies.

Wildlife

- Create model native plant or pollinator garden on Town Property (Municipal)
- Engage community in pollinator protection (Community)
- Plan out future expansions of Bear Conflict Zone (Community)

Water

- Implement an emerging pollutant education campaign (Community)
- Create a drought management plan (Community)

Waste

- Develop sustainable procurement policy (Municipal)
- Require reusable foodware for dine-in experiences, prohibit foodware containing expanded polystyrene or PFAS, and require provision of accessories only upon request (Community)

Accountability

- Create a publicly accessible dashboard for tracking progress towards goals (Community)

Key Question:

Does Council support the proposed implementation strategies for the next two years?



Suggested Motion

I move to direct staff to initiate work on the 16 Sustainability Plan strategies as proposed in the analysis section of this staff report in the next two years.



Questions of Staff



Public Comment



Two-Year Implementation Plan

The Two-Year Implementation Plan is structured to initiate the necessary actions for our community to achieve its goals and targets. This plan encompasses all strategies slated for immediate implementation. Although we will begin making progress on some longer-term strategies during the first two years, this document includes only those with significant work already budgeted or approved.

Cost Estimates

The cost estimates provided cover upfront capital costs, staff time, and any ongoing expenses through 2030, categorized as follows:

Small Costs (\$): Less than \$100,000

Medium Costs (\$\$): Between \$100,000 and \$1,000,000.

Large Costs (\$\$\$): Exceeding \$1,000,000.

These estimates exclude potential funding sources that could mitigate overall costs. The federal Inflation Reduction Act now offers a Direct Pay option for local governments, potentially providing rebates of up to 40% for renewable energy projects, electric vehicles, and electric vehicle charging infrastructure.

Financial and Community Benefits

Strategies that offer direct cost savings or revenue-generating potential for the Town of Jackson, Teton County, local businesses, or individuals are highlighted in green. While the simple payback period varies depending on the strategy and is not specified in this chart, the indirect benefits—such as improved community health, economic growth, and environmental sustainability—are equally significant, although harder to quantify.

This plan is a foundational step towards a sustainable future, ensuring our community is well-prepared to meet its long-term objectives efficiently and effectively.

Community Strategies

Green \$ indicates long term cost savings

Status	Area of Focus	Strategy	Departments/Partners	Cost
In progress	The Built Environment	Apply for International Dark Sky Community certification	Teton County, Wyoming Stargazing	\$
In progress	Mobility	Implement Travel Demand Management strategies and programs in the Integrated Transportation Plan	Regional Transportation Planning Administrator	\$\$
In progress	Healthy Watershed	Implement a water conservation campaign	Administration, Community Partners	\$
In progress	Circularity	Update events form to encourage or require waste reduction and recycling	Communications and Strategic Initiatives	\$
In progress	Accountability	Commit to quarterly communications with the public	Communications and Strategic Initiatives, Administration	\$
Prioritized for 2024	Circularity	Implement Pay-As-You-Throw Pricing	Administration, Teton County ISWR	\$
Prioritized for 2024	Circularity	Require commercial recycling of beverage containers for alcoholic beverage service permit holders	Administration, Teton County ISWR	\$
Budgeted for Fiscal Year 2025	Accountability	Complete a Local Government Operations (LGO) and Community-wide GHG inventories within one year of adoption	Administration	\$
Budgeted for Fiscal Year 2025	Accountability	Create or improve LGO and community-wide GHG emissions data collection	Administration	\$
Awaiting approval	Energy	Support the development of community renewable energy projects	Energy Conservation Works	\$\$\$
Awaiting approval	Mobility	Pilot community-wide carshare and bikeshare program with low-emission vehicles	Regional Transportation Planning Administrator	\$\$
2025	The Built Environment	Commit to reviewing and adopting the latest International Energy Conservation Codes (IECC) within one year of their release	Planning and Building	\$
2025	The Built Environment	Encourage or require smaller, more energy-efficient buildings	Planning and Building, Administration	\$
2025	The Built Environment	Develop strategies to reduce energy used to heat outdoor spaces	Planning and Building, Administration	\$
2025	Mobility	Update parking management program downtown	Regional Transportation Planning Administrator	\$\$
2025	Mobility	Prioritize access to multi-modal mobility when considering new housing developments	Administration, Teton County Housing Authority	\$
2025	Healthy Watershed	Implement an emerging pollutant education campaign	Administration, Community Partners	\$
2025	Accountability	Create a publicly accessible dashboard for tracking progress towards goals	Administration	\$\$
2026	Circularity	Require reusable foodware for dine-in experiences, prohibit foodware containing expanded polystyrene or PFAS, and require provision of accessories only upon request	Administration, Teton County ISWR	\$
2026	Nature-based solutions	Engage community in pollinator protection	Administration/Community Partners	\$

Municipal Strategies

Green \$ indicates long term cost savings

Status	Area of Focus	Strategy	Departments/Partners	Cost
Ongoing	Energy	Continue to purchase 100% Green Power	Finance	\$
In progress	The Built Environment	Convert Town-owned trash receptacles to bear-resistant ones	Administration, Public Works, Parks & Rec, Transit	\$
In progress	Circularity	Digitize paperwork, incentivize workplace recycling, and model zero waste events	Internal Services, Administration, Communications and Strategic Initiatives, Information Technology	\$
In progress	Healthy Watershed	Improve efficiency of faucets, irrigation systems, and practices on Town properties	Public Works, Parks & Rec	\$
In progress	The Built Environment	Reduce GHG emissions from Town operations	Public Works, Administration	\$
Pilot in 2024	Mobility	Improve fuel efficiency in Town fleets	Public Works, Administration, Transit	\$
Pilot in 2024	Mobility	Increase use of alternative fuels	Public Works, Administration, Transit	\$
Start in 2024	The Built Environment	Convert Town-owned lighting to dark-sky compliant lighting	Public Works, Administration	\$
2025	Mobility	Implement a vehicle purchasing policy	Administration, Public Works	\$
2025	Nature-based solutions	Create model native plant or pollinator garden on Town property	Administration, Parks & Rec, Teton Conservation District	\$
Start in 2025	The Built Environment	Reduce GHG emissions from Town-owned buildings leased to others	Public Works, Administration	\$
Start in 2025	The Built Environment	Build for the future	Public Works	\$
2026	Circularity	Pair recycling bins with public trash bins	Administration, Public Works, Transit, Parks & Rec	\$
Start in 2026	Energy	Increase percentage of energy from renewable energy sources	Public Works, Administration	\$

Town of Jackson

Sustainability Plan

July 2024





Land Acknowledgment

We recognize that the land we are gathering on is the ancestral homeland of the Mountain Shoshone people who stewarded it for thousands of years and that many other tribes also lived upon and cared for this area including the Bannock, Blackfoot, Crow, Eastern Shoshone, Gros Ventre, Nez Perce, Northern Arapaho tribes, and others. With gratitude, we honor Indigenous Peoples, past and present. We also acknowledge the sovereignty of the Native nations closest to Jackson whose land was taken through broken treaties that resulted in the creation of the Wind River and Fort Hall Indian Reservations. We recognize this acknowledgment is simply a first step. The Town of Jackson is committed to continued and informed action to connect with indigenous people.



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Rights of Nature

RESOLUTION 24-15

A Resolution to Recognize and Uphold the Rights of Nature

WHEREAS, the Town of Jackson is located on the ancestral homeland of the many indigenous tribes of the Northern Plains Regions, who have been stewards of this land since time immemorial, and the Town acknowledges and pays tribute to numerous tribal nations, including the Mountain Shoshone People, Bannock, Blackfoot, Crow, Eastern Shoshone, Gros Ventre, Nez Perce, Lakota, Northern Arapaho tribes, and others who have also lived upon and cared for this region; and

WHEREAS, the Town of Jackson recognizes the word Thítŕuŕwaŕ, aka "Teton," derives from the Lakŕóta people, which means "dwellers of the prairie"; and

WHEREAS, the vision of the Town of Jackson/Teton County Comprehensive Plan is “to preserve and protect the area’s ecosystem in order to ensure a healthy environment, community, and economy for current and future generations”; and

WHEREAS, it is the responsibility of the Town of Jackson to preserve and protect our ecosystem because we are located in the heart of the Greater Yellowstone Ecosystem, the largest nearly intact ecosystem in the contiguous United States; and

WHEREAS, the Town of Jackson recognizes the imperative for human activities to acknowledge and support nature’s inherent right to exist and flourish both now and in the future; and

WHEREAS, the Town of Jackson passed a resolution committing to Net Zero emissions by 2030 and has developed a bold plan to achieve carbon neutrality, increase climate resilience, and improve environmental quality; and

WHEREAS, the Town of Jackson is a gateway community to Grand Teton and Yellowstone National Parks, the National Elk Refuge, and the Bridger Teton National Forest, and;

WHEREAS, our valley contains the headwaters of the Snake River, Wuhn Ruhn Duhn Ah Ohgwayv (Standing River (Winding)); Yampa Baa (Wild Carrot Water)- Shoshone, and numerous tributaries; and

WHEREAS, the land and water within and around the Town of Jackson provide essential biodiversity, wildlife habitats, and migration corridors; and

WHEREAS, the nearly pristine conditions of nighttime darkness near Jackson, among the last remaining in the continental United States, are tied intimately to the well-being of the nocturnal environment and the integrity of local cultural traditions, and;

WHEREAS, the natural ecosystem located within and around the Town of Jackson is the lifeblood of our

community, providing air purification, water purification, flood mitigation, erosion control, shade and temperature control, pollination, photosynthesis, nutrient cycling, soil creation, decomposition, carbon storage, climate regulation, drinking water, food, timber, wood fuel, natural nighttime darkness, cultural production, and critical habitat for the full array of biodiversity native to this area, including several species that are listed as threatened or endangered; and

WHEREAS, the “Rights of Nature” resolution recognizes the Town of Jackson’s natural environment as integral and essential to the health of our ecosystem, our community, and our economy; and

WHEREAS, the Town of Jackson recognizes the wisdom and worldview of indigenous people that acknowledges a reciprocal and regenerative human relationship with nature, and is committed to ongoing and informed actions aimed at connecting with indigenous communities and embracing Traditional Ecological Knowledge; and

WHEREAS, it is the responsibility of the current generation to leave a thriving world for future generations; and

WHEREAS, existing laws and contracts governing our society safeguard the rights of individuals, corporations, and other entities, yet do not expressly protect the rights of nature; and

WHEREAS, humans have a right to clean air, clean water, and a healthy environment, then we must accept that humans are a part of the natural world and that human rights and the rights of nature are intertwined; and

WHEREAS, the Global Alliance for the Rights of Nature (GARN) establishes that in order to ensure an environmentally sustainable future, humans must reorient themselves from an exploitative relationship with nature to one that honors the deep interrelation of all life and contributes to the health and integrity of the natural environment; and

WHEREAS, the Town of Jackson recognizes that natural communities and ecosystems have intrinsic value and possess the inalienable and fundamental rights to be healthy, resilient, and respected; and

WHEREAS, the Town of Jackson manages its own land and shall consider rights of nature in its management of publicly held land; and

WHEREAS, the Town of Jackson has authority through land development regulations and ordinances to protect the rights of nature and shall therefore consider opportunities to use these tools to protect the rights of nature; and

WHEREAS, the “Rights of Nature” resolution affirms the intrinsic value of nature, recognizing its importance beyond its utility to humans, and underscores the commitment to uphold these rights for the sake of nature itself; and

NOW, THEREFORE, BE IT RESOLVED that the Jackson Town Council hereby supports the “Rights of Nature” movement, which acknowledges that nature has the right to exist and flourish now and in the future, recognizes the interconnectivity and reciprocity between humans and nature, accepts that it is our responsibility to respect, replenish, and repair the natural world we exist within, and supports initiatives that help bring this vision to fruition.

PASSED AND APPROVED this 1st day of July 2024.

Executive Summary

Vision: Preserve and protect the area's ecosystem in order to ensure a healthy environment, community, and economy for current and future generations.

The vision of the Town of Jackson/Teton County Comprehensive Plan is to preserve and protect the area's ecosystem in order to ensure a healthy environment, community, and economy for current and future generations. The vision is bold, and it recognizes both our dependence on the ecosystem for our existence, as well as our responsibilities as stewards of the ecosystem. The Town of Jackson Sustainability Plan provides a pathway to bring our community's vision to fruition.

Jackson Hole, the valley surrounded by mountain ranges, is located in the heart of the Greater Yellowstone Ecosystem, the largest nearly intact ecosystem in the continental United States. It contains the headwaters of the Snake River, is the gateway to Grand Teton and Yellowstone National Parks, is home to the National Elk Refuge and the Bridger Teton and Shoshone National Forests, and provides critical habitat and movement corridors for a wide array of native species. Indigenous people have used this area since time immemorial and continue to both depend upon the land and to steward it. The Town of Jackson is the only incorporated city within Teton County and is one of the only towns located within the boundaries of the Greater Yellowstone Ecosystem. Jackson Hole is an incredibly special place, and it is the responsibility of all who live, work, visit, and pass through this area to respect and steward it.

The Town of Jackson Sustainability Plan focuses on actions our local government can take to improve environmental quality, reduce greenhouse gas emissions, and increase community resilience. It incorporates municipal goals and strategies to reduce the impact of Town fleets, facilities, and capital projects; it also includes community goals and strategies that leverage infrastructure, policies, incentives, and education that will enable, encourage, and in some cases require residents, businesses, and visitors to adopt practices that promote ecosystem stewardship. The Town of Jackson functions as the heart of a much larger community, and our leadership can both improve the health of the environment regionally and inspire others to take action. We aim to drive systemic change; success will depend on individuals and groups joining the movement and embracing our communal responsibility to preserve and protect our natural environment. While this plan only has jurisdiction within the Town of Jackson's boundaries, strategies can be applied regionally. Implementation will require cooperation with Teton County and public lands managers, as well as support from community nonprofit organizations, businesses, agencies, and individuals. We look forward to working with all who join us as we embark on this journey!



