

Regular Town Council Workshop

August 18, 2025

1:30-5:00 PM

Town Council Chambers

Chair: Arne Jorgensen

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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/84085045414?pwd=RyYWq6Jcckl8ZH5pwWda06EudazVJA.1>

Or join at zoom.com with Webinar ID: **840 8504 5414** and Password: **83001** or by phone: **+1 346 248 7799**

II. CALL TO ORDER AND ROLL CALL

III. WORKSHOP ITEMS

- A. Ecosystem Health Indicator Report (Tanya Anderson & Olivia Park)
- B. Scoping Report on Exemption for Young People for Certificate of Qualifications (Paul Anthony)
- C. Scoping Report on UTV Regulations (Paul Anthony)
- D. Sustainable Destination Management Plan (SDMP) Overview (Lindsey Ehinger)

IV. MATTERS FROM MAYOR AND COUNCIL

- A. Board and Commission Reports

V. UPCOMING AGENDA UPDATE

- A. Council Priorities

VI. 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.

STAFF REPORT



Meeting Date:	August 18, 2025	Meeting Title:	Town Council Workshop
Submitting Department:	Administration	Presenter:	Tanya Anderson, Olivia Park
Agenda Item:	Ecosystem Health Indicator Report	Public Comment	Yes

Purpose & Policy Considerations.

The purpose of this item is for Council to review the 2025 Ecosystem Health Indicator Report and provide direction on the next steps for monitoring and reporting.

Requested Action.

Staff requests that Council read the Ecosystem Health Indicator Report, come to the workshop with clarifying questions, and consider the key questions and suggested motion in this staff report.

Recommendations.

Staff recommends that Council approve the Ecosystem Health Indicator Report and direct staff to track the indicators in this report annually with minor changes and additions, to post it on the Town website, and to collaborate with the External Affairs department to share it with the public.

Background.

One of the primary roles of the Ecosystem Stewardship Administrator is to collect and evaluate metrics that indicate the health of the ecosystem, with the goal of delivering an annual report to the community. In 2023, staff developed a list of indicators to determine ecosystem health based on the goals of the Jackson/Teton County Comprehensive Plan and input from stakeholders. This 2025 Ecosystem Health Indicator Report is the first complete report on the indicators that were approved by Council in the December 18th, 2023, Town Council Workshop.

In 2022, staff began interviewing stakeholders to develop ideas for the project's direction, refine key definitions, and expand the network of partners involved. In 2023, staff gathered experts together to further hone the ideas generated in the individual interviews. Each focus group session began with an overview of the meeting's purpose, the scope of the project, and important definitions. Stakeholder groups were then asked to discuss the following questions:

1. How do we define a healthy environment, community, and economy as it relates to our focus area (air, water, wildlife, etc.)?
2. What are the best indicators to measure our progress towards a healthy environment, community, and economy as it relates to our focus area?
3. If you had to narrow these down to one or two indicators for an annual report presented to elected officials, what would they be?

The responses from the stakeholder meeting were summarized into 10 vision statements that define a healthy environment, which are included in the introduction of the 2025 Ecosystem Health Indicator Report.

In order to make recommendations for indicators to track, staff organized potential indicators into three categories related to the ease with which data can be gathered and reported and importance as a metric of ecosystem health.

1. Priority 1 indicators are important metrics of ecosystem health and are relatively easy to implement. They use data that are currently being gathered by other organizations. Many of these data sets have not previously been analyzed or visualized to understand trends.

2. Priority 2 indicators are important metrics of ecosystem health that are more difficult to implement. In some cases, the data are currently being gathered by other organizations but are not readily accessible. In other cases, data are not being monitored and would require additional resources to implement.
3. Priority 3 indicators are wish list indicators for which the required data are not currently being collected. A financial investment would be required to collect, analyze, and share the data, and additional staff or contractors may need to be hired.

Priority 1 Indicators that are included in the 2025 report are listed below, with the organizations that shared data.

Indicator	Metric	Organization
Particulate Matter (PM) 2.5 and 10	micrograms per cubic meter	WY Department of Environmental Quality
Darkness of the Night Sky	Magnitude per square arc second	Wyoming Stargazing
Macroinvertebrates	EPT species richness index	Teton Conservation District (TCD)
Snake River Water Temperature	Degrees Fahrenheit	US Geologic Survey
Snake River discharge (streamflow)	Cubic feet per second	US Geologic Survey
Invasive Species Treatment	Acres treated	Teton County Weed and Pest
Fencing Removed or Improved	Miles	Jackson Hole Wildlife Foundation (JHWF)
Human Wildlife Conflicts	Number of conflicts	Wyoming Game and Fish Department

The 2025 Ecosystem Health Indicator Report includes all but one of the Priority 1 indicators developed in 2023. Visibility in Grand Teton National Park is not included in the 2025 report because Grand Teton National Park stopped collecting measurements. However, four additional items that were not originally prioritized are included.

1. **Surface water testing of PFAS:** The town received 50% match funds from Teton Conservation District to conduct PFAS surface water testing in 2025, originally a priority three indicator.
2. **Acres affected by invasive plants:** Data on acres impacted by invasive plants were accessible and used in combination with invasive species treatment data.
3. **Aquatic Invasive Species:** Data on annual aquatic invasive species prevention efforts were accessible and included in this report, expanding the scope of the invasive species treatment indicator to include aquatic invasive species as well as invasive plant species.
4. **Chronic Wasting Disease:** At the December 18, 2023, Council Workshop, Council directed staff to analyze the spread of chronic wasting disease. Data from Wyoming and local hunt areas are included in the 2025 report.

Priority 2 and 3 indicators that were approved by Council in the 2023 staff report that have not been started yet are listed below:

Priority 2 Indicators

Indicator	Metric
Nitrogen deposition	Kg/hectare/year
Water temperature in Flat Creek & Fish Creek	Degrees F
Water turbidity in Flat Creek, Fish Creek, and the Snake River	Nephelometric Turbidity Units
Storm sampling	Depends on the parameter
Groundwater monitoring parameters outlined in the Water Quality Master Plan (as data is available)	Depends on the parameter
Wildfire risk reduction	Number treated to standard (public, private)
Values survey of residents, visitors, businesses, and staff	Ranking and qualitative analysis

Priority 3 Indicators

Indicator	Metric
Wyoming Stream Integrity Index on Flat Creek & Fish Creek every 3-5 years.	Use WSII parameters
PFAS testing in surface and groundwater	Parts per trillion (4 ppt threshold)
Habitat loss and gain	Percent of land
Development and conservation in wildlife corridors	Acres developed/acres conserved
Road and trail density	Percent change in density

The following are the desired outcomes that were discussed at the December 18, 2023, Council Workshop and used to inform the structure of the 2025 report:

1. Data will be collected, evaluated, and compiled to provide a snapshot of the health of our ecosystem and how it is changing.
2. Data will be analyzed seasonally or annually, depending on the indicator and the need for adaptive management.
3. Trends will be shared annually in a publicly available report that assesses ecosystem health, threats, and recommended actions.
4. Indicators can be added or changed over time to adequately monitor emerging threats.
5. Town of Jackson staff will utilize this data to inform their work and prioritize stewardship of our ecosystem.