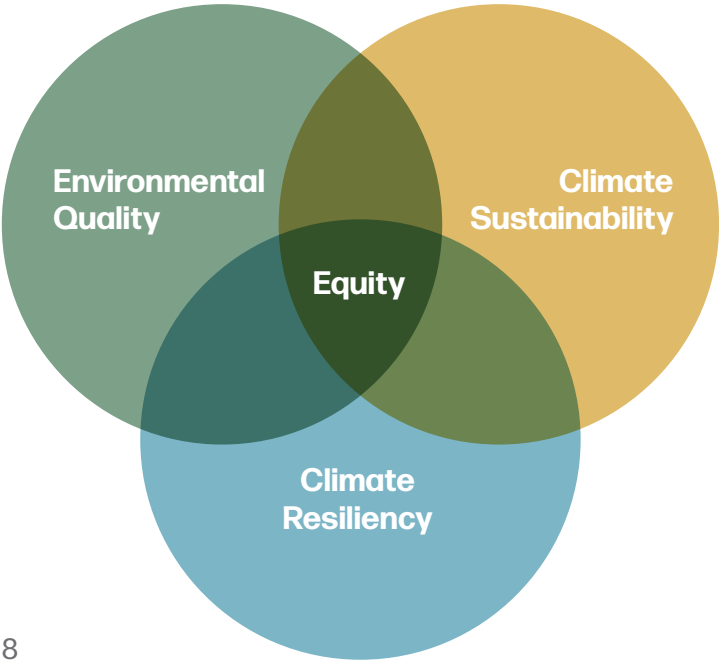
Introduction

Sustainability is a system of practices that are healthy for the environment, community, and economy, and can be maintained for current and future generations.

BACKGROUND

The Town of Jackson has pursued leadership in sustainability initiatives since 2006. To date, these efforts have saved the Town of Jackson more than \$3 million in energy costs related to fuel, electricity, natural gas, and propane while avoiding more than 4,000 tons of carbon dioxide equivalent (CO₂e). The 2024 Town of Jackson Sustainability Plan builds upon the work that has been done over the past two decades to meet and exceed ambitious goals for Town operations and expands it to one that also includes goals and strategies created for and in collaboration with the entire community. The 2024 plan expands the scope from climate action, which focuses primarily on greenhouse gas (GHG) emissions reduction, to one that embraces a broader definition of sustainability and prioritizes resilience and adaptation to the impacts of climate change. The world has changed since we first embarked on this journey in 2006, and our priorities and strategies have changed with it. We know that the world will continue to change, and that new technologies and solutions will emerge. This plan is intended to be updated every five years starting in 2030. While most targets are designed to be met by 2030, some strategies will require longer timelines and may span multiple iterations of the Town’s Sustainability Plan.

OVERVIEW



The 2024 Town of Jackson Sustainability Plan defines ambitious goals and outlines a pathway to meet them. It is built upon three main priorities: environmental quality, climate sustainability, and climate resiliency, viewed through the lens of equity.



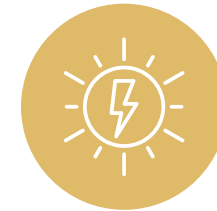
Plan Goals

The overarching goals of the plan are defined and guided by our Comprehensive Plan and our Net Zero Resolution:

- Achieve net zero emissions by 2030 in our municipal operations and community-wide
- Identify areas of vulnerability within our community and actively work to increase resilience
- Maintain healthy populations of all native species
- Preserve and enhance surface water and groundwater quality
- Reduce air pollutants produced in our community

Areas of Focus

Strategies for the plan are broken down into six areas of focus: Energy, Nature-based Solutions, The Built Environment, Mobility, Healthy Watershed, and Circularity. Each area of focus is tied to at least one principle from the Town of Jackson/Teton County Comprehensive Plan (Comp Plan), and Sustainability Plan priorities are embedded within each area of focus.



Energy

We will reduce the consumption of non-renewable energy, improve energy resilience, and minimize the impacts of renewable energy projects on environmental quality



Nature-based Solutions

We will value and use the ecosystem services provided by our natural environment to improve environmental quality, increase resiliency, and sequester carbon while maintaining the natural and scenic resources in our community



The Built Environment

We will reduce emissions associated with buildings and infrastructure, design for community resiliency, and improve human/wildlife coexistence



Mobility

We will prioritize multi-modal mobility and take action to reduce traffic congestion, pollution, GHG emissions, and collisions



Healthy Watershed

Our surface and ground waters will be unimpaired, resilient, support healthy populations of cold-water fish, and be valued by our community



Circularity

We will rethink systems to reduce waste, support regeneration, reuse and recovery of resources, and encourage our economy to be productive without being extractive

The sustainability actions we take locally should not create harm elsewhere, impair other community goals, or have negative impacts on vulnerable individuals or communities. We should avoid strategies with marginal benefits that would take significant funding or staff time away from strategies that will have a greater impact.

To avoid these pitfalls, all strategies are filtered through the following guiding questions:

Does it promote a healthy environment, here and everywhere?

Does it promote a healthy community?

Do the long-term benefits outweigh the economic impacts of implementation?

Is it equitable?

IMPLEMENTATION

The Town of Jackson Sustainability Plan outlines key strategies that can be deployed to help us meet our sustainability goals and targets. Some strategies, such as outreach and education, will not need additional approval by Town Council to implement. Any strategies that require capital purchases or changes to business permits, franchise agreements, municipal code, land development regulations, or other regulations will require future consideration by Town Council prior to implementation. Approval is not guaranteed; the presence of strategies within the plan should not be viewed as a promise that they will be implemented. Additionally, some strategies will require support from the larger community. Finally, this plan is intended to be a living document, providing flexibility to update strategies within this plan with new technologies and practices that may be more effective.

Strategies are divided into immediate, short, medium, and long-term strategies. Some long-term strategies indicate projects that will take longer than 6 years to complete, while others indicate programs that should continue indefinitely. Unless otherwise noted, targets will be measured against baseline data from Fiscal Year 2024.

Timelines are as follows:

- Immediate: 1-2 years
- Short: 1-4 years
- ◆ Medium: 1-6 years
- ◆◆ Long: 1-11 years

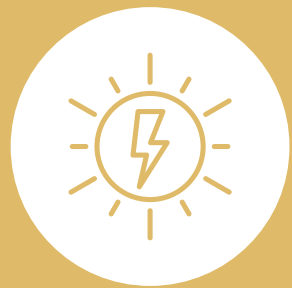
COMMUNITY ENGAGEMENT

Public input was critical to the creation of this Sustainability Plan. Input was gathered through interviews with representatives from government, business, and nonprofit sectors, a public community engagement workshop, and an online survey. A Spanish language community engagement workshop was conducted in partnership with Voices JH and supported by grant funding from the University of Wyoming and Western Water Associates. Additionally, ten interviews were conducted with community members whose first language is neither English nor Spanish. With the support of two Americorps members doing a term of service with Teton Science Schools, five classrooms in three different schools were visited (grades 8-12) and students were able to share their priorities and ideas. All feedback was considered by staff and top strategies were reviewed by experts at the International Council for Local Environmental Initiatives (ICLEI) for viability.

Guiding Documents

Goals and strategies within the plan are designed to align with and amplify other guiding documents within our community, including the Jackson/Teton County Comprehensive Plan, the Jackson/Teton Integrated Transportation Plan, the Flat Creek Watershed Management Plan, the Jackson Hole Sustainable Destination Management Plan, and others. Additionally, the Climate Action Roadmap for Jackson Hole, WY, published by the nonprofit Jackson Hole Climate Action Collective, served as inspiration and a model for the plan. It provides an overview of present conditions, future climate projections, and climate actions our community needs to take. There is a great deal of overlap between these two documents as the Town of Jackson’s Sustainability Plan transforms ideas from the Roadmap into practical actions that can be incorporated into budgets and work plans for Town of Jackson staff. Finally, the Rights of Nature Resolution at the beginning of this plan serves as a reminder of why we created it: to honor, respect, and be good stewards of our natural environment. This resolution provides the vision and intent to move towards a more reciprocal and less extractive relationship with the natural world and is intended to be front of mind as we implement strategies within the plan. We are grateful to everyone who contributed to the documents that served as guideposts for our Sustainability Plan, and to all stakeholders who provided input.





Energy

We will reduce the consumption of non-renewable energy, improve energy resilience, and minimize the impacts of renewable energy projects on environmental quality

COMPREHENSIVE PLAN PRINCIPLE 2.1: Reduce the consumption of non-renewable energy

The energy sources powering our community significantly impact our emissions, resilience, and health. Electricity and natural gas are the main sources, alongside propane, wood-burning stoves, and gasoline or diesel generators. While our local electric cooperative, Lower Valley Energy (LVE), largely relies on the Bonneville Power Administration (BPA) for 95% clean energy, during winter when solar and hydroelectric production is lowest and energy demand is highest, a greater proportion of fossil fuel-based energy is utilized. With potential shifts in climate affecting hydroelectric output and conservation efforts to save salmon and steelhead potentially reducing the number of large dams, finding clean energy alternatives is imperative to replace dwindling hydroelectric capacity and fossil fuels.

Reducing the environmental and health impact of energy use will require wide-ranging strategies, beginning with energy conservation. Energy conservation strategies are in the Built Environment section of this Sustainability Plan. We must also increase on-site and community renewable energy generation locally and encourage investment in both small-scale and large-scale renewable energy projects regionally. To reduce the need to supplement our energy demand during peak periods, we must increase renewable energy storage and reduce energy consumption during the seasons and times of day when fossil fuels supplement clean energy. Finally, we must balance the need for clean energy with the ecosystem values of our community by taking measures to ensure that renewable energy project siting does not damage or impede important wildlife habitat, migration corridors or flight paths, or have other detrimental environmental impacts.

Principle 2.1 of the Comprehensive Plan is to reduce consumption of non-renewable energy. Proposed policies include shifting community energy consumption behavior, encouraging energy conservation through energy pricing, increasing local use and generation of renewable energy, and allowing and encouraging onsite renewable energy generation. We can support these policies and more to meet our renewable energy goals.



Goals

Maintain a clean electricity supply

Increase local generation of renewable energy

Increase investment in Green Power

Reduce energy consumption during peak periods

Minimize the impacts of energy development on environmental quality

Expand energy storage capabilities

Targets

Target: 100% of electricity from the grid is clean or renewable energy

Target: 80% of electricity used in our community is Green Power

Municipal target: 100% of electricity used for municipal operations is Green Power

Municipal target: 30% of energy for municipal operations will come from Town-owned renewable energy sources by 2030

Municipal target: 35% of energy for municipal operations will come from Town-owned renewable energy sources by 2035.





Strategies

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

- **Support the development of community renewable energy projects**
Installing solar panels on homes and businesses is a great way to increase renewable energy generation in our community, but it is generally only accessible to homeowners in single-family homes with enough disposable income to make a large purchase. However, more than 36% of the housing stock in Teton County consists of multi-unit dwellings (MUDs) where roofs are shared, and many residents in our community are renters. Community solar projects provide renewable energy that can be purchased in small shares by renters, residents in MUDs, residents whose homes have low solar energy production potential, and residents who do not have the capital to purchase a solar energy system. The Town of Jackson can support the development of community solar, wind, or geothermal projects through grant writing support, financial support, incentives, education, and other means.
- **Develop renewable energy project standards that minimize impacts to the environment**
It is important to create standards that minimize the impact of renewable energy projects, ensuring that they are sited in ways that minimize impacts to wildlife migrations, critical habitat, flight patterns, and winter habitat.
- **Encourage Lower Valley Energy (LVE) to move to an opt-out system for their Green Power program**
Lower Valley Energy offers a Green Power program, where customers can choose to purchase energy produced by renewable sources, like wind and solar. Currently, customers must opt-in to switch to Green Power and elect to pay 1.2 cents more per kilowatt-hour (kWh). At 6.8 cents per kWh, Green Power in our community costs a fraction of the national average electricity rate of 15.45 cents per kWh and is affordable for most households. Communities across the country are switching to opt-out models, where customers are automatically enrolled in Green Power programs and may choose to opt out at any time. A switch to an opt-out model, starting with new accounts, would increase the investments needed for a clean energy transition while still providing consumer choice. Alternatively, the Green Power rate could be the base rate for all customers, with a percentage of all energy bills supporting investments in renewable energy projects.
- **Support local production of renewable energy**
Comprehensive plan strategy 2.1.S.5 directs us to update land use regulations to support renewable energy generation, while strategy 2.1.S.6 directs us to remove barriers in Codes, Covenants, and Restrictions (CC&Rs) that prohibit on-site renewable energy generation. The Town of Jackson can lead this process by examining our building codes and land development regulations to remove barriers to renewable energy development, implement voluntary codes that incentivize builders to incorporate renewable energy into projects, encourage building orientations that optimize active solar gain, and consider requirements such as a solar-ready ordinance requiring adequate wiring for future solar installations. We can then work with HOAs to revise CC&Rs to allow and encourage renewable energy generation.

◆ **Encourage energy pricing that incentivizes conservation**

Strategy 2.1.S.5 of the Comprehensive Plan encourages energy pricing strategies where unit cost increases with total energy consumption. Energy pricing strategies can also charge more per unit during peak times of day, encouraging consumers to conserve energy during those times and utilize smart technology for consumptive activities, such as running washing machines and dishwashers. Peak energy use tends to occur at the beginning and end of the traditional workday, around the same time that solar energy generation wanes. This requires a backup source of power, which is often supplied by fossil fuels. Battery storage can be utilized to help cover energy needs during peak periods, while market-based incentives can reduce demand and flatten the energy consumption curve. Promotion of energy efficiency measures should be coupled with this strategy.

◆ **Incentivize electric vehicle charging during off-peak hours**

One way the Town can help reduce energy consumption peaks is to incentivize electric vehicle (EV) charging during off-peak hours at public EV charging stations. This may require purchasing software or using more advanced EV chargers. This will be most impactful at DC fast charging stations. This strategy could be accomplished on a larger scale for all EV charging through energy pricing strategies.

◆ **Support regional production of renewable energy**

Wyoming is an energy-producing state that depends on severance taxes imposed on the extraction of natural resources, federal mineral royalties, and mineral ad valorem taxes to fund the state government. The Town of Jackson can encourage our state government to think creatively about funding sources and support statewide policies that are favorable to renewable energy development.

◆ **Encourage our local utility to increase the percentage of renewable energy in their electric portfolio**

Our current electricity supply that LVE purchases from BPA is approximately 95% clean energy, and about 85% hydroelectricity. We can encourage LVE and BPA to grow the percentage of renewable energy in their portfolio as they seek to replace waning hydropower facilities in the future.

◆◆ **Research feasibility of additional renewable energy sources for our community**

To meet our joint goals of reducing emissions from energy consumption and increasing our energy resiliency, we need to add renewable energy production in our community. However, not all technologies are suitable for our environment, and poor siting decreases the effectiveness of the project. A feasibility study investigating the potential for additional solar energy, wind energy, and geothermal energy can help us to invest wisely. The study should include options for energy storage and emerging technologies, such as hydroelectric microturbine installations in water lines.

◆◆ **Develop an energy supply resiliency plan**

Power outages occur regularly in our community and can range from a few minutes or hours to several days. This puts human lives at risk, can be devastating to local businesses, and can lead to increased waste of perishable items like food and medicines. An energy supply resiliency plan will help our community prepare for future outages and reduce the risk to health and our economy. It may include microgrids, energy storage, and on-site renewable energy generation among other things.

MUNICIPAL STRATEGIES

◆◆ **Continue to purchase 100% Green Power**

The Town of Jackson purchases Green Power from LVE for our municipal operations, including buildings, water production, and wastewater treatment. Our commitment to Green Power supports a certified low-impact hydropower facility on Strawberry Creek near Bedford, Wyoming. The Town should continue to purchase Green Power to support the development of a clean and renewable energy supply.

◆◆ **Increase percentage of energy from renewable energy sources**

The Town of Jackson has invested in multiple rooftop and ground-mounted solar arrays, including Wyoming's first shared solar project, to power municipal operations. The Town's municipal solar arrays currently provide 17-23% of our electricity. To meet our goal of increasing the percentage of energy powered by municipal renewable energy sources, we must reduce energy consumption and increase renewable energy generation. This will involve adding solar installations where possible and considering other renewable energy sources if feasible.





Nature-based Solutions

We will value and use the ecosystem services provided by our natural environment to improve environmental quality, increase resiliency, and sequester carbon while maintaining the natural and scenic resources in our community

COMPREHENSIVE PLAN PRINCIPLE 1.1:
Maintain healthy populations of all native species

COMPREHENSIVE PLAN PRINCIPLE 2.2:
Reduce greenhouse gas emissions through land use

Nature-based solutions are actions to protect, sustainably manage, or restore natural ecosystems that address societal challenges such as climate change, human health, food and water security, and disaster risk reduction effectively and adaptively, simultaneously providing human well-being and biodiversity benefits. – *The World Bank*

Our natural ecosystem is our most effective and resilient infrastructure. Nature-based solutions can help our community protect the assets we value while increasing our resilience to heat, drought, floods, and other natural disasters that are predicted to become more likely due to climate change.

Based on the Greater Yellowstone Climate Assessment's models of future climate conditions in our region, we can expect to see more days with temperatures above 90 degrees Fahrenheit (32.2° C) and warmer overnight temperatures, less precipitation falling as snow and more as rain, drier conditions in late summer, and more severe wildfires. Extreme precipitation events can wash out roads and bridges, blocking transportation routes for critical workforce and the distribution of food and supplies, compromising the safety of our community and the ability of workplaces to function. Drought decreases water flows in streams and rivers and the water content in soils and plants, stressing aquatic species and increasing the risk of wildfire, escalating the risk of harm to human life and property and the resources required to mitigate those harms. Both extreme heat and wildfire smoke harm the health of our community's most vulnerable populations, including those who work outside, those who rely on active and public transit, and those who do not have access to air conditioning in their homes and workplaces, leading to stress on health care systems, lost workdays, and economic losses to local businesses. Our community will be affected by climate change; therefore, we need to take action to increase resilience and mitigate the impact of natural disasters.

Nature-based solutions include both natural infrastructure, which uses existing or rebuilt natural landscapes such as wetlands to increase resilience, and green infrastructure, which is built or engineered solutions emulating natural systems, such as green roofs, bioswales, urban forestry, and community gardens. In addition to providing essential ecosystem services, nature-based solutions support green spaces and beautify the community, improve social equity, and build community trust. Nature-based solutions are already embedded within the Flat Creek Watershed Management Plan and are likely to be included in the Town of Jackson Stormwater Management Program.

Goals

Preserve and maintain natural landscapes that provide erosion and flood control

Increase the proportion of landscaping with native plants

Expand absorbent landscapes and runoff recapture

Support healthy populations of keystone species, focal species and minifauna

Develop an ethos of ecosystem stewardship and coexistence

Targets

Target: Attain Bee City USA certification

Target: An Eco-Stewards program is created and has at least two engagement events annually

Municipal target: There is a model native plant or pollinator garden on Town property





Strategies

KEY			
● Immediate	◆ Medium		
■ Short	◆◆ Long		

- **Engage community in pollinator protection**
Native pollinators, which have evolved alongside native plants, play a critical role in the natural ecosystem and in food production, yet they are declining globally. Commercial honeybees, while important agricultural commodities, do not fill the same ecological niche and can have negative impacts on native bee populations. Native pollinators support local food webs and agricultural crops alike. Pollinator protection programs may include education around pesticide use and insect microhabitats, promotion of native plant landscaping, creation of pollinator gardens and pathways, pollinator week celebrations, and the pursuit of Bee City USA certification. Actions to protect native pollinators have multiple co-benefits, including carbon sequestration, creation of community green spaces, stormwater retention, and reduced pesticide pollution.
- **Encourage or require green infrastructure in new construction**
Green infrastructure, such as rain gardens, bioswales, and green roofs are nature-based techniques used to slow and filter stormwater while sequestering carbon and increasing green space in the community. Investing in green infrastructure is a cost-effective way to reduce the burden of flood mitigation and stormwater treatment. Policies and programs that encourage or require green infrastructure in new construction will increase community resilience and decrease costs borne by the Town of Jackson.
- ◆ **Protect riparian zones and other sensitive natural areas**
Conserving sensitive natural areas, including riparian areas, wetlands, and steep hillsides, reduces erosion, enables stormwater filtration, decreases flood risks, protects wildlife habitat, and provides green space. Protections for natural areas can include no mow zones around surface water, improved hillside regulations, increased stream setbacks, and the purchase and protection of conservation lands.
- ◆ **Strengthen protections for keystone and focal species**
A keystone species is one which most other species in an ecosystem directly or indirectly depend upon. Focal species serve as indicators of ecological sustainability because they live in habitats needed for other species and are often more sensitive to changes in those habitats. When healthy populations of keystone and focal species are maintained, almost every species in that ecosystem benefits. Teton County completed a Focal Species Habitat Mapping project several years ago and is updating LDRs to better protect high quality habitat identified within the report. The Town of Jackson can do the same.
- ◆ **Incentivize or require landscaping with native plants**
Native plants are adapted to our local climate and, after they are established, require less water, fertilizer, and maintenance than non-native plants while providing food and habitat for local species and sequestering carbon. Encouraging or requiring a higher percentage of native plants in landscaping will decrease demand for irrigation water and the energy used to produce it and provide drought resilience.

◆◆ **Promote tree planting**

Trees sequester carbon, produce shade, and provide habitat for birds and other wildlife. Urban tree canopies can mitigate heat islands, while trees along streambanks can help keep water temperatures colder. By planting trees now, we can prepare for a future in which our community experiences higher temperatures and our streams have reduced buffering capacity.

◆◆ **Daylight sections of Cache Creek to restore ecological integrity**

In the 1970s, after severe flooding, most of Cache Creek was diverted to a subterranean pipe system that runs under the streets of Jackson. Many of the stormwater drains in the Town of Jackson empty directly into this pipe system, eventually joining Flat Creek at Karns Meadow. While it is neither easy nor practicable to bring all of Cache Creek above ground, daylighting select sections of the creek will restore ecological function, including flood control and fisheries connectivity, while providing urban blue space and decreasing heat islands. This strategy is also included in the Flat Creek Watershed Management Plan.

◆◆ **Develop a local Biodiversity Strategy and Action Plan**

A local Biodiversity Strategy and Action Plan (LBSAP) is a guiding strategy adopted by a local government to manage biodiversity and ecosystem services. Developing a LBSAP will require public participation and a deep dive into interrelated issues such as biodiversity, vegetation cover, and habitat fragmentation. It is a natural extension of the nature-based solutions our community will begin while implementing this Sustainability Plan.

MUNICIPAL STRATEGIES

● **Create model native plant or pollinator garden on Town property**

To promote pollinator protection and water conservation, the Town of Jackson can lead by example and convert turf grass on Town property to a native plant or pollinator garden.

■ **Create an Eco-Stewards program**

When community members feel pride and ownership of a resource, they are more likely to protect it. Therefore, it is important that residents are both educated to properly care for the natural environment and empowered to take action. A volunteer-based stewardship program will catalyze citizen engagement in the protection of lands within the Town. Eco-stewards can be mobilized to restore native vegetation, remove invasive species, engage in citizen science projects, pick up trash, and educate visitors, among other things.

◆ **Develop beaver coexistence strategy**

Beavers are ecological engineers whose ponds can help stabilize water tables, reduce runoff and soil erosion, and provide habitat for other species. Locally, water from beaver ponds has been used to protect properties from wildfires. However, conflicts may arise when beavers construct dams on public and private property. A municipal beaver coexistence strategy can be used to identify locations where beavers will be tolerated, use deterrents in areas where beavers are not desired, and determine a plan of action for removal or relocation of beavers when required.





The Built Environment

We will reduce emissions associated with buildings and infrastructure, design for community resiliency, and improve human-wildlife coexistence

COMPREHENSIVE PLAN PRINCIPLE 2.4:

Increase energy efficiency in buildings

COMPREHENSIVE PLAN PRINCIPLE 1.3:

Maintain the scenic resources of the community

The Built Environment refers to commercial and residential buildings and the infrastructure that supports them. It includes roads, bridges, water and sewer systems, and public utilities, as well as parks and green spaces.

The standard to which buildings and infrastructure are constructed and the materials they are constructed with determines their carbon emissions. Efficient design reduces the lifetime emissions of heating, cooling, lighting, and technology. It also reduces embodied carbon, the amount of GHG emissions associated with upstream stages of a product's life, including extraction, production, transport, and manufacturing. How and where buildings and infrastructure are constructed also determines how resilient they will be to heat, cold, wildfires, and floods. Finally, buildings, infrastructure, and green space all influence stormwater runoff and water quality, wildlife permeability, and pollutants in our community. As a community, it's imperative to enhance energy efficiency, decrease embodied carbon emissions and the utilization of toxic materials, minimize air and water pollution, bolster resilience, foster the growth of green workforce skills and markets for sustainable materials, enhance wildlife habitat connectivity and promote human-wildlife coexistence, and mitigate noise and light pollution. Reducing emissions while population and visitation continue to increase will require higher standards for new construction, energy efficiency upgrades of existing buildings, education and information sharing, and behavior change. We can and must build for future climate conditions while maintaining scenic values, community character, and healthy wildlife populations.



Goals

Reduce emissions attributed to the Built Environment

Improve air quality

Reduce human-wildlife conflicts

Reduce light pollution

Build community resiliency

Targets

Target: Reduce emissions attributed to the Built Environment 30% by 2030

Target: Attain Dark Sky Community Certification

Municipal target: 100% of Town-owned trash containers will be bear-resistant by 2026

Municipal target: 100% of Town-owned lighting will be dark sky compliant by 2030

Municipal target: Reduce emissions from Town operations 40% by 2030

Municipal target: Reduce emissions from Town buildings leased to others 20% by 2035





Strategies

KEY			
● Immediate	◆ Medium		
■ Short	◆◆ Long		

- **Commit to reviewing and adopting the latest International Energy Conservation Code (IECC) within one year of their release**
Policy 2.4.a of the Comprehensive Plan is to construct energy efficient buildings. The IECC sets minimal standards for energy efficiency in new construction and is usually updated every three years to keep up with new technologies. Updating the building code is one of the easiest ways to reduce carbon emissions from the Built Environment by ensuring new construction is built to a high standard, but it can be easy to fall behind as new standards emerge. The Town of Jackson should commit to reviewing and adopting the latest IECC within one year of its release to the greatest extent practicable, and to consider stretch codes.
- **Encourage or require smaller, more energy-efficient buildings**
Large homes require more energy to heat, cool, and light compared to smaller homes. Large homes also have more embodied carbon because they use more materials that are energy-intensive to produce. Furthermore, very large homes require more staff to build, maintain, and clean than smaller homes, exacerbating our community’s housing and transportation challenges without any required mitigation. Policy 2.4.e of the Comprehensive Plan is to encourage smaller buildings. The Town of Jackson should remove barriers to constructing smaller homes and consider reducing the maximum single-family home size, incentivizing smaller homes through permitting fees and processes, and/or requiring higher energy efficiency standards for larger homes.
- **Develop strategies to reduce energy used to heat outdoor spaces**
Outdoor heating is used to melt snow on roofs to prevent damage, to melt snow on driveways and sidewalks, and to warm outdoor living spaces and expand outdoor seating at restaurants and hotels. The GHG emissions associated with outdoor heating vary greatly depending on whether the outdoor heating is left on all the time or if it is managed effectively. New technologies use artificial intelligence, cameras, weather sensors, and timers to minimize the amount of energy used. These technologies can be encouraged or required of businesses and homeowners. The Town could also add stipulations to contracts, permits, or licenses prohibiting some outdoor heating applications or locations.
- **Apply for International Dark Sky Community certification**
According to DarkSky International, artificial lighting disrupts human circadian rhythms, contributing to a wide variety of health issues including sleep disorders, depression, obesity, diabetes, heart disease, and cancer. Lighting also has a detrimental impact on wildlife, especially species that are nocturnal or migrate at night. Dark night skies support healthy wildlife populations, improve human health, preserve the ability to see the Milky Way, and contribute to celestial tourism. Jackson and Teton County have already passed dark sky lighting ordinances; seeking Dark Sky Community certification will embolden us to go above and beyond in our efforts to preserve the night sky.