To complete the 2025 report, data was collected from a wide variety of partner organizations and public agencies. The timeframe varied between different sets of indicator data, so some indicators report more recent trends than others.

The full 2025 Ecosystem Health Indicator Report begins with a n executive summary that provides an overview of the report, a concise snapshot summarizing trends, and a summary that uses the interpretations of data and trends within the report to generate recommendations regarding community and municipal action, education, and continued monitoring. Each indicator is rated using a green, yellow, or red status to reflect current conditions, along with an arrow indicating whether those conditions are improving, declining, stable, or highly variable. A key is provided in the executive summary detailing threshold values for each rating. The executive summary is followed by a detailed, data-based analysis of each indicator, focusing on data from the most recent year (2024) and incorporating long-term trends where available. A table of contents is available to help guide readers to specific sections of the report.

Analysis.

The full 2025 Ecosystem Health Indicator Report is attached. Staff encourages Council members to read the report, particularly the executive summary.

Staff is able to provide an annual Ecosystem Health Indicator Report with the same indicators and similar formatting to what is presented in the 2025 report using existing staff capacity, including an annual summer intern or seasonal staff with experience in data visualization and coding. Interns in the summer of 2024 and 2025 sorted through very large data sets, performed a lot of troubleshooting, and created numerous visuals before the final ones were selected for the 2025 Report. Without their help, The Report would either have been significantly shorter, or the Ecosystem Stewardship Administrator would have had to stop working on other projects. While some small additions or expansions could be made in future years, the addition of new indicators that require significant resources to analyze or additional monitoring will require designated funding and may require the support of additional staff or consultants.

Key Question #1: Does Council want staff to continue reporting on the indicators contained in this report?

Staff recommendation: Continue reporting on the indicators contained in this report, adding priority 2 and 3 indicators as staff capacity and budget allows.

Possible Alternatives.

1. Council could direct staff to discontinue work on any or all of the indicators contained in the Ecosystem Health Indicator Report.
2. Council could direct staff to begin work on indicators that are not included in the 2025 Ecosystem Health Indicator Report.
3. Council could direct staff to analyze different aspects of the selected indicators.

Key Question #2: What does Council want staff to do with the Ecosystem Health Indicator Report?

Staff Recommendation: Staff recommends doing two things: a) posting the Ecosystem Health Indicator Report on the Town of Jackson website and b) working with the External Affairs Department to share the report with the public.

Possible Alternatives.

Council could direct staff to:

1. Not move forward with the two recommendations above.
2. Move forward with only one or the other of the recommendations above.
3. Host public forum to discuss results and increase awareness of ecosystem health.
4. Create a publicly accessible dashboard.
5. Move forward with a different option not identified in this staff report.

Comprehensive Plan & Priority Alignment.

Strategy 1.G.S.1: Identify appropriate indicators that measure the status of, and progress towards, the Chapter 1 goal. For example, measuring stewardship of natural resources may include establishing indicators of percent change of site development within the Town and County, or tracking contaminant loading from wastewater discharge at the Town of Jackson treatment facility.

Strategy 1.G.S.2: Establish and Ecosystem Stewardship target for an Adaptive Management Program that will be used to track the Town and County's progress toward goals related to this chapter, including evaluation of threats to the ecosystem's health, and opportunities for helping preserve and protect it.

Principle 1.1: Maintain healthy populations of all native species

Principle 1.2: Preserve and enhance surface water and groundwater quality

Principle 1.3: Maintain the scenic resources of the community

Fiscal Impact.

The data on priority 1 indicators was collected through partners and analyzed under current staff work hours. PFAS testing was contracted through Alder Environmental and was supported through a 50% match from Teton Conservation District. The Town of Jackson contributed \$10,000 to PFAS testing.

Staff Impact.

30% of the Ecosystem Administrator's job description is dedicated to ecosystem stewardship, which includes the Ecosystem Health Indicator Report. This report fell within that percentage. Interns in the summer of 2024 and 2025 have dedicated approximately 75% of their time to working on this project, approximately 300 hours per summer. Should interns with the appropriate skill set in data management and coding not be available in future years, the Ecosystem Stewardship Administrator would need to spend significantly more time on this project or hire additional support. If the Ecosystem Stewardship Administrator were to dedicate more time to this project, other priorities would need to be reduced or eliminated.

Attachments or Links.

2025 Ecosystem Health Indicator Report

Suggested Motion.

I move to approve the Ecosystem Health Indicator Report and direct staff to track the indicators in this report annually, to post the report on the Town's website, and to work with the External Affairs Department to share the report with the public.



Town of Jackson Ecosystem Health Indicator Report

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Executive Summary

The vision of the 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*. To actualize this vision, we must define a healthy environment, community, and economy, and measure progress towards achieving it. The answers may lead us to protect aspects of the ecosystem that are functioning and healthy, or to take actions to improve conditions that are not. A healthy ecosystem is *intact in its physical, chemical, and biological components and their interrelationships, such that it is resilient to withstand change and stressors*. Ecosystem health indicators may reflect one or more of these components.

A healthy environment is inextricably connected to a healthy community and economy. Air pollution, water pollution, and light pollution impact the health of our environment; they also impact human health, increase medical expenses and insurance premiums, and are expensive to clean up. Healthy wildlife populations are critical for a functioning ecosystem; they are also important for the economic health of outdoor recreation industries, for the ability of community members to hunt and fish and to pass those traditions on to the next generation, and for visitors and locals alike to experience a sense of awe for the natural world. Human-wildlife conflicts impact populations by altering wildlife behaviors, which can lead to animals being relocated or euthanized; conflicts can also lead to property damage, physical injury, or death for humans, livestock, and pets.

The goal of this report is to provide an overview of ecosystem health through an analysis of twelve key indicators that provide a glimpse of air quality, water quality, wildlife, habitat, and landscape health. Indicators allow us to focus on a few important markers of ecosystem health rather than attempting to track every component of the ecosystem. The Ecosystem Health Indicator Report is aligned with two strategies in the Town of Jackson/Teton County Comprehensive plan:

- Strategy 1.G.S.1: Identify appropriate indicators that measure the status of, and progress towards, the Chapter 1 goal. For example, measuring stewardship of natural resources may include establishing indicators of percent change of site development within the Town and County, or tracking contaminant loading from wastewater discharge at the Town of Jackson treatment facility.
- Strategy 1.G.S.2: Establish and Ecosystem Stewardship target for an Adaptive Management Program that will be used to track the Town and County's progress toward goals related to this chapter, including evaluation of threats to the ecosystem's health, and opportunities for helping preserve and protect it.

Work on the Ecosystem Health Indicator Report began in 2022 with stakeholder interviews and continued in 2023 with a series of focus group meetings. Attendees were asked to define what a healthy ecosystem looks like, how it could be measured, and what our targets should be. Attendees were then asked to select the most important indicators of ecosystem health in their

areas of expertise. Dozens of statements generated by participants were summarized into a working definition of a healthy ecosystem and ten statements of desired conditions, which are included in this executive summary.

Stakeholder generated indicators were separated into three tiers. The 2025 report highlights the first tier of indicators – those for which data is already being collected by agencies and organizations. Tier 2 and 3 indicators either require additional studies or require additional staff to incorporate. They could be included in future reports if funding is allocated. Most indicators included in the 2025 Ecosystem Health Indicator Report utilize longitudinal data sets and will be included in future annual reports. However, one indicator in the 2025 report is based on an additional study that may not be funded annually: PFAS in surface waters.

The geographic scope of the Ecosystem Health Indicator Report is the Snake River Headwaters Watershed above the confluence of the Gray's River. Parts of Teton County that are west of Teton Pass are not included in this report, nor are parts of the watershed south of the Teton County line unless noted. For the inaugural report, no data from the southern end of Yellowstone National Park is included, though it may be added in future reports. However, since water, air, light, plants, and wildlife all move within and across boundaries, data collected outside of the geographic focus is occasionally introduced for context. Geographic delineations like hunting zones also cross boundaries, and data gathered in geographic zones that differ from watershed boundaries sometimes expand or alter the geographic scope.

The Town of Jackson Ecosystem Health Indicator Report offers an assessment of key environmental indicators that are crucial for understanding the health of the ecosystem. By examining current conditions and trends, this report provides information that will help guide effective management and policy decisions. It is impossible to simplify the health of our ecosystem into a pass or fail grade. Rather, ecosystem health is a point along a spectrum. However, in an attempt to quantify those points, each indicator has been assigned a grade of “good” (green), “moderate” (yellow), or “poor” (red). Trends are indicated by arrows going up if conditions are improving, down if conditions are declining, and with a squiggly line if the trend is highly variable or does not show a clear trend. Indicators with a “poor” grade require immediate action, and those with a “moderate” score have room for improvement. Indicators rated “good” also require attention to ensure that they remain healthy. It is less expensive to invest in protection of the environment than to pay for cleanup later.

Readers may want to go straight to the State of the Ecosystem Snapshot to view all of the indicators, their status, and how they are trending. The Status Threshold Key outlines how the indicator's status was determined. The Status Summary provides a sentence or two about each indicator and potential mitigation measures or next steps. Finally, readers can use the table of contents to navigate to a more detailed analysis of each indicator. References and footnotes are at the end of the report and can be used to find more information.

Definition of Healthy Ecosystem and Vision Statements

A healthy ecosystem is intact in its physical, chemical, and biological components and their interrelationships, such that it is resilient to withstand change and stressors.

We have a healthy environment if:

1. Air quality is within healthy ranges for our community, there are no harmful algal blooms in high alpine lakes, and future generations can enjoy the same clarity and visibility of the Teton Range that we enjoy today.
2. The Milky Way is visible from anywhere in Teton County.
3. Our surface waters sustain cold water fisheries and are free of invasive species, our groundwater is not depleted from present levels, and we can safely recreate in surface waters and drink from the faucet.
4. Invasive species are eradicated.
5. There is an appropriate collage of native plant habitats with rich species diversity and sufficient reproductive success to maintain healthy populations over time.
6. Habitat is ample, provides natural connectivity between intact patches, and is void of barriers to wildlife movement or ecological processes.
7. Topsoil is retained and has the biological, chemical, and physical properties needed to support natural functions.
8. Land use efficiently supports natural systems, provides resilience to disturbance, and mitigates the impacts of climate change
9. Our community understands and values our unique water resources, values healthy land and is aware of the threats and impacts of soil degradation, values wildlife and recognizes its importance as a main driver of our economy, has the knowledge and tools to prevent the spread of invasive species, and is ecologically literate.
10. Our community anticipates wildfires, flood, drought, and natural disaster risk, has a resiliency plan, and implements it.

State of the Ecosystem Snapshot

Indicator	Status	Trend	Target
Air Quality: Particulate Matter 2.5	Moderate ●	↻	Annual average PM2.5 concentrations below 9 µg/m³ and 24-hour averages below 35 µg/m³
Air Quality: Particulate Matter 10	Good ●	↻	Annual average PM10 concentrations below 20 µg/m³ and 24-hour averages below 150 µg/m³
Light Pollution: Night Sky Brightness	Moderate ●	↓	The Milky Way is visible at night from anywhere in Teton Count and has a maximum magnitude of 21 or higher
Water Quality: Snake River Water Temperature	Moderate ●	↻	Temperature in the Snake River does not exceed 68°F
Water Quality: Snake River Discharge (Streamflow)	Good ●	↑	The hydrograph below Jackson Lake Dam mimics the natural hydrograph and includes a strong spring flush
Water Quality: Macroinvertebrates	Moderate ●	↻	Macroinvertebrate species richness of 24 or greater in local streams.
Water Quality: PFAS Detection	Good ●	N/A	No detectable concentrations of PFAS in local surface waters
Invasive Species: Spread of Aquatic Invasive Species	Good ●	→	No quagga or zebra mussels are detected in regional waterways
Invasive Species: Spread of Invasive Plant Species	Moderate ●	↓	Fewer than 12,000 acres are affected by invasive species
Wildlife: Fencing Modified or Removed	Moderate ●	↑	Fencing does not interfere with critical wildlife corridors for local species
Wildlife: Human-Wildlife Conflicts	Poor ●	↓	Fewer than 50 total bear conflicts annually in the Jackson region
Wildlife: Spread of CWD	Moderate ●	↓	≤1% of tested animals are CWD positive