- **Prioritize energy efficiency upgrades for deed-restricted housing and long-term rentals**
Low-income residents often face the highest energy burden. Deed-restricted and naturally occurring affordable housing is often built inexpensively to decrease purchase or rental prices; however, residents pay higher energy costs over the lifetime of the building as a result while having less autonomy to make upgrades. Few incentives exist for renters to improve the energy efficiency of their homes, while landlords are not incentivized to improve rental properties if they do not pay the energy bills. Local governments can help improve energy efficiency, reduce energy burden and GHG emissions, and improve indoor air quality. Support may include incentive programs for landlords and tenants, technical support for federal tax rebates and incentives through the Inflation Reduction Act, “pay as you save” financing mechanisms that stay with the unit regardless of the owner, grant funding, and more.
- **Adopt a voluntary energy conservation stretch code**
In addition to adopting the most recent IECC, the Town can encourage developers to go above and beyond the minimum standards by offering incentives for additional energy efficiency measures, renewable energy, or using materials with fewer toxic substances. Incentives may include things such as fee waivers, reimbursements, streamlined processes, and variances, and should be created in consultation with Building and Planning staff.
- **Require disclosure of energy efficiency and/or energy efficiency upgrades at point of sale**
Disclosure of energy efficiency at the point of sale for residential and commercial buildings can encourage sellers to invest in energy efficiency upgrades prior to selling a property and buyers to invest in energy efficiency upgrades. Alternatively, the Town could require some energy efficiency upgrades at the point of sale to reduce emissions in existing buildings.
- **Support building energy conservation education for residents and businesses**
Updated codes, ordinances, and resolutions are not effective if residents and businesses do not know about them or do not have a good understanding of how to follow them. Education for current and future homeowners and business owners is critically important for them to understand the base requirements, the benefits of energy conservation, and the available financial incentives. Renters can also benefit from energy conservation, regardless of whether they are affected by regulatory changes.
- **Review Land Development Regulations (LDRs) to address wildlife permeability and climate mitigation, adaptation, and resilience**
Vegetation, site development, water use, and renewable energy installations determine the GHG emissions of developments. These factors also affect a development’s resilience to natural hazards and the ability of wildlife to pass through properties. The Town can review and update LDRs to improve wildlife permeability and resilience, while decreasing GHG emissions. Updates should consider future climate projections rather than current conditions.

- ◆ **Expand Bear Conflict Zone to the entire town**
Access to trash is the most common bear attractant in our community. When bears enter the Town of Jackson seeking food rewards, human safety is compromised, and bears are often captured and relocated or euthanized. Expanding the Bear Conflict Zone and requiring bear-resistant trash containers throughout Town will reduce bear-human conflicts while reducing access to trash for other wildlife, including foxes and ravens, which scatter trash throughout Town.
- ◆ **Protect highly used wildlife corridors from development**
The Jackson/Teton County Comprehensive Plan steers development to existing neighborhoods. Denser development is often desirable because it is more energy efficient and it can house more of the workforce closer to their places of work, decreasing traffic, wildlife-vehicle collisions, and emissions associated with transportation. However, developments should either be designed for permeability or highly used corridors should be protected to ensure that wildlife can continue to thrive. The Town can review LDRs and Building Code to maintain wildlife permeability in new developments, commercial buildings, and multi-unit dwellings.
- ◆ **Support green workforce development**
One barrier to increasing energy efficiency, renewable energy infrastructure, electric vehicle charging infrastructure, and less harmful building materials is the lack of a local workforce with the knowledge and skills to install and maintain infrastructure and technology. Support for training for local builders, heating, ventilation, and air conditioning (HVAC) contractors, plumbers, and electricians will help prepare our workforce with the skills needed to build to code and beyond. This could be done in partnership with education organizations, such as Central Wyoming College.
- ◆ **Conduct a vulnerability assessment**
The Town of Jackson needs to prepare for future climate conditions and should consider future threats to our infrastructure. A vulnerability assessment will inform and help us to prioritize implementation of resilience measures to protect our community members, assets, and heritage in a changing climate.
- ◆ **Designate or develop resilience hubs**
Resilience hubs are locations that residents and visitors can go to get relief from climate conditions. While emergency shelters provide shelter for residents during an emergency and are usually only open for short periods of time, resilience hubs are locations that are intended to be open for longer periods of time to provide reprieve from extreme heat for residents without access to air conditioning, filtered air for residents who work outside during periods of wildlife smoke, or protection from other climate change induced conditions. Resilience hubs can use existing facilities, or they can be new buildings.
- ◆ **Educate, encourage, and incentivize conversion of non-compliant lighting to dark sky lighting**
To attain Dark Sky Community certification, the Town of Jackson must allocate resources towards enhancing publicly owned lighting. Yet, to safeguard the integrity of dark skies, residents and businesses must also undertake measures to minimize light pollution. The Town of Jackson and/or local community organizations can encourage residents and businesses to enhance their lighting practices through educational initiatives, recognition programs, technical or financial support, or alternative approaches, aiming for all privately-owned lighting to be dark sky compliant by 2030.

◆◆ **Incentivize low-emission construction practices and the use of materials with low embodied carbon**

Every building has embodied carbon in the materials used to build it. This carbon is a part of the building’s footprint no matter how efficient it is. Similarly, the construction process contributes to the overall carbon footprint of buildings and infrastructure through vehicle use, waste management practices, and efficiency of construction. Low-emission construction practices and the incorporation of materials with low embodied carbon can greatly reduce the climate impact of any project. The Town can incentivize low-emission construction equipment and practices and materials with low embodied carbon. Low-carbon alternatives can be expensive or difficult to find in rural areas; local governments can commit to using them to help grow markets for them.

◆◆ **Adopt a bird-friendly window ordinance**

According to the U.S. Fish and Wildlife Service, nearly one billion birds collide with windows each year in the United States, with most fatalities occurring in buildings less than four stories high. Educating residents and businesses about ways to reduce collisions is a good starting place. Many communities are adopting regulations that reduce window strikes through minor design changes and utilizing finishes that are more visible to birds. The Town of Jackson can adopt a similar ordinance.

MUNICIPAL STRATEGIES

● **Convert Town-owned trash receptacles to bear-resistant ones**

The Town of Jackson should lead by example in our efforts to reduce bear-human conflict by converting Town-owned trash cans to bear-resistant ones prior to requiring residents and businesses to do the same. This will require new cans in Town parks, at bus stops, and downtown.

■ **Build for the future**

The Town of Jackson should lead by example to mitigate climate change by requiring a higher level of energy efficiency, such as LEED, Net Zero, or another standard, in all new developments using public funds. Selecting that standard in advance will simplify future requests for proposals. In addition, the Town should commit to using the Envision Sustainable Infrastructure rating system for all capital infrastructure projects, including roads, water and sewer systems, and other civil infrastructure. This may require staff acquiring certification or hiring local contractors with the certification, and will result in more cost-effective, resilient, and equitable public infrastructure.

◆ **Convert Town-owned lighting to dark sky compliant lighting**

To attain Dark Sky Community Certification, municipal lighting must be dark sky compliant within five years of the date of certification. A 2023 lighting inventory found that 145 fixtures of the 616 exterior artificial lighting fixtures (23.5%) owned by the Town of Jackson are compliant with the 2018 International Dark Sky Community lighting guidelines. The Town of Jackson should avoid installing any new lighting unless it is required for public safety purposes, and work to convert the 471 non-compliant fixtures to dark sky compliant ones.

◆ **Reduce GHG emissions from Town operations**

The Town of Jackson will use information from our 2024 Energy Audit to upgrade lighting and appliances, maximize the energy efficiency benefits of our building automation systems, electrify buildings, conserve water, install heat pumps and other technologies, increase renewable energy generation, and improve staff behaviors to increase energy efficiency in Town operations and reduce greenhouse gas emissions.

◆ **Reduce GHG emissions from Town-owned buildings leased to others**

To lead by example and encourage other landlords to make energy efficiency improvements to buildings they lease, the Town of Jackson will use information from our 2024 Energy Audit to make energy efficiency improvements to buildings the Town owns and leases to others, including the Snow King Events Center, the Si Ferrin Building, and staff housing.

◆ **Commit to purchasing carbon offsets for emissions attributed to municipal operations**

The Town of Jackson has set an ambitious goal to be net zero by 2030. That will require reducing emissions significantly while increasing generation of renewable energy and continuing to purchase Green Power for 100% of the electricity used for municipal operations. However, there will still be some emissions from municipal operations. Committing to purchasing offsets starting in 2030 for all remaining emissions from Town municipal operations, including buildings, fleets, waste, and business travel will encourage the Town to take bold actions now to reduce costs later. Currently, a local carbon offset program for air and surface transportation reinvests money in local emissions-reducing transportation projects. The Town could work with partners to develop a local carbon sequestration program that keeps dollars invested locally in programs while helping farmers and ranchers retain carbon in soils and supporting native plant restoration.





Mobility

We will prioritize multi-modal mobility and take action to reduce traffic congestion, pollution, greenhouse gas emissions, and collisions

COMPREHENSIVE PLAN PRINCIPLE 2.3: Reduce greenhouse gas emissions through transportation

Jackson is a destination for visitors from around the world who come to view wildlife, experience western heritage, float or fish the Snake River, enjoy winter sports, and explore our public lands. Because Jackson is located far from urban centers, most visitors travel long distances to get here, as do the goods and materials used by residents and visitors alike. Additionally, much of the local workforce commutes long distances from other communities several days a week. As a result, most of our community's GHG emissions are attributed to transportation, with over 60% attributed to surface transportation and almost 19% to air transportation in 2022. However, emissions are not the only problem associated with transportation; traffic congestion, pedestrian safety, wildlife-vehicle collisions, air pollution, and noise are also growing concerns in our community.

To tackle the problems associated with transportation, we must prioritize reducing trips in single-occupancy vehicles while also shifting to cleaner fuels for all motor vehicles and equipment. Designing development around multi-modal mobility options, including active transit, reduces traffic congestion, air pollution, GHG emissions, and collisions, and helps create a vibrant, healthy community. We already have an Integrated Transportation Plan (ITP) that includes plans for expansion and improvement of the START bus (Southern Teton Area Rapid Transit) among other strategies. The Sustainable Destination Management Plan has a goal to advocate for and support destination transit and mobility solutions, with strategic initiatives to support mobility hubs, transit planning apps, and transit to the airport and key attractions. To avoid redundancy, the Sustainability Plan will not set specific goals or strategies related to pathways and transit improvements, though those are critical. The strategies below amplify the goals and strategies of the ITP while addressing gaps related to emissions reduction. Likewise, while we recognize that air travel contributes to emissions, the airport is working on its own Net Zero Roadmap, which the Town can support. The strategies in this Sustainability Plan focus on surface transportation, including surface transportation options for visitors who arrive by plane.



Goals

Reduce vehicles miles traveled

Increase active transit mode share

Reduce GHG emissions associated with surface transportation and motors

Reduce noise pollution

Targets

Target: Reduce community-wide GHG emissions attributed to surface transportation 30% by 2030

Target: 25% of trips are active transit by 2030

Target: Vehicle miles traveled on North 89, WY 22, and the Moose-Wilson Corridor are below ITP thresholds in 2030

Municipal target: Reduce GHG emissions from Town fleets 40% by 2030

Municipal target: Reduce GHG emissions from transit fleets 20% by 2030

Municipal target: Reduce GHG emissions from Town of Jackson staff commutes 20% by 2030

Municipal target: Convert all small motor equipment to electric by 2035





Strategies

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

- **Update parking management program downtown**

Currently, public on-street and off-street parking is free throughout the Town of Jackson and most of Teton County. Once an individual has invested in a personal vehicle purchase or rental, there is little incentive to use other modes of transportation. Updating parking management may include prioritizing bike parking and pedestrian access and safety, improving access for people with limited mobility, and implementing more paid or timed parking systems, activities that are consistent with the Town of Jackson 2019 Downtown Parking Management Plan.
- **Pilot community-wide carshare and bikeshare program with low-emission vehicles**

One of the best ways to reduce trips in personal vehicles is to reduce the number of vehicles in the community. That requires designing our community so that visitors and residents can reduce or eliminate personal vehicle use and associated expenses. We cannot accomplish this through investments in public transit alone. A community-wide carshare and bikeshare program provides an alternative to visitors who need mobility for a short duration and for car-free and car-light residents who only need a vehicle occasionally. It could also provide midday mobility options for the local workforce, enabling more people to carpool or take transit to work.
- **Prioritize access to multi-modal mobility when considering new housing developments**

If we want people to walk, bike, and use transit, we need to house people in locations that have access to sidewalks, pathways, and bus stops, and for communities to be designed so that active and public transit are more convenient than private vehicles. Access to mobility options should be prioritized in housing developments and paid for by developers in partnership with transportation staff.
- **Implement Travel Demand Management strategies and programs in the Integrated Transportation Plan**

Many of the Town’s municipal strategies to reduce emissions from staff commutes are Travel Demand Management strategies within the ITP, such as providing flexible work schedules or telecommuting options and providing incentives for active transportation. Additional strategies to reduce personal vehicle travel by commuters, visitors and residents are in the ITP. The Town of Jackson can prioritize implementing these strategies, model them, and encourage or require local businesses to do the same.
- **Require or incentivize low-emissions vehicles, alternative fuels, and other climate mitigation actions in government contracts**

Local governments can reduce the emissions of the companies we do business with by including base requirements for vendors to use efficient vehicles and equipment, minimize idling, and avoid high congestion periods, and by awarding points to proposals that incorporate sustainable practices such as low-emission vehicles, alternative fuels, and route optimization.