Status Thresholds Key

	Good	Moderate	Poor
PM2.5	Annual PM2.5 concentration is $\leq 9 \mu\text{g}/\text{m}^3$; Daily 24-hour averages are $\leq 35 \mu\text{g}/\text{m}^3$	10 or fewer 24-hour periods are $> 35 \mu\text{g}/\text{m}^3$	Annual PM2.5 concentration is $> 9 \mu\text{g}/\text{m}^3$; More than 10 24-hour periods are $> 35 \mu\text{g}/\text{m}^3$
PM10	Annual PM10 concentration is $< 20 \mu\text{g}/\text{m}^3$; Daily 24-hour averages are $< 150 \mu\text{g}/\text{m}^3$	10 or fewer 24-hour periods are $> 50 \mu\text{g}/\text{m}^3$	Annual PM10 concentration $> 20 \mu\text{g}/\text{m}^3$; More than 10 24-hour periods are $> 50 \mu\text{g}/\text{m}^3$
Night Sky Brightness	The maximum nightly Jackson magnitude in Summer is ≥ 21	The maximum nightly magnitude is between 20 and 21	The maximum nightly magnitude is < 20
Water Temperature	0 days have water temperatures $\geq 68^\circ\text{F}$ at any site	≤ 5 days have water temperatures $\geq 68^\circ\text{F}$ at any site	> 5 days have water temperatures $\geq 68^\circ\text{F}$ at any site; ≥ 1 day $> 70^\circ\text{F}$ at any site
Streamflow	Downstream hydrographs model that of Flagg Ranch peak runoff and decline		Peak runoff downstream of the Jackson Dam does not match Flagg Ranch
Macroinvertebrates	EPT richness ≥ 24	EPT richness ≥ 10	EPT Richness < 10
PFAS Detection	No PFAS compound detection in local waterways; Stormwater outflow concentrations of PFOA and PFOS < 4 ppt and all other PFAS compounds < 10 ppt	PFOA and/or PFOS detected in surface waters at concentrations < 4 ppt; Other PFAS compounds detected at concentrations < 10 ppt	PFAS and PFOA detected in surface waters in concentrations ≥ 4 ppt; Other PFAS compounds detected in surface waters at concentrations ≥ 10 ppt
Aquatic Invasive Species	No zebra or quagga mussels detected in waterways		Zebra or quagga mussels detected in waterways
Invasive Plant Species	$< 12,000$ Acres are impacted by invasive species	$12,000$ to $15,000$ acres are impacted by invasive species	$\geq 15,000$ acres are impacted by invasive species
Fencing	No harmful fencing remains in critical wildlife corridors	Net decrease in fencing in critical wildlife corridors	Net increase in fencing in critical wildlife corridors
Wildlife Conflicts	≤ 50 total bear conflicts annually	Between 50 and 100 total bear conflicts annually	> 100 conflicts annually
Spread of Disease	$\leq 1\%$ CWD prevalence for all species	$\leq 20\%$ CWD prevalence for all species	$> 20\%$ CWD prevalence for all species

Status Summary

The 2025 Ecosystem Health Indicator Report provides insight into our ecosystem's health through 12 key indicators. These findings can help guide local policy, management, and educational strategies to preserve and protect our ecosystem.

Four indicators are currently in good condition, but they require continued attention to maintain that status.

1. Local air quality has PM10 annual and daily averages that are well below regulatory thresholds. However, hourly concentrations are occasionally high for short periods. Public education programs can inform visitors and residents when there are elevated hourly concentrations so sensitive individuals can avoid exposure.
2. PFAS concentrations in surface waters in Cache Creek and Flat Creek were undetectable in the first two samples collected in 2025. PFAS concentrations in Karns meadow inflows and outflows should continue to be monitored to ensure PFAS do not enter Flat Creek, and additional measures should be taken to reduce potential sources of PFAS.
3. The Snake River's streamflow mimics a natural hydrograph with a strong spring flush, supporting healthy ecosystems downstream of Jackson Lake Dam. Coordinated efforts are critical to ensure that dam operations mimic natural flows and support healthy fish populations and seed dispersal downstream.
4. No zebra or quagga mussels have been detected in local waterways. Watercraft inspections and invasive species prevention programs should be continued.

Seven indicators fall into the moderate category, which means that action should be taken to improve conditions and prevent further decline.

1. While PM2.5 concentrations meet annual health thresholds, short-term spikes, specifically during periods of wildfire smoke, create unhealthy air quality conditions in Jackson. Wildfire smoke readiness programs are an effective way to protect public health during wildfire smoke events and should be implemented in Jackson. Local ordinances and resolutions could help reduce anthropogenic sources of PM2.5.
2. Light pollution has increased in recent years, and the Milky Way is not consistently visible from the Town of Jackson. Improvements to lighting infrastructure, enforcement of shielding ordinances, and community education could help reverse this trend.
3. Snake River temperatures occasionally exceed 68°F in some reaches, stressing aquatic life and limiting recreational fishing activities. Climate models predict higher air and water temperatures in the future, which will exacerbate this issue. Locally, stormwater management practices and green infrastructure can help reduce the amount of heated runoff entering streams. Identification and protection of cold-water refugia could help

protect native fish species. Regionally, drought management practices will become more important as food producers navigate drier conditions in the West. Finally, educating anglers about best practices is critical for protecting local fish populations.

4. Flat Creek's macroinvertebrate diversity has declined since the 90s, but improvements in stormwater treatment, the addition of new thaw wells, and habitat restoration could support recovery. Continued monitoring is important for tracking changes.
5. Invasive plant species continue to impact more than 13,000 acres. Treatment efforts should be encouraged through partnerships with Teton County Weed and Pest, volunteer weed removal projects, and public education.
6. Wildlife fencing removal and improvement efforts have made significant progress, but barriers still remain in migration corridors. Addressing fencing outside of Teton County is crucial to maintain migration corridors for local herds. GIS mapping of existing fencing will help identify the areas of greatest impact.
7. Finally, while Chronic Wasting Disease (CWD) prevalence in elk remains low in Teton County hunt areas, infection rates in deer are slowly rising. This highlights the importance of hunter education, testing, and safe carcass disposal, as well as larger, ongoing conversations around feedground management.

The only indicator categorized as poor is the level of human-wildlife conflicts.

1. The majority of human-bear conflicts were related to unsecured trash and food attractants. Reducing human-bear conflicts will require stronger enforcement of bear-resistant container policies, public outreach to residents, commuters, and visitors about BearWise practices, and consistent compliance checks.

Many of Jackson's environmental indicators show signs of strength, especially where local organizations are making progress and leading educational initiatives. However, moderate and poor indicators reflect how development, recreation, pollution, resource management, and climate change pose threats to our ecosystem. Protecting ecosystem health depends on a continued commitment to strong local policy, community involvement, and investment in long-term resilience.