■ Incentivize vehicle efficiency through business permitting process

The vehicles owned and operated by local businesses may be in operation several hours each day and can have an outsized contribution to local emissions. Encouraging the use of low emission vehicles through incentives built into business permits could decrease emissions from several industry sectors.

■ Prioritize car-free and car-light applications in affordable and workforce housing lotteries

Jackson is one of the most expensive places to live in the country. Housing is prohibitively expensive. Parking at multi-family housing developments takes up valuable space that could provide additional housing or communal spaces and is often provided free of external charges. However, parking is not free; the cost is embedded in rents, mortgages, and taxes regardless of whether those who pay for parking actually use it. Decoupling housing costs from parking costs would bring more equity and affordability to housing. Alternatively, housing applications with reduced parking needs could receive additional points in housing lotteries, which are currently weighted to benefit critical service providers and applicants with more years of local employment. Prioritizing housing with parking restrictions could enable housing to be built at a lower cost per unit while encouraging car-light lifestyles. For this strategy to succeed, alternatives such as expansion of transit service, car-share, and bike-share programs will be needed.

■ Encourage businesses to offer transit passes, bike/car share memberships, or stipends in lieu of parking

Workforce commuters contribute to traffic and fill many of the parking spaces in our community that would otherwise be available to customers. Many businesses provide free parking for their staff but do not provide employee benefits for employees who use other modes of transit. The Town can encourage businesses to provide transit passes or bike/car share memberships to staff in lieu of free parking, or provide a monetary benefit for staff who forgo use of parking spaces.

■ Reduce unnecessary idling

The Town of Jackson has an Idle-Free Resolution and encourages residents and visitors to be mindful about idling behaviors through messaging and signage. However, excessive idling still occurs. Idling creates noise pollution, increases GHG emissions and air pollution, and compromises the respiratory health of our most vulnerable community members, including children. Additional signage and improved messaging are needed; an idling ordinance can be considered if voluntary reductions are insufficient.

■ Amplify and support car-free travel options for visitors

Encouraging visitors to forego personal vehicles will reduce traffic and greenhouse gas emissions, but it needs to be easy for visitors to get around without a car. The Town of Jackson can work with the Travel and Tourism Board and Destination Stewardship Council to promote car-free mobility options to tourists, aligning with the goals and strategic initiatives within the Sustainable Destination Management Plan. This may include investments in transit, transportation alternatives from the airport, and other multi-modal mobility services as well as the infrastructure to accommodate them.

◆ Expand park-and-ride facilities and mobility hubs

For active and public transit to succeed, users need convenient, comfortable, and well-signed areas to connect to multi-modal transportation options. The Stilson Transit Hub is one example of a park-and-ride facility that reduces traffic and the amount of parking needed at popular destinations. Mobility hubs are also needed in locations that are walkable and bikeable from hotels and homes in the Town of Jackson to encourage the use of alternatives to personal vehicles and enable car-free and car-light lifestyles.

◆◆ Streamline waste hauling

The Town of Jackson does not provide waste collection services to residents; rather, private haulers provide that service. Currently, multiple waste haulers drive the same routes every week, increasing wear and tear on roads, adding noise pollution, and increasing GHG emissions. The Town of Jackson can incentivize haulers to streamline routes, use low-emission vehicles, or add curbside recycling, compost, or yard waste pickup to reduce noise, traffic, and emissions.

◆◆ Improve walkability and bikeability downtown

To encourage alternative modes of transportation, people need to feel safe walking and biking. Town can prioritize improvements to bike lanes, design intersections to increase the visibility of pedestrians and cyclists, and prioritize the development of pedestrian corridors. Investments in safe and convenient bicycle parking will also encourage active transit and make downtown more vibrant.

◆◆ Plan for an electric future

The Town of Jackson began installing public electric vehicle (EV) charging stations in 2013 when there were few electric vehicles in Wyoming. Demand grows annually, and Jackson needs to plan for a future where electric vehicles will be the norm rather than the exception. EV charging infrastructure enables people to choose the vehicle that best suits their needs; the Town can support the growth of cleaner vehicles by planning strategically for growth in EV charging infrastructure. EV planning should also include outreach strategies and incentives to encourage the use of electric and alternative fuel vehicles.

◆◆ Research options for centralized delivery hubs

Large trucks are needed to bring goods and services to our community, but they struggle to navigate our narrow streets and increase traffic congestion, air pollution, and GHG emissions. Currently, trucks stop at multiple locations, unloading relatively small deliveries at each one. A delivery hub located close to a main highway would enable trucks to unload their products at one location to be delivered to individual businesses in smaller, lower emission vehicles, reducing traffic, noise, and pollution.





MUNICIPAL STRATEGIES

- **Implement a vehicle purchasing policy**

The Town of Jackson has improved fuel efficiency 60% since 2006, largely through the purchase of more efficient vehicles. However, there is no official policy directing staff to do so. Creating and implementing a purchasing policy will ensure that these practices can continue regardless of staff transitions. A policy should prioritize electric vehicles, hybrids, electric bicycles, and other low-emission vehicles, encourage right-sizing, consider vehicle sharing or participation in a car-sharing program, and other fleet optimization strategies. Federal grants and rebates can reduce the cost of low-emission vehicles.

- **Improve fuel efficiency in Town fleets**

Fuel additives, vehicle technology, and driver behavior can improve fuel efficiency. The Town can investigate fuel additives and new vehicle technologies for their potential, train staff in efficient driving practices, and discourage unnecessary idling.

- **Increase use of alternative fuels**

Jackson has a cold climate, and electric vehicle technology does not currently meet some of our needs. Renewable diesel is a lower-emission alternative to diesel that does not require any modifications to vehicles or pumps. Additional alternative fuels can be considered where and when the technology is appropriate.

- **Reduce vehicle miles traveled in Town fleets**

The Town of Jackson can encourage staff to reduce miles traveled in Town vehicles by combining trips, using telematics to streamline routes, encouraging carpooling and the use of workplace E-bikes, and enabling virtual attendance and teleworking.

- ◆ **Reduce barriers to commute alternatives and incentivize active transit and ridesharing**

Every staff member has unique circumstances that guide their commute habits. A staff survey of commute habits conducted in the summer of 2023 revealed several barriers to using alternatives to single-occupancy vehicles, including childcare locations, inflexible work schedules, and the need to run errands during the workday or get home in an emergency. To remove these barriers, the Town of Jackson could incorporate more flexibility into work schedules, consider four-day workweeks or remote work options for some positions, or provide access to a carshare or bikeshare for workday errands. The Town can also promote active transit and ride sharing through incentives, stipends, or improved bike parking and facilities.

- ◆◆ **Convert small motor equipment and tools to electric**

While this strategy is not specifically related to mobility, it uses the same fuel. Phasing out municipal gas-powered equipment through an electric-first policy will reduce GHG emissions, improve air quality, and reduce noise pollution.



Healthy Watershed

Our surface and ground waters will be unimpaired, resilient, support healthy populations of cold-water fish, and be valued by our community

COMPREHENSIVE PLAN PRINCIPLE 1.2:

Preserve and enhance surface water and groundwater quality

COMPREHENSIVE PLAN PRINCIPLE 2.5:

Conserve energy through waste management and water conservation

The Snake River and its tributaries are the lifeblood of our community. These waterways provide for the mental, physical, and spiritual health of residents and visitors alike. As the headwaters of the Snake River, it is our community's responsibility to protect and restore these waters by maintaining the health of the lands that drain into them, the watershed.

Our water quality goals should be audacious. First and foremost, we must address pollutants so that the surface waters in our community meet water quality standards and are removed from the 303(d) list of impaired water bodies. Protecting wells from degradation safeguards clean drinking water.

We must also work to maintain habitat for wildlife, particularly native cold-water fish species. This will involve protecting and restoring riparian habitat to support biodiversity, removing barriers to fish movement, and ensuring that there is adequate flow in our rivers and streams to maintain cold waters and healthy fish populations while preserving the Outstandingly Remarkable Values of our regional Wild and Scenic Rivers in perpetuity.

We need to prepare for a warmer, drier future. Projections in the Greater Yellowstone Climate Assessment suggest that in the future less precipitation will fall as snow, more will fall as rain, and snowpack melts will occur earlier in the year. Data confirms that this is already occurring. With less precipitation stored as snow, we are likely to see drier summer and fall conditions with lower stream flows, increased drought, and an increased risk of wildfires. Precipitation events following wildfires increase erosion, disturbing spawning habitat for native cutthroat trout and introducing harmful pollutants into surface waters and groundwater. Additionally, moderate increases in temperature coupled with reduced snowmelt leads to increased water temperatures that already stress native cold-water fisheries and the economies that depend on them. Some strategies in the Nature Based Solutions section will help our watershed maintain resilience in a changing world. Additional actions related to water conservation, habitat protection, and stream restoration are needed.

Water conservation provides drought resilience for our community and reduces energy-use-associated GHG emissions that are causing the conditions we aim to mitigate. Nearly one-quarter of the emissions associated with Town of Jackson operations are attributed to the energy needed to produce clean drinking water and treat wastewater. Conserving water decreases the total amount of water used and is an easy way to reduce these emissions. Additionally, hot water heaters are one of the largest energy consumers within homes. Water efficiency, or the conservation of water through the utilization of water-saving technology such as efficient sinks, showers, and washers, can decrease both energy use and water consumption, reducing bills and emissions while conserving a valuable resource. Landscape irrigation is one of the largest consumers of residential water use nationwide, and much of that water is wasted due to evaporation and runoff. Waterwise irrigation practices are critical for conserving water resources and increasing our drought resiliency.

Water quality efforts in our community are a work in progress. Teton County is nearing the end of a two-year process to draft a Water Quality Management Plan. The Town of Jackson is currently working on a Stormwater Management Program. The newly formed Snake River Headwaters Watershed Group is bringing together diverse stakeholders to work together to find solutions for water resource issues in our community. There is a Watershed Management Plan in place for Flat Creek and another being drafted for Fish Creek. The strategies below will attempt to either fill water quality and conservation gaps that are not being addressed by other initiatives or to elevate strategies within the other initiatives that need the Town's support to succeed.

Goals

Conserve energy through water conservation and efficiency

Improve water quality in rivers and streams

Support healthy populations of native cold-water fish species

Reduce the gap between water produced and water billed, excluding non-revenue water

Targets

Target: Reduce consumption of potable water 10% by 2030

Target: Have local streams removed from the 303(d) list of impaired water bodies

Municipal target: Reduce water consumption in Town-owned facilities and irrigation on Town properties 20% by 2030

Municipal target: The gap between water produced and water billed, excluding non-revenue water, will be less than 10% by 2030

Municipal stretch target: The gap between water produced and water billed, excluding non-revenue water, will be less than 5% by 2030





Strategies

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

- **Implement a water conservation campaign**

The first step in conserving water on a community scale is increasing awareness around water conservation. Small behavior changes can conserve water at no cost to the user, while low-cost measures such as faucet aerators and irrigation sensors provide a quick return on investment without behavior modification. Our community has been sheltered from the impacts of severe drought experienced in other Western communities; we need to educate people now to prepare ourselves for conditions we are likely to experience in the future. Education campaigns should target residents, businesses, commuters, and visitors.
- **Implement an emerging pollutant education campaign**

Our community streams are monitored for several common water quality parameters, such as nutrient loading and E. coli. There are also pollutants that we do not measure, including emerging pollutants that we are just becoming aware of, such as microplastics, pharmaceuticals, and per- and polyfluoroalkyl substances (PFAS), also called “forever chemicals” because they do not break down easily. The Town of Jackson began testing drinking water for PFAS voluntarily in 2023; the US Environmental Protection Agency will require testing of PFAS in all public drinking water supplies by 2027. Consumer choices and appropriate disposal of materials can prevent these pollutants from entering our waterways.
- **Incentivize and encourage water conservation and efficiency**

The Town of Jackson already has a water pricing strategy that encourages conservation by charging more per 1,000 gallons as more water is used. Additional water conservation incentives could include adding a user explorer tool for conservation messaging in water bills, providing discounts or rebates on water conservation tools, and rewarding businesses for sustainable practices.
- **Create drought management plan**

The Town of Jackson has asked residents and businesses to use less water, but it has never enforced restrictions. We should prepare for a time when that may occur. A drought management plan, which could be in the form of a water conservation ordinance, would determine action steps the Town will take when our community reaches different levels of drought. By having a plan with clearly outlined steps, the Town will not have to make last-minute decisions based on emerging conditions, and residents will not be surprised if temporary restrictions are enacted.
- **Require fluoro-free products be sold and used in local shops**

Many common products contain PFAS, which is detrimental to human health and the environment. There are already federal regulatory actions regarding some large sources, such as firefighting foams that contain PFAS. Other sources of PFAS can be addressed on a community scale. Ski waxes containing PFAS wear off on the ski slopes, where they melt directly into soils and streams and can bioaccumulate in fish. There are fluoro-free market alternatives to PFAS-containing ski waxes and many other common products. To reduce the impact of this emerging pollutant on our health, environment, and economy, the Town can ban certain products from being sold or used in local shops or require fluoro-free versions.