Air Quality

Particulate Matter 2.5

Status: Moderate 

Trend: 

Overview: Particulate Matter 2.5 (PM2.5) is defined as particles with a diameter ≤ 2.5 micrometers that originate from sources such as vehicle exhaust, smoke, industrial emissions, and dust. PM2.5 particles can harm the respiratory systems in animals, including humans, and can lead to declines in lichen and plant populations. PM2.5 harms humans by penetrating deeply into the lungs and bloodstream, posing serious health risks.ⁱ Due to their small size, PM2.5 particles can travel long distances from their source before being deposited by gravity or diffusion (dry deposition) or washed out of the atmosphere by precipitation (wet deposition). Atmospheric deposition can impact water quality by carrying pollutants to remote alpine lakes and other habitats.ⁱⁱ PM2.5 concentrations have been sampled hourly at the Wyoming Department of Environmental Quality (WYDEQ) Jackson State Local Air Monitoring Systems (SLAMS) station on High School Road since 2021.

Metric: PM 2.5 concentration is measured in micrograms per cubic metric ($\mu\text{g}/\text{m}^3$).

Target: Annual average PM2.5 concentrations below **9 $\mu\text{g}/\text{m}^3$** and 24-hour averages below **35 $\mu\text{g}/\text{m}^3$** per United States Environmental Protection Agency (US EPA) guidelines for human healthⁱⁱⁱ. 35 $\mu\text{g}/\text{m}^3$ corresponds to an Air Quality Index (AQI) of 100.

Summary:

- 2022 average annual PM2.5 was 2.8 $\mu\text{g}/\text{m}^3$, 0 24-hour periods measured $\geq 35 \mu\text{g}/\text{m}^3$, and 2 days had hourly measurements $\geq 35 \mu\text{g}/\text{m}^3$.
- 2023 average annual PM2.5 was 1.8 $\mu\text{g}/\text{m}^3$, 0 24-hour periods measured $\geq 35 \mu\text{g}/\text{m}^3$, and 2 days had hourly measurements $\geq 35 \mu\text{g}/\text{m}^3$.
- 2024 average annual PM2.5 was 3.8 $\mu\text{g}/\text{m}^3$, 2 24-hour periods measured $\geq 35 \mu\text{g}/\text{m}^3$, and 10 days had hourly measurements $\geq 35 \mu\text{g}/\text{m}^3$.

Findings:

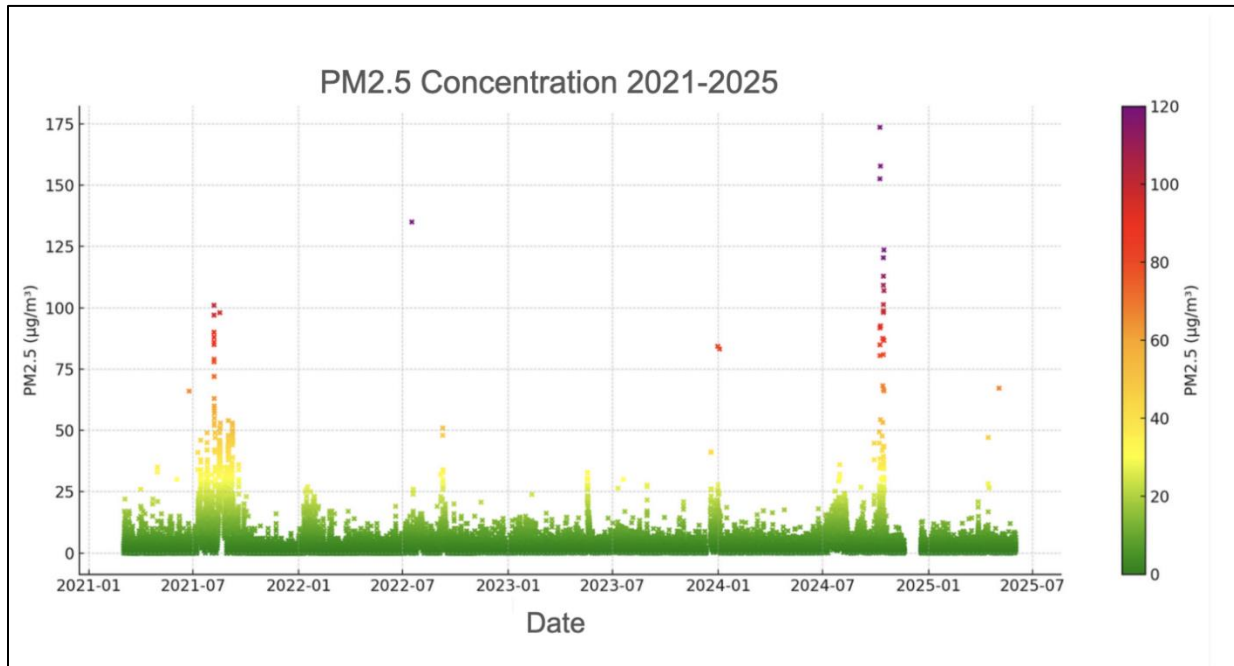


Figure 1. PM2.5 measurements from Jackson State Local Air Monitoring Systems (SLAMS) taken hourly from March 2021 – June 2025. Source: Wyoming Department of Environmental Quality (WYDEQ).

Figure 1 shows hourly measurements taken at the Jackson SLAMS station since March 2021, and the majority of samples fall within the desired range of $\leq 35 \mu\text{g}/\text{m}^3$. The largest spikes correspond to periods of wildfire smoke in the summer of 2021 and fall of 2024. Smaller spikes occurred annually in January.

The annual average PM2.5 concentration was $2.8 \mu\text{g}/\text{m}^3$ in 2022, $1.8 \mu\text{g}/\text{m}^3$ in 2023, and $3.8 \mu\text{g}/\text{m}^3$ in 2024. Since hourly data collection began at the SLAMS site in February of 2021, the annual average PM2.5 concentration has not exceeded the EPA threshold of $9 \mu\text{g}/\text{m}^3$. Although the average annual concentration increased from 2023 to 2024, it remained 58% below the EPA annual threshold.