■ **Prohibit snow storage near bodies of water**

Flat Creek within the Town of Jackson is impaired and does not meet surface water quality standards for Total Suspended Solids and Turbidity, primarily due to excess sedimentation. Snow that is removed from streets, sidewalks, and parking lots contains salt, sediment, hydrocarbons, trash, and other pollutants, which can enter streams when it melts. It is best to store snow in a location where the snowmelt will receive treatment. When that is not possible, storing snow away from water bodies to allow greater filtration can help protect streams from pollution. Supporting the creation and use of snow storage facilities with treatment will provide environmentally-sound alternatives for residents and businesses.

◆ **Update Land Development Regulations to encourage or require water conservation and protection**

How a property is developed determines its pollutant load and resiliency to future conditions, including floods and droughts. Land development regulations (LDRs) that encourage or require stream buffers, onsite stormwater management, or the use of green stormwater infrastructure such as permeable surfaces and absorbent landscaping reduce the impacts of stormwater runoff and provide resiliency to floods. LDR amendments that encourage runoff recapture and reuse conserve water and provide resiliency to drought.

◆ **Address large sources of sedimentation entering Flat Creek**

Flat Creek has been listed as an impaired water body due to sedimentation. However, we do not currently know where most of the sediment comes from. The Teton Conservation District, with support from the Town of Jackson, has partnered with the US Geological Survey to conduct a source sedimentation study. The results of this study will help us to determine the most effective actions to address sedimentation. Additionally, the Town should work to increase sediment and debris storage from potential pathways during a flood event, increasing community resilience.

◆ **Support efforts to ensure adequate, consistent, and reliable flow from the Jackson Lake Dam**

Rapid rampdowns of flows from the Jackson Lake Dam are one of the greatest threats to the health of the Snake River, stranding fish and changing natural flow regimes that fish are adapted to. The Town of Jackson participates in the Snake River Headwaters Watershed Group (SRHWG), a regional collaborative working on large-scale water challenges. The Town of Jackson can use our voice to support and join the efforts of the SRHWG and others to ensure flows from the Jackson Lake Dam are adequate to support healthy populations of native fish species and their seasonal needs, that rampdowns occur gradually to minimize negative impacts, and that flow changes are predictable and reliable.

◆ **Encourage and incentivize riparian restoration**

Some local streambanks are denuded of vegetation, altered to restrict natural flows, or have minimal buffers from stormwater runoff. Restoring vegetation and flow regimes will improve the health of streams and riparian zones, reduce pollutants, provide wildlife habitat, and increase resilience to flood events. The Town can encourage and support these projects and develop tools to incentivize riparian restoration and increased flood protections.

◆◆ **Support beautification of and access to Flat Creek**

Waterways in the Town of Jackson have historically been disregarded rather than celebrated. Cache Creek was moved underground, and Flat Creek was diverted to the edge of town where it is hidden behind businesses. In recent years, work has been done to improve access; Karns Meadow and Garaman Park provide opportunities to celebrate our connection to Flat Creek. We can encourage further beautification of Flat Creek that invites people to it, transforming it from a hidden asset to a cherished amenity that provides beauty and enjoyment.

◆◆ **Host community celebration of Flat Creek**

People care for the things they love, and Flat Creek could use a little more love. As we implement the strategies in this plan and improve water quality, we should invite people back to Flat Creek to celebrate our successes and encourage others to join us in our efforts in supporting a healthy watershed.

MUNICIPAL STRATEGIES

◆ **Improve efficiency of faucets, irrigation systems, and practices on Town properties**

To meet the goal of reducing water use at Town facilities, the Town will invest in faucet aerators, low flow technology, and sensors where applicable, and will transition to soil-moisture and weather-based irrigation systems. We will evaluate water conservation practices, such as keeping lawns longer before mowing. Drought tolerant species and lawn alternatives will be considered.

◆ **Implement water reuse in at least one Town facility**

Water reuse, also called recycled water, is the process of reclaiming non-potable water for uses other than cooking or drinking. Greywater from sinks and showers cannot be used for drinking or cooking, but it could be used in toilets or irrigation. Incorporating greywater systems into buildings could decrease water consumption while also reducing the energy used for both water production and wastewater treatment. On a larger scale, reclaimed water, or wastewater that has been treated but is still below drinking water standards, could be rerouted for irrigation.

◆◆ **Improve leak detection system**

All public water systems experience losses through small leaks and other system errors, leading to a discrepancy between how much water is produced and how much is distributed and billed. Improving leak detection can reduce this gap, conserve water and energy, and reduce operational expenses. Non-revenue water, or water that is distributed for the public good at no cost, such as water used in fire hydrants, is excluded.



Circularity

We will rethink systems to reduce waste, support regeneration, reuse and recovery of resources, and encourage our economy to be productive without being extractive

COMPREHENSIVE PLAN PRINCIPLE 2.5:

Conserve energy through waste management and water conservation

Circularity promotes a just transition from an economy that follows a linear “take, make, waste” model to one where resource extraction is minimized, and materials and nutrients are maintained for as long as possible and are continuously cycled instead of becoming waste. A circular economy manages materials from procurement through disposal to lower emissions while protecting and enhancing biodiversity, reducing social inequities, and increasing resilience. It expands upon the reduce, reuse, recycle mantra, which is embedded within a linear model of producing, consuming, and discarding, and challenges us to rethink that system and replace it with one that is recyclable, shareable, and regenerative. Input, waste, and emissions are minimized, closed-loop systems exist locally, and small businesses, including farms and ranches, are viable. Circularity decouples economic development from resource consumption and environmental degradation, and encourages economies that are productive without being extractive, and where goods and services are exchanged and not wasted.



Our community already has informal circular relationships, where brewery waste may feed cattle at a ranch that provides beef for brewery burgers. We have a robust reuse economy keeping goods in use for longer. We have community recycling, commercial composting, and strong financial incentives to sort and divert waste. We also have community organizations that work to redistribute food waste to people in need. Despite these programs and systems, our community still disposes of more than 30,000 tons of municipal solid waste annually while our waste diversion rate has held steady at 29-35% since fiscal year 2007. It is time to rethink the system.

Our Comprehensive Plan prioritizes conserving energy through waste management. We can approach this by rethinking our current operations and shifting them to prioritize regenerative practices, reduce waste as the

source, find end of life uses for materials, and divert more of our waste from the landfill. These strategies will reduce the GHG emissions emitted by each truckload of waste that is taken to the landfill, reduce methane emissions from our landfilled waste, and reduce the energy used and pollution released by the mining of virgin materials while providing revenue for our community and creating regenerative and reciprocal relationships between industries as well as between humans and our environment.

While the strategies in the circularity section still rely heavily on reducing and recycling, reframing this section as circularity reminds us to rethink systems and focus on front-end reduction, regeneration, and local reuse and recovery over recycling. Strategies are designed to align with Teton County Integrated Solid Waste and Recycling's Road to Zero Waste Plan, amplifying their goals through municipal actions.

Goals

Reduce waste generation and increase diversion rates

Reduce plastic waste and the use of materials containing PFAS

Develop and support markets for reuse and goods made from recycled materials

Targets

Target: Reduce landfilled waste 20% by 2030

Target: Divert 60% of our waste stream by 2030

Municipal target: Reduce landfilled waste from municipal operations 20% by 2030

Municipal target: Maintain a waste diversion rate greater than 70%

Municipal target: Divert 80% of our waste stream

Municipal target: Reduce emissions from paper products 20% by 2030





Strategies

KEY			
● Immediate	◆ Medium		
■ Short	◆◆ Long		

- **Implement Pay-As-You-Throw Pricing**
Options for residents to choose smaller waste containers or less frequent pickup for a reduced cost of service provides a direct economic incentive to reduce waste through purchasing habits, recycling, and composting. In other communities, pay-as-you-throw pricing models have effectively reduced the amount of waste going to the landfill by 14-27% while increasing recycling rates by 32-59%.
- **Update events form to encourage or require waste reduction and recycling**
Large community events require permitting by the Town. Currently, all efforts to reduce waste are at the discretion of the event holder. Lack of recycling facilities frustrates residents and visitors alike who expect that level of service at events. Incentives or requirements could be added to the events form to reduce the amount of waste landfilled after events.
- **Require commercial recycling of beverage containers for alcoholic beverage service permit holders**
Businesses benefit greatly when they have the privilege of serving alcohol at their establishments. Bottles and cans are easily recycled, yet a 2022 Waste Characterization Study estimated that 331 tons of aluminum cans and 1,414 tons of glass bottles are landfilled annually from our community, with an estimated value of \$324,000 to \$479,000. Aluminum cans are extremely energy intensive to produce, creating emissions and environmental degradation in the location where they are mined and manufactured. Requiring recycling of beverage containers as a condition to receive a liquor license will increase commercial recycling of these valuable commodities.
- **Require reusable foodware for dine-in experiences, prohibit foodware containing expanded polystyrene or PFAS, and require provision of accessories only upon request**
Jackson's economy is based on tourism, and that includes a strong food service industry, including takeout. Plastic and polystyrene foodware breaks down into microplastics that are harmful to human health and our environment. Some take-out containers also contain PFAS, or Per- and Polyfluoroalkyl substances, also called "forever chemicals" because they break down very slowly in our environment and bioaccumulate in humans, fish, and other species. Plastic waste and harmful materials used in the food service industry can be minimized by requiring reusable foodware for dine-in experiences, prohibiting foodware containing polystyrene or PFAS, and stipulating that takeout restaurants only provide items like napkins, straws, and disposable utensils upon request.
- **Require commercial recycling of cardboard**
Cardboard is easily recyclable, highly valuable, and takes up a lot of space in garbage trucks. Requiring businesses to recycle cardboard will recover a valuable resource for reuse, reduce the number of trucks hauling waste to the landfill, and generate revenue to support recycling operations. A 2022 Waste Characterization Study estimated that 1,768 tons of cardboard are landfilled annually, with an estimated value of \$35,000 to \$110,000 if recycled.



■ **Require diversion of C&D waste**

Construction and demolition (C&D) waste comprises approximately one-third of all waste sent to the landfill Teton County. While it is more expensive to landfill C&D waste than to sort and divert it, most builders simply pass that cost on to their clients. Permitting processes or building codes could require diversion of certain C&D waste.

■ **Discontinue Burn Week**

The Town of Jackson designates one week in the fall and one week in the spring to allow burning of yard waste. Burn week corresponds with the timing of the Fall and Spring Clean Up when residents can drop off yard waste at the rodeo grounds or the transfer station for free. With convenient and free disposal options available for materials that can be chipped or composted, there is no need to continue the practice of burning waste, which impairs local air quality and increases the risk of fires spreading.

◆ **Incentivize or require hotels to reduce single-use toiletries**

There is a nationwide shift away from single-use toiletries in hotels to larger, refillable containers to reduce plastic waste. Grand Teton National Park requires its concessionaires to provide sustainable toiletries rather than single-use versions. The Town could encourage, incentivize, or require hotels in Town to do the same.

◆ **Consider local restrictions on the sale of single-use plastic water bottles**

Bottled water is rarely needed in our community, as drinking water available from the tap is as clean or cleaner than bottled waters, which have less stringent regulations than tap water. Bottled water creates unnecessary plastic waste that is often not recycled. Restricting the sale of small, single-use plastic water bottles, while allowing the sale of larger containers for the few households that need them, reduces this waste at the source.

◆ **Encourage reusables through a surcharge on beverage cups and food containers**

Similar to the plastic bag reduction ordinance, in which customers are incentivized to bring their own bags by a 20-cent fee for each paper bag used, a surcharge on take-out beverages cups or other food containers could encourage customers to use reusables while encouraging vendors to provide durable containers, including items that are returnable for a rebate.

◆ **Encourage or require bear-resistant food waste composting by restaurants**

Nearly 12% of the municipal solid waste received at the Transfer Station is organic material that could be composted, including food waste, yard waste, untreated wood, manure, and sod. Restaurants and industrial kitchens produce more organic food waste than individual households. Targeting diversion of organic material from the largest producers is the most effective way to reduce this component of the waste stream while creating a valuable product that can be used locally to regenerate landscapes.

◆ **Support local food production**

Local food production provides nutrient-dense foods while reducing emissions related to transporting food to our region. The Town can support the creation and actualization of community gardens and farmer's markets and support local producers through the creation of a local carbon offset program that supports regenerative practices. Precautions need to be taken to avoid attracting bears to urban areas, which may include not allowing some agricultural practices within Town limits.

◆ **Require Sustainable Deconstruction Plans with a diversion requirement**

Deconstruction differs from demolition in that it encourages the foresight needed to reuse and recycle materials rather than landfilling them. Requiring deconstruction plans with a diversion requirement will add this foresight to an industry that often operates as quickly as possible without providing options for reuse.

◆ **Require equal space for trash and diversion in new commercial buildings and multi-unit dwellings**

Building designs include locations for trash storage and pickup. However, few incorporate adequate space for recycling, compost, or other types of waste diversion, providing a barrier to participation that is difficult to overcome. Design standards should require space for diversion as well as trash.

MUNICIPAL STRATEGIES

● **Digitize paperwork, incentivize workplace recycling, and model zero waste events**

The Town of Jackson will continue to improve waste diversion and recycling within our operations, reduce unnecessary printing through habit changes and digitization, and aim to model low-waste and zero-waste practices at employee events.

■ **Incorporate waste diversion requirements into Requests for Proposals and contracts**

The Town of Jackson can encourage better practices among our contractors by including waste diversion requirements and model practices within our contracts, and awarding points for circular practices.