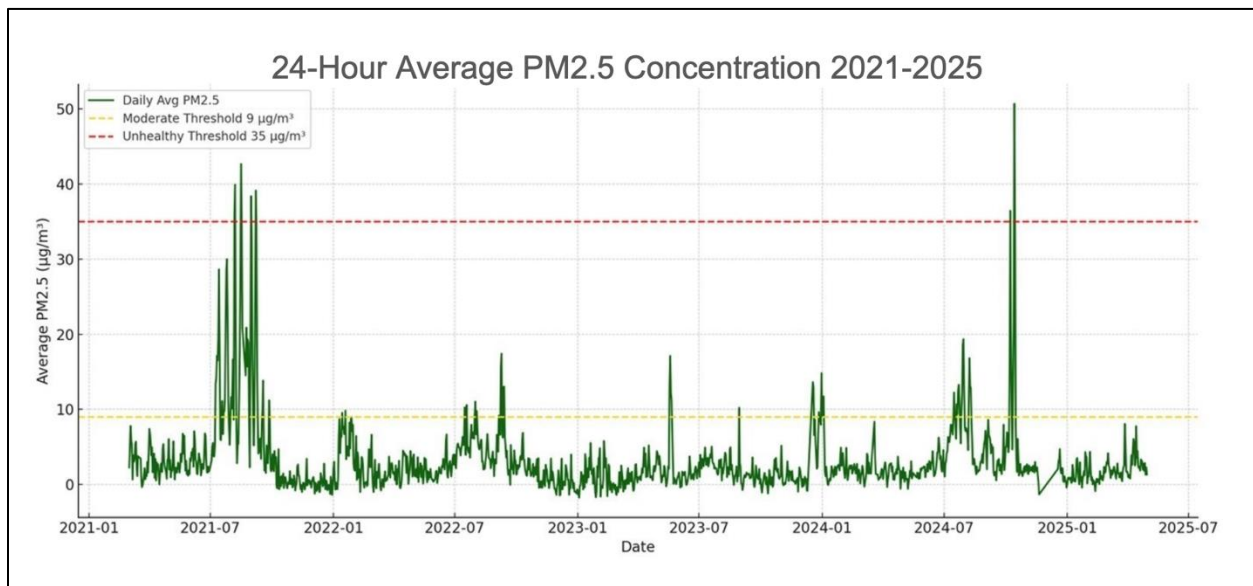


Figure 2. 24-hour PM_{2.5} averages between March 2021 and April 2025. Source: WYDEQ.

Figure 2 shows the daily 24-hour average PM_{2.5} concentrations from the winter of 2021 to the spring of 2025. Only two 24-hour averages exceeded the 35 µg/m³ limit in 2024, while the rest of the days remained well below the threshold. Both exceedances occurred during periods of wildfire smoke during the Pack Trail Fire in October 2024. Four 24-hour exceedances occurred in 2021, and none occurred in 2022 or 2023. In 2024, 10 days had single-hour measurements that exceeded 35 µg/m³, which is an increase from two days in 2022 and 2023.

Unusually sensitive individuals may experience negative impacts when PM_{2.5} 24-hour average concentrations are at moderate concentrations between 9 µg/m³ and 35 µg/m³ (WYDEQ). The 24-hour averages reached moderate levels on 42 days in 2021, 13 days in 2022, 9 days in 2023, and 25 days in 2024. Most days in which 24-hour averages reached moderate concentrations took place in the summer or fall, and a few occurred in early January.

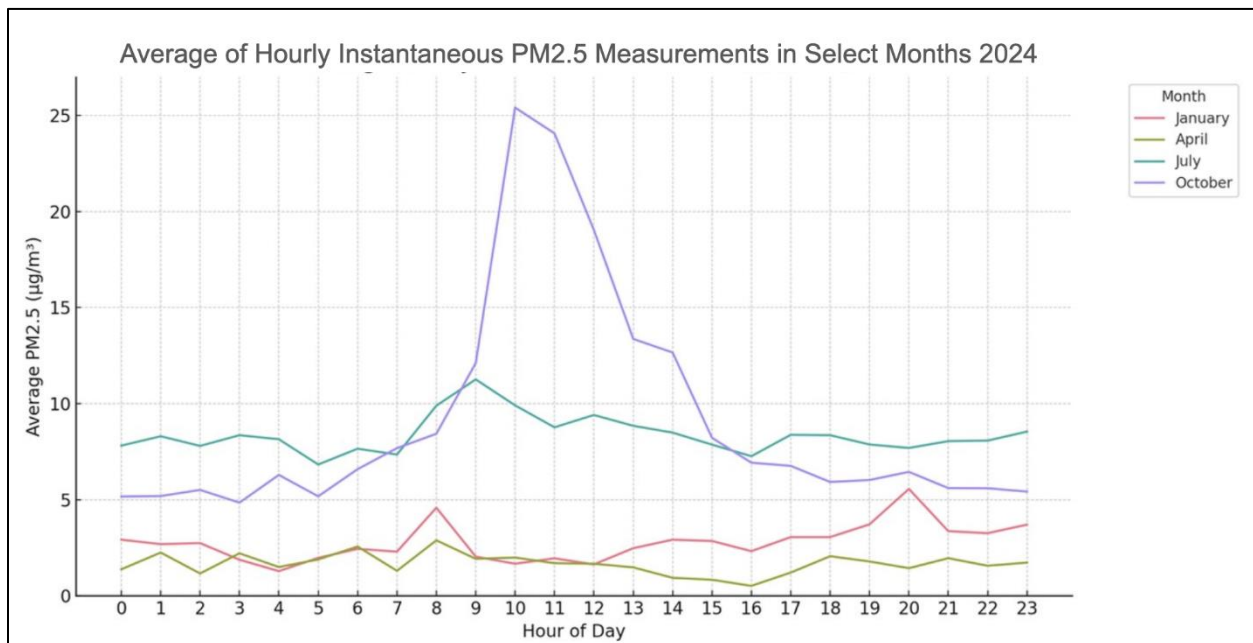


Figure 3. Average of Hourly Instantaneous PM2.5 concentrations at each hour of the day in January, April, July, and October of 2024. Source: WYDEQ.

Figure 3 displays the average PM2.5 concentrations at each hour of the 24-hour day in four different months and seasons in 2024. In January, PM2.5 concentrations peaked at 8 am before steadily increasing throughout the afternoon and peaking again at 8 pm. April had the lowest average concentrations but experienced slight increases in the morning and evening. July saw the highest average PM2.5 concentrations, with peaks around 8 am and 5 pm. The largest daily spikes occurred in October, when PM2.5 concentrations drastically increased at 10 am and then decreased throughout the day.

Discussion: PM2.5 levels in Jackson during 2024 mostly remained within the desired range. Annual averages staying below the 9 µg/m³ threshold for healthy air quality. However, short-term spikes occurred in August and October when smoke from the Fish Creek Fire and Pack Trail Fire settled in the valley, leading to elevated PM2.5 concentrations. Two days exceeded the 24-hour threshold during the Pack Trail Fire, which contributed to a higher annual average than previous years.

There are several factors that could cause seasonal and daily fluctuations in PM2.5 levels. In winter, specifically in early January, morning inversions and ice crystals can trap pollutants near the ground, which increases PM2.5 levels. Additionally, emissions from motor vehicles and wood stoves are potential sources of particulate matter pollution that fluctuate seasonally. In the height of summer, dry conditions, heightened vehicle traffic, and regional wildfire smoke transported through winds could contribute to an increase in PM2.5.

Throughout the year, PM_{2.5} concentrations are elevated during the morning commuting hours. However, levels are not consistently elevated in the afternoon and evening. The observed decrease in PM_{2.5} after the morning peak suggests that afternoon wind and storm activity may help disperse pollutants, particularly during periods of wildfire smoke. These seasonal and hourly patterns reveal the importance of continuous monitoring, as short-term exposure to elevated PM_{2.5}, especially during outdoor activity, can pose health risks for sensitive individuals.

Status: PM 2.5 concentrations are moderate. While the annual average met the target, daily 24-hour averages did not. Trends are variable and highly dependent upon the presence of wildfire smoke.

Particulate Matter 10

Status: Good 

Trend: 

Overview: Particulate Matter 10 (PM10) are particles with a diameter ≤ 10 micrometers. The particles originate from many of the same sources as PM2.5, along with dust and debris from construction sites, agriculture and open-lands, industry, pollen, unsealed dirt roads, and fragments of bacteria. PM10 particles are harmful to wildlife and plants and can disrupt food sources and decrease reproductive success. Additionally, atmospheric deposition of PM10 can affect soil and water quality.ⁱ PM10 can cause a variety of human health issues, including lung inflammation and tissue damage.ⁱⁱ PM2.5 concentrations have been sampled hourly at the Wyoming Department of Environmental Quality (WYDEQ) Jackson State Local Air Monitoring Systems (SLAMS) station on High School Road since 2021.

Metric: PM10 concentration is described in microgram per cubic metric ($\mu\text{g}/\text{m}^3$).

Target: Annual average PM10 concentrations below **20 $\mu\text{g}/\text{m}^3$** per the World Health Organization (WHO) and 24-hour averages below **150 $\mu\text{g}/\text{m}^3$** per United States Environmental Protection Agency (US EPA). A PM10 concentration of 150 $\mu\text{g}/\text{m}^3$ corresponds to an AQI of 100. The US EPA also states that the 24-hour threshold should not be exceeded more than once every three years.

Summary:

- 2022 average PM10 was 12.6 $\mu\text{g}/\text{m}^3$, no 24-hour periods measured $\geq 150 \mu\text{g}/\text{m}^3$, and 4 days had hourly measurements $\geq 150 \mu\text{g}/\text{m}^3$.
 - 2023 average PM210 was 11.6 $\mu\text{g}/\text{m}^3$, no 24-hour periods measured $\geq 150 \mu\text{g}/\text{m}^3$, and 11 days had hourly measurements $\geq 150 \mu\text{g}/\text{m}^3$.
 - 2024 average PM10 was 13 $\mu\text{g}/\text{m}^3$, no 24-hour periods measured $\geq 150 \mu\text{g}/\text{m}^3$, and 8 days had hourly measurements $\geq 150 \mu\text{g}/\text{m}^3$.
-

Findings:

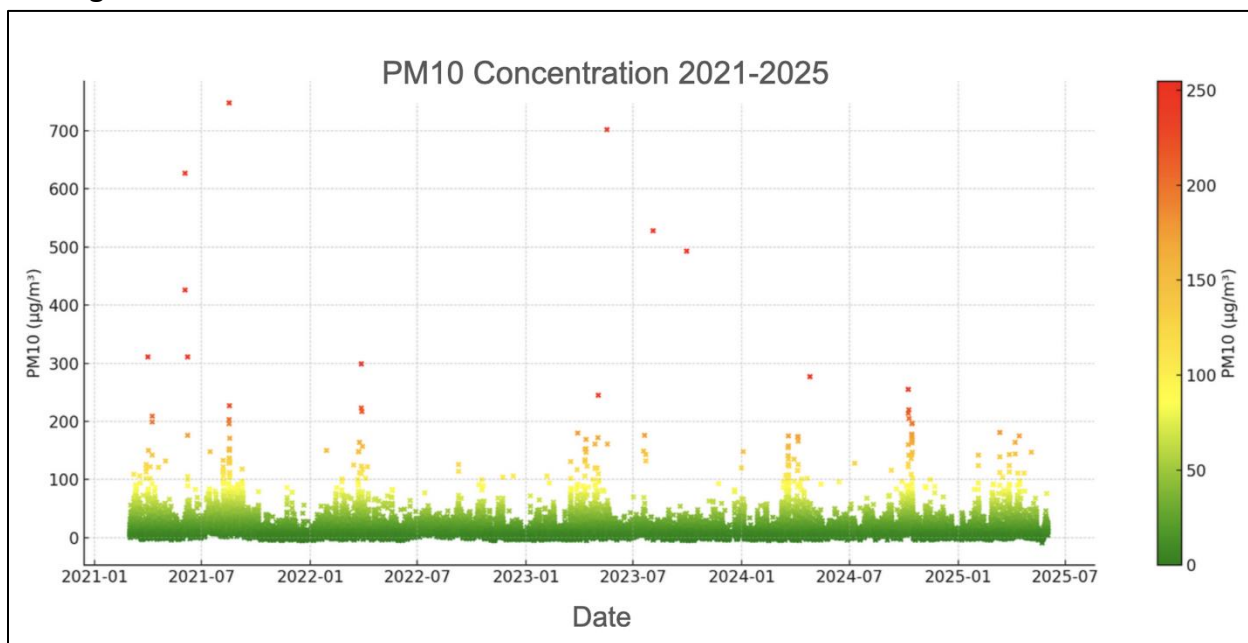


Figure 4. PM10 concentration readings from March 2021 - June 2025. Measurements taken hourly. Source: WYDEQ.

Figure 4 shows the hourly PM10 concentrations at the Jackson SLAMS site on High School Road. Concentrations usually fall within the healthy range, with a small number of samples showing moderate or high concentrations. The past three annual averages were below the WHO threshold of $20 \mu\text{g}/\text{m}^3$, and measured $12.6 \mu\text{g}/\text{m}^3$ in 2022, $11.6 \mu\text{g}/\text{m}^3$ in 2023, and $13 \mu\text{g}/\text{m}^3$ in 2024. Between 2023 and 2024, annual average concentrations increased 12.1%. PM10 levels were low in the autumn months in the years prior to 2024 when the Pack Trail wildfire occurred.