◆ **Develop sustainable procurement policies that prioritize materials with recycled content**

The Town of Jackson can drive markets through the purchases we make. A procurement policy that prioritizes materials made with recycled content, such as office paper, will support those markets while reducing the Town's scope 3 emissions.

◆ **Pair recycling bins with public trash bins**

The Town of Jackson currently provides trash and recycling bins throughout downtown, and joint Town/County departments provide public trash and recycling bins at city parks and trash bins at bus shelters. However, many trash bins do not have recycling bins nearby. If trash bins are paired with recycling bins, recycling cans and bottles will be easier for users and we will divert more waste.

Accountability

Regardless of the sector, goal, or strategy, it is important to have a plan for monitoring progress and communicating it transparently. The first step is to improve our systems for tracking municipal and community GHG emissions. We must also establish methods for tracking progress towards implementation of the strategies outlined in this plan. Finally, we must develop systems for communicating the data and progress we are tracking with Town Council, Town staff, and the public.

Goals

Better understand the sources of our community's GHG emissions

Track climate and sustainability metrics accurately

Share Sustainability Plan progress transparently with the community

Targets

Target: Create Sustainability Plan progress report that is publicly accessible by 2026

Target: Communicate with the public about relevant sustainability plan strategies quarterly

Municipal target: Provide annual update to Town Council on Sustainability Plan progress

Municipal target: Communicate with Town staff about Sustainability Plan initiatives quarterly

Strategies

KEY			
● Immediate	◆ Medium		
■ Short	◆◆ Long		

- **Commit to quarterly communications with the public**

It is not possible to reach our sustainability goals without buy in from the public and participation by individuals, businesses, and visitors. Communications about Sustainability Plan strategies, progress, and ways to engage can occur in many forms, including in-person events, flyers, advertisements, media features, social media. These should occur at least quarterly to maintain engagement.

- **Complete a Local Government Operations (LGO) and Community-wide GHG inventories within one year of adoption**

The most recent formal community-wide GHG inventory for Teton County was completed in 2017 and is becoming outdated. The Town of Jackson gathers data on municipal energy, fuel, and water consumption, but has never completed a formal LGO GHG inventory. We should complete an LGO and Community-wide GHG inventory within one year of adoption of the Town Sustainability Plan to provide the baseline data we need to measure success.

- **Create or improve LGO and community-wide GHG emissions data collection**

Using data from the LGO and Community-wide GHG inventories, we can create or improve systems for collecting and recording data to track our progress. Efficient systems will enable us to gather the information necessary to meet our reporting and communications targets.

- **Create a publicly accessible dashboard for tracking progress towards goals**

To hold us accountable to the goals and targets within the Sustainability Plan, the Town can create a platform for showing progress towards goals. While targets related to emissions reduction need only be reported annually, progress towards strategies can be updated on an ongoing basis.

- ◆ **Complete a full GHG inventory every five years**

Formal GHG inventories have been completed for Teton County in 2007 and 2017. They are updated annually using data and assumptions that are built into the modeling. However, it is recommended to do formal inventories more frequently than every ten years. Committing to do a formal inventory every five years will provide more accurate data on our progress and will help us to have the information needed to update the Town Sustainability Plan every five years.



Appendix

Summary of Goals and Strategies

Energy

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

Timeline	Strategy	Goals Addressed
●	Support the development of community renewable energy projects	Increase local generation of renewable energy
●	Develop renewable energy project standards that minimize impacts to the environment	Minimize the impacts of energy development on environmental quality
■	Encourage Lower Valley Energy (LVE) to move to an opt-out system for their Green Power program	Increase investment in Green Power
■	Support local production of renewable energy	Increase local generation of renewable energy
◆	Encourage energy pricing that incentivizes conservation	Reduce energy consumption during peak periods
◆	Incentivize electric vehicle charging during off-peak hours	Reduce energy consumption during peak periods
◆	Support regional production of renewable energy	Maintain a clean electricity supply
◆	Encourage our local utility to increase the percentage of renewable energy in their electric portfolio	Maintain a clean electricity supply
◆◆	Research feasibility of additional renewable energy sources for our community	Increase local generation of renewable energy
◆◆	Develop an energy supply resiliency plan	Expand energy storage capabilities
Timeline	Municipal Strategy	Goals Addressed
◆◆	Continue to purchase 100% Green Power	Increase investment in Green Power
◆◆	Increase percentage of energy from renewable energy sources	Increase local generation of renewable energy

Nature-based Solutions

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

Timeline	Strategy	Goals Addressed
●	Engage community in pollinator protection	Support healthy populations of keystone species, focal species, and minifauna
■	Encourage or require green infrastructure in new construction	Expand absorbent landscapes and runoff recapture
◆	Protect riparian zones and other sensitive natural areas	Preserve and maintain natural landscapes that provide erosion and flood control
◆	Strengthen protections for keystone and focal species	Support healthy populations of keystone species, focal species, and minifauna
◆	Incentivize or require landscaping with native plants	Increase the proportion of landscaping with native plants
◆◆	Promote tree planting	Increase the proportion of landscaping with native plants; Expand absorbent landscapes and runoff recapture
◆◆	Daylight sections of Cache Creek to restore ecological integrity	Preserve and maintain natural landscapes that provide erosion and flood control
◆◆	Develop a local Biodiversity Strategy and Action Plan	Support healthy populations of keystone species, focal species, and minifauna
Timeline	Municipal Strategy	Goals Addressed
●	Create model native plant or pollinator garden on Town property	Increase the proportion of landscaping with native plants; Support healthy populations of keystone species, focal species, and minifauna
■	Create an Eco-Stewards program	Develop an ethos of ecosystem stewardship and coexistence
◆	Develop beaver coexistence strategy	Support healthy populations of keystone species, focal species, and minifauna

The Built Environment

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

Timeline	Strategy	Goals Addressed
●	Commit to reviewing and adopting the latest International Energy Conservation Code (IECC) within one year of their release	Reduce emissions attributed to the Built Environment; Improve air quality
●	Encourage or require smaller, more energy-efficient buildings	Reduce emissions attributed to the Built Environment; Improve air quality
●	Develop strategies to reduce energy used to heat outdoor spaces	Reduce emissions attributed to the Built Environment; Improve air quality
●	Apply for International Dark Sky Community certification	Reduce light pollution
■	Prioritize energy efficiency upgrades for deed-restricted housing and long-term rentals	Reduce emissions attributed to the Built Environment; Improve air quality
■	Adopt a voluntary energy conservation stretch code	Reduce emissions attributed to the Built Environment; Improve air quality
■	Require disclosure of energy efficiency and/or energy efficiency upgrades at point of sale	Reduce emissions attributed to the Built Environment; Improve air quality
■	Support building energy conservation education for residents and businesses	Reduce emissions attributed to the Built Environment; Improve air quality
■	Review Land Development Regulations (LDRs) to address wildlife permeability and climate mitigation, adaptation, and resilience	Reduce human-wildlife conflicts
◆	Expand Bear Conflict Zone to the entire town	Reduce human-wildlife conflicts
◆	Protect highly used wildlife corridors from development	Reduce human-wildlife conflicts
◆	Support green workforce development	Reduce emissions attributed to the Built Environment; Improve air quality
◆	Conduct a vulnerability assessment	Build community resiliency
◆	Designate or develop resilience hubs	Build community resiliency
◆	Educate, encourage, and incentivize conversion of non-compliant lighting to dark sky lighting	Reduce light pollution
◆◆	Incentivize low-emission construction practices and the use of materials with low embodied carbon	Reduce emissions attributed to the Built Environment; Improve air quality
◆◆	Adopt a bird-friendly window ordinance	Reduce human-wildlife conflicts
Timeline	Municipal Strategy	Goals Addressed
●	Convert Town-owned trash receptacles to bear-resistant ones	Reduce human-wildlife conflicts
■	Build for the future	Reduce emissions attributed to the Built Environment
◆	Convert Town-owned lighting to dark sky compliant lighting	Reduce light pollution
◆	Reduce GHG emissions from Town operations	Reduce emissions attributed to the Built Environment; Improve air quality
◆	Reduce GHG emissions from Town-owned buildings leased to others	Reduce emissions attributed to the Built Environment; Improve air quality
◆	Commit to purchasing carbon offsets for emissions attributed to municipal operations	Reduce emissions attributed to the Built Environment

Mobility

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

Timeline	Strategy	Goals Addressed
●	Update parking management program downtown	Reduce vehicles miles traveled
●	Pilot community-wide carshare and bikeshare program with low-emission vehicles	Reduce vehicle miles traveled; Increase active transit mode share
●	Prioritize access to multi-modal mobility when considering new housing developments	Reduce vehicle miles traveled; Increase active transit mode share
●	Implement Travel Demand Management strategies and programs in the Integrated Transportation Plan	Reduce vehicles miles traveled
■	Require or incentivize low-emissions vehicles, alternative fuels, and other climate mitigation actions in government contracts	Reduce GHG emissions associated with surface transportation and motors
■	Incentivize vehicle efficiency through business permitting process	Reduce GHG emissions associated with surface transportation and motors
■	Prioritize car-free and car-light applications in affordable and workforce housing lotteries	Reduce vehicles miles traveled
■	Encourage businesses to offer transit passes, bike/car share memberships, or stipends in lieu of parking	Reduce GHG emissions associated with surface transportation and motors; Increase active transit mode share
■	Reduce unnecessary idling	Reduce GHG emissions associated with surface transportation and motors; Reduce noise pollution
■	Amplify and support car-free travel options for visitors	Reduce GHG emissions associated with surface transportation and motors; Increase active transit mode share
◆	Expand park-and-ride facilities and mobility hubs	Reduce vehicles miles traveled; Reduce GHG emissions associated with surface transportation and motors
◆◆	Streamline waste hauling	Reduce vehicles miles traveled; Reduce GHG emissions associated with surface transportation and motors; Reduce noise pollution
◆◆	Improve walkability and bikeability downtown	Increase active transit mode share
◆◆	Plan for an electric future	Reduce GHG emissions associated with surface transportation and motors; Reduce noise pollution
◆◆	Research options for centralized delivery hubs	Reduce GHG emissions associated with surface transportation and motors; Reduce noise pollution
Timeline	Municipal Strategy	Goals Addressed
●	Implement a vehicle purchasing policy	Reduce GHG emissions from Town fleets and public transit
●	Improve fuel efficiency in Town fleets	Reduce GHG emissions from Town fleets and public transit
●	Increase use of alternative fuels	Reduce GHG emissions from Town fleets and public transit
■	Reduce vehicle miles traveled in Town fleets	Reduce vehicles miles traveled; Reduce GHG emissions associated with surface transportation and motors
◆	Reduce barriers to commute alternatives and incentivize active transit and ridesharing	Reduce GHG emissions from Town of Jackson staff commutes; Reduce vehicles miles traveled; Increase active transit mode share
◆◆	Convert small motor equipment and tools to electric	Reduce GHG emissions associated with surface transportation and motors; Reduce noise pollution

Healthy Watershed

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

Timeline	Strategy	Goals Addressed
●	Implement a water conservation campaign	Conserve energy through water conservation and efficiency
●	Implement an emerging pollutant education campaign	Improve water quality in rivers and streams
■	Incentivize and encourage water conservation and efficiency	Conserve energy through water conservation and efficiency
■	Create drought management plan	Conserve energy through water conservation and efficiency
■	Require fluoro-free products be sold and used in local shops	Improve water quality in rivers and streams
■	Prohibit snow storage near bodies of water	Improve water quality in rivers and streams; Support healthy populations of native cold-water fish species
◆	Update Land Development Regulations to encourage or require water conservation and protection	Conserve energy through water conservation and efficiency; Improve water quality in rivers and streams
◆	Address large sources of sedimentation entering Flat Creek	Improve water quality in rivers and streams; Support healthy populations of native cold-water fish species
◆	Support efforts to ensure adequate, consistent, and reliable flow from the Jackson Lake Dam	Support healthy populations of native cold-water fish species
◆	Encourage and incentivize riparian restoration	Improve water quality in rivers and streams; Support healthy populations of native cold-water fish species
◆◆	Support beautification of and access to Flat Creek	Improve water quality in rivers and streams
◆◆	Host community celebration of Flat Creek	Improve water quality in rivers and streams; Support healthy populations of native cold-water fish species
Timeline	Municipal Strategy	Goals Addressed
◆	Improve efficiency of faucets, irrigation systems, and practices on Town properties	Conserve energy through water conservation and efficiency
◆	Implement water reuse in at least one Town facility	Conserve energy through water conservation and efficiency
◆◆	Improve leak detection system	Reduce the gap between water produced and water billed, excluding non-revenue water

Circularity

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

Timeline	Strategy	Goals Addressed
●	Implement Pay-As-You-Throw Pricing	Reduce waste generation and increase diversion rates
●	Update events form to encourage or require waste reduction and recycling	Reduce waste generation and increase diversion rates
●	Require commercial recycling of beverage containers for alcoholic beverage service permit holders	Reduce waste generation and increase diversion rates
●	Require reusable foodware for dine-in experiences, prohibit foodware containing expanded polystyrene or PFAS, and require provision of accessories only upon request	Reduce plastic waste and the use of materials containing PFAS
■	Require commercial recycling of cardboard	Reduce waste generation and increase diversion rates
■	Require diversion of C&D waste	Reduce waste generation and increase diversion rates
■	Discontinue Burn Week	Develop and support markets for reuse and goods made from recycled materials
◆	Incentivize or require hotels to reduce single-use toiletries	Reduce plastic waste and the use of materials containing PFAS
◆	Consider local restrictions on the sale of single-use plastic water bottles	Reduce plastic waste and the use of materials containing PFAS
◆	Encourage reusables through a surcharge on beverage cups and food containers	Reduce waste generation and increase diversion rates
◆	Encourage or require bear-resistant food waste composting by restaurants	Reduce waste generation and increase diversion rates; Develop and support markets for reuse and goods made from recycled materials
◆	Support local food production	Develop and support markets for reuse and goods made from recycled materials
◆	Require Sustainable Deconstruction Plans with a diversion requirement	Reduce waste generation and increase diversion rates
◆	Require equal space for trash and diversion in new commercial buildings and multi-unit dwellings	Reduce waste generation and increase diversion rates
Timeline	Municipal Strategy	Goals Addressed
●	Digitize paperwork, incentivize workplace recycling, and model zero waste events	Reduce waste generation and increase diversion rates
■	Incorporate waste diversion requirements into Requests for Proposals and contracts	Reduce waste generation and increase diversion rates
◆	Develop sustainable procurement policies that prioritize materials with recycled content	Develop and support markets for reuse and goods made from recycled materials
◆	Pair recycling bins with public trash bins	Reduce waste generation and increase diversion rates

Accountability

KEY

● Immediate

◆ Medium

■ Short

◆◆ Long

Timeline	Strategy	Goals Addressed
●	Commit to quarterly communications with the public	Share Sustainability Plan progress transparently with the community
●	Complete a Local Government Operations (LGO) and Community-wide GHG inventories within one year of adoption	Better understand the sources of our community's GHG emissions
●	Create or improve LGO and community-wide GHG emissions data collection	Track climate and sustainability metrics accurately
●	Create a publicly accessible dashboard for tracking progress towards goals	Share Sustainability Plan progress transparently with the community
■	Complete a full GHG inventory every five years	Track climate and sustainability metrics accurately

Glossary

Active transit: Refers to transportation modes such as walking, biking, public transit, and micromobility options like bikeshare and scooters.