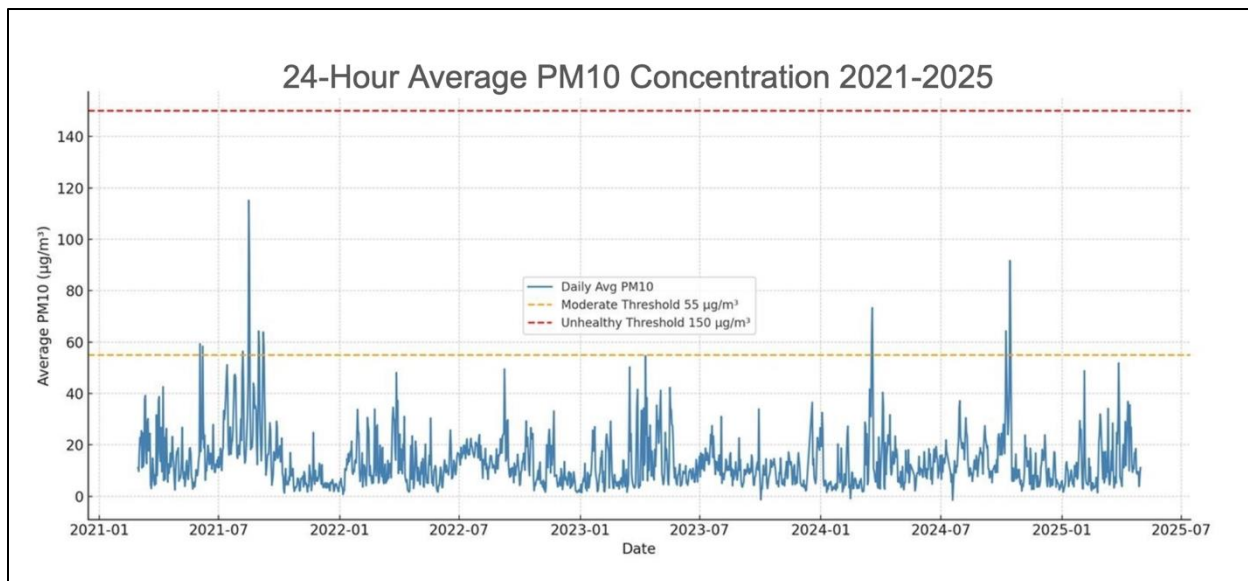


Figure 5. 24-hour average PM10 concentrations between March 2021 and April 2025. Source: WYDEQ.

Figure 5 shows that between March 2021 and April 2025, no days exceeded the 24-hour average threshold, which meets the EPA daily and 3-year standards. However, 6 days in 2021, 4 days in 2022, 11 days in 2023, and 8 days in 2024 had single-hour measurements $\geq 150 \mu\text{g}/\text{m}^3$.

While the EPA lists $150 \mu\text{g}/\text{m}^3$ as the 24-hour threshold for unhealthy levels, WYDEQ notes that sensitive individuals should consider reducing prolonged or heavy outdoor activity when PM10 reaches moderate levels of $55 \mu\text{g}/\text{m}^3$. In 2024, 5 days reached moderate PM10 concentrations, whereas 2023 and 2022 had no 24-hour averages $\geq 55 \mu\text{g}/\text{m}^3$. There were 52 days in 2022, 49 days in 2023, and 64 days in 2024 where single-hour measurements exceeded $55 \mu\text{g}/\text{m}^3$.

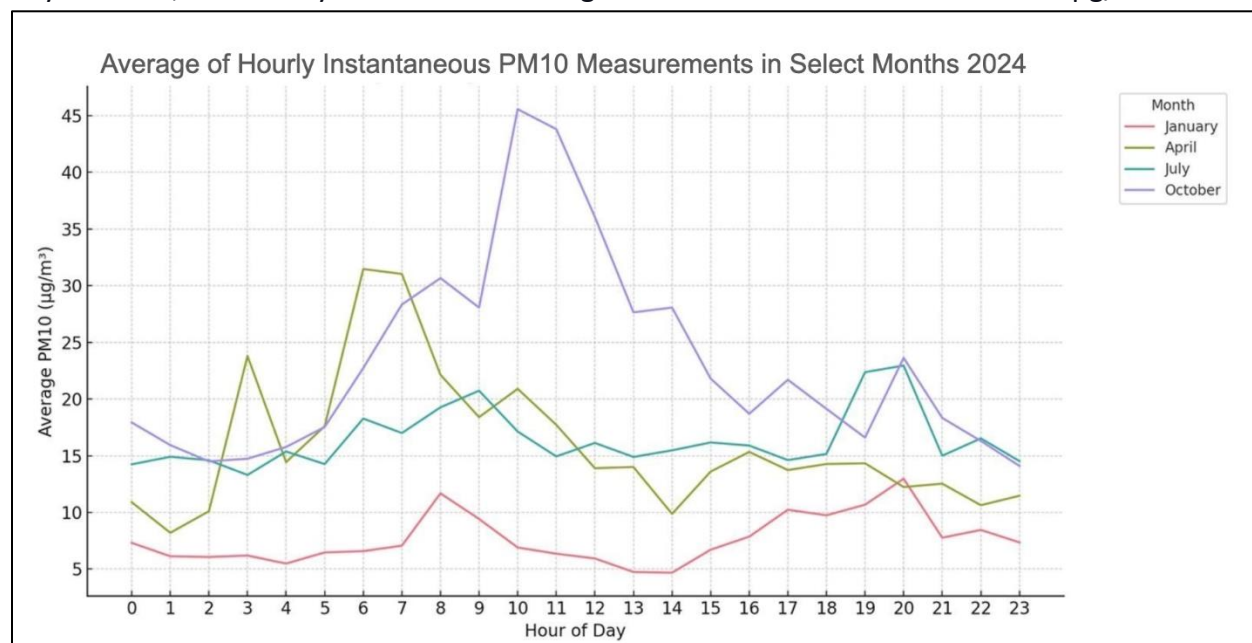


Figure 6. Average of Hourly Instantaneous PM10 concentrations at each hour of the day in January, April, July, and October of 2024. Source: WYDEQ.

Figure 6 shows average PM10 concentrations at each hour of the 24-hour day in four months of 2024, each representing a different season. January experienced the lowest concentrations, with small increases from 7 am to 10 am and from 4 pm to 9 pm. The highest concentrations in January were lower than the lowest concentrations in the other months represented. In April, concentrations were highest at 3 am and from 6 am to 7 am. In July, PM10 concentrations were highest at 9 am and between 7 pm and 8 pm. October had the highest concentrations of PM10 of the months depicted, with levels peaking at 10 am and decreasing throughout the day.

Discussion:

PM10 concentrations in Jackson were within the desired range from 2021 through 2024, with no annual or 24-hour averages exceeding thresholds. However, there are temporal patterns that highlight potential exposure risks during certain times of day and year. Elevated PM10 levels in the morning and early evening may correspond to vehicle emissions and dust from unpaved

roads during rush hour. In the spring, early morning spikes may also be linked to morning street sweeping, which is essential in Jackson for removing debris and pollutants that accumulate during winter. These elevated concentrations typically occur when fewer humans are outside. Pollen is another potential springtime contributor to springtime PM10 peaks, with pollen counts typically highest in the early morning.

The notable rise in PM10 during October 2024 was driven by wildfire smoke from the Pack Trail Fire. Since previous autumns did not have elevated PM10 concentrations, the 2024 fire contributed