Bioswale: A landscape element, typically a vegetation ditch, designed to concentrate stormwater runoff while removing debris and pollution. Bioswales are often used to manage water quantity and quality in urban areas.

Built environment: Commercial and residential buildings and the infrastructure that supports them. It includes roads, bridges, water and sewer systems, public utilities, parks, and green spaces.

Carbon dioxide equivalent (CO₂e): CO₂e, or carbon dioxide equivalent, is a metric used to compare the emissions of various greenhouse gases based on their global warming potential relative to that of carbon dioxide over a specific period. It allows different greenhouse gases to be expressed as an equivalent amount of CO₂, providing a standardized measure of their impact on climate change.

Carbon sequestration: The process of capturing and storing atmospheric carbon dioxide through habitat restoration, carbon capture technologies, afforestation, or sustainable farming practices.

Circular economy: A framework in which resource input, waste, and emissions are minimized by slowing, closing, and narrowing material loops. It aims to eliminate waste and pollution, circulate products and materials at their highest value, and regenerate nature through five strategies: rethink, regenerate, reduce, reuse, and recover. (ICLEI and the Ellen MacArthur Foundation)

Climate action: Efforts to reduce greenhouse gas emissions, enhance resilience to climate change impacts, and promote sustainable practices to mitigate global warming. This encompasses policy measures, technological innovations, and community initiatives to ensure a stable climate for future generations.

Community resilience: The ability of the local population to withstand, adapt to, and recover from adverse events such as natural disasters, economic downturns, or social disruptions. It involves enhancing the town's infrastructure, social networks, and emergency preparedness to ensure long-term well-being.

Ecosystem services: The direct and indirect benefits that humans receive from natural ecosystems. This includes provisioning (food, water), regulating (climate, disease control), supporting (nutrient cycles, pollination), and cultural services (recreational, spiritual).

Embodied carbon: The total greenhouse gas emissions generated to produce a built asset, including the extraction, manufacture, transportation, assembly, maintenance, and disposal of building materials.

Focal species: Species that serve an umbrella function because they live in habitats needed for other species and are often more sensitive to changes in those habitats. They are often indicators of ecological sustainability.

Green infrastructure: A network of natural and semi-natural systems that reduce and treat stormwater at its source to reduce flows to sewer systems or surface waters. Raingardens, permeable pavement, stormwater harvest and reuse, and bioswales are examples of green infrastructure.

Greenhouse gas (GHG): A gas that traps heat in the Earth's atmosphere. Common GHGs include carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O). These gases absorb and emit infrared radiation, leading to a warming effect on the planet.

Greywater: Wastewater generated from household or commercial activities such as laundry, dishwashing, and bathing, which can be recycled for non-potable uses like landscape irrigation and flushing toilets.

Keystone species: A plant or animal which most other species in an ecosystem directly or indirectly depend upon. When healthy populations for keystone species are present, many other species benefit.

Low-emission construction practices: Building methods and materials that minimize greenhouse gas emissions and other pollutants during the construction process. These practices can include sustainable waste management, efficient on-site energy use, and place-based materials.

Microhabitat: A small, specialized habitat within a larger ecosystem that supports specific plant and animal species.

Minifauna: Small or localized animals that play significant roles in ecosystems, such as pollination, soil health and decomposition. Examples include small mammals, birds, and insects.

Multi-modal mobility: Transportation systems that integrate various modes of transport, such as walking, cycling, public transit, and car-sharing, to provide flexible, efficient, and seamless travel experiences for users. These systems aim to optimize connectivity and convenience by allowing travelers to switch between different transportation methods easily.

Natural infrastructure: The strategic use of natural systems, such as wetlands, forests, and floodplains, to provide services like water purification, flood control, and climate regulation.

Nature-based solutions: Actions to protect, sustainably manage, or restore natural ecosystems that address societal challenges such as climate change, human health, food and water security, and disaster risk reduction effectively and adaptively, simultaneously providing human well-being and biodiversity benefits (The World Bank).

Non-renewable energy: Energy sources that cannot be replenished on a human timescale once they are depleted. These include fossil fuels such as coal, oil, natural gas, and nuclear energy.

Peak periods: Refer to times when electricity demand is at its highest. Typically, peak periods occur in the morning and evening daily. They also occur during extreme seasonal temperatures in summer and winter. These periods are influenced by climate, population density, green infrastructure, and local industrial activity, impacting electricity pricing and grid management.

Perfluoroalkyl and Polyfluoroalkyl substances (PFAS): Perfluoroalkyl and polyfluoroalkyl substances (PFAS) are a group of synthetic chemicals that are widely used for their water and grease-resistant properties, found in products like non-stick cookware, ski wax, waterproof clothing, and firefighting foams. They are known for their persistence in the environment and human body, leading to concerns about their potential health effects.

Rain gardens: Shallow, vegetated basins designed to capture and absorb rainwater runoff from impervious surfaces like roofs, sidewalks, and streets. They help reduce flooding and improve water quality.

Reclaimed water: Reused treated water that can be used for various purposes, such as agricultural irrigation, industrial processes, and landscape watering.

Recycled water: Wastewater treated and purified for reuse in non-potable applications like irrigation, industrial processes, and toilet flushing.

Resilience hub: A community-serving facility designed to support residents, coordinate resource distribution, and enhance community resilience to the impacts of climate change. They are the central point for gathering, assembling information and distributing resources before, during, and after emergencies. They also serve to enhance quality of life and help residents adapt to the impacts of climate change on a day-to-day basis.

Riparian restoration: Rehabilitating the natural habitats and ecosystems along riverbanks and streams to improve water quality, enhance biodiversity, and stabilize the shoreline. This can include activities like planting native vegetation, removing invasive species, and managing erosion.

Scope 1, 2, and 3 emissions: Categories of greenhouse gas emissions associated with an organization's operations. Scope 1 includes direct emissions from owned sources, Scope 2 covers indirect emissions from purchased electricity, and Scope 3 encompasses all other indirect emissions in the value chain.

Sustainability: A system of practices, technologies, and policies encompassing environmental, social, and economic dimensions that enable the fulfillment of present needs without compromising the ability of future generations to meet their own needs.

Systemic change: Fundamental shifts in the structures, processes, and behaviors of a system, leading to long-lasting and transformative impacts. It involves addressing the root causes of problems rather than just their symptoms, often requiring coordinated efforts across multiple sectors and levels of society.

Vulnerability assessment: Evaluating the exposure, sensitivity, and adaptive capacity of infrastructure, ecosystems, and populations to climate-related hazards. The goal is to inform strategies for reducing risks and enhancing resilience.

Water conservation: Decreasing the total amount of water use.

Water efficiency: Conserving water by utilizing water-saving technology.

Watershed: An area of land within which all the water that falls drains into a common outlet, such as a river, lake, or ocean. Jackson Hole is a part of the Snake River Headwaters Watershed.

303(d) list of impaired water bodies: A state's list of impaired and threatened waters (such as stream and river segments, and lakes) is submitted to the EPA for approval every two years. For each water body on the list, the state identifies the pollutant causing the impairment, if it is known.

Acronyms

- BPA:** Bonneville Power Administration
- CC&R:** Covenants, Conditions, and Restrictions
- CO2e:** Carbon dioxide equivalent
- GHG:** Greenhouse Gas
- ICLEI:** International Council for Local Environmental Initiatives
- IECC:** International Energy Conservation Code
- ITP:** Integrated Transportation Plan
- LBSAP:** Local biodiversity strategy and action plan
- LDR:** Land development regulations
- LEED:** Leadership in Energy and Environmental Design
- LVE:** Lower Valley Energy
- MUD:** Multi-unit dwelling
- PFAS:** Per- and Polyfluoroalkyl substances
- SRHWG:** Snake River Headwaters Watershed Group
- START:** Southern Teton Area Rapid Transit

Acknowledgments

Thank you to all of our staff, Town Council members, community partners, and community members who assisted with the development of this plan. We are grateful for the support and engagement we received from a wide variety of departments, community-based organizations, and individuals. We set bold goals. It will take a community to accomplish them. We look forward to working with the dedicated members of our community to implement this plan.



COUNCIL WORK & PRIORITY ITEMS 2025		
JANUARY	FEBRUARY	MARCH
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Affordable Non-Residential Space Scoping Report	Parking Garage Fees	Karns Meadow Monitoring/Advisory Group
Council Appointment Process	Wildlife Feeding & Bear Resistant Trash Annual Update	User Fees from EV Charging
EBike Scoping Report	Policy Manual Update	Cemetery Service Level Standards
Public Art Plan	User Fees from EV Charging	RFP for Greenhouse Gas Inventory
JM	JM	JM
Transportation CIP	90 Virginian Lane Development Agreement	90 Virginian Lane Development Agreement
	Destination Management & Marketing Organization (DMMO)	Joint Powers Agreement Updates
	Fire/EMS JPA Process Schedule	Community Wildfire Mitigation (CWPP)
APRIL	MAY	JUNE
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Scoping Related to LDRs (continued)	Scoping Related to LDRs	Stormwater Plan & Establishing Stormwater Utility
Legislature: WAM Update	Equity Task Force	Contract Award for Greenhouse Gas Inventory
JM	JM	JM
90 Virginian Lane	Fire/EMS Standards of Cover/Levels of Service	Safe Streets for All
Indicator Report	Fire/EMS Strategic Planning Including Housing Volunteers	90 Virginian Lane
Safe Streets for All	Housing Supply Plan & Work Plan	
	Joint Long Range Work Plan	
	Transportation Work Plan	
	90 Virginian Lane (Special Meeting)	

COUNCIL WORK PLAN CALENDAR 2025 (CONTINUED)		
JULY	AUGUST	SEPTEMBER
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Sustainability Plan Update	Strategic Budgeting	Strategic Budgeting
Strategic Comms Plan & Language Access	Ecosystem Health Indicators	Develop Sworn Mounted Patrol Unit
	Public Art Plan	Interim Parking Action Plan Update
JM	JM	JM
Joint Powers Agreement Timelines	Joint Powers Agreement Updates Fire/EMS & EM	Joint Powers Agreement Updates Fire/EMS & EM
Transportation System Monitoring: Traffic Impact Study Update	Housing Supply Plan & Preservation Program	
	E-Bike/Pathway Safety	
OCTOBER	NOVEMBER	DECEMBER
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
County Water/Wastewater Service Level Connections & Policy	Updates to Title 13: Utilities	Strategic Budgeting
Int'l Energy Conservation Building Code Update	Reimagining Special Events	Stormwater Plan & Establishing a Stormwater Utility
Town Employee Housing Strategy	Mobility Hubs	
Revaluation of 2:1 Workforce Housing Bonus	Strategic Budgeting	
Legislative Approach	Rodeo Grounds Lease	
Strategic Budgeting		
JM	JM	JM
Joint Powers Agreement Updates Fire/EMS & EM	Joint Powers Agreement Updates Parks & Rec	Joint Powers Agreement Updates Parks & Rec
	Health & Human Service Updates	Fire/EMS Standards of Cover/Levels of Service
		Safe Streets for All

SHIFTS & CHANGES		SPECIAL MEETINGS
Transportation Work Plan moved from April to May—		Process of Updating Comp Plan
Strategic Comms Plan & Language Access moved from June to July		Long-term Strategic Vision/Plan Focused on Housing
E-Bike/Pathway Safety moved from June to August JM		Community Visioning Scoping/Check in
County Water/Wastewater Service Level Connections & Policy moved from May to October		Create 21st Century Operating System
Transportation Impact Study and LDR amendment moved from June to TBD		
Fire/EMS Standards of Cover/Levels of Service moved from July JM to TBD		DURING BUDGETING PROCESS
Rodeo Grounds Lease moved from July to September		Staff Benefit Package Review
Interim Parking Action Plan moved from August to September		Grant Management Staff member or consultant
Public Art Plan Moved from July to August		
Adjust Management of Grand Targhee Grant Program removed, Council input not needed		
5 Year Strategic Transit Development Plan moved from JM to TBD		
Snow King/Maple Way moved to TBD in 2026		
Rodeo Grounds Lease moved from September to November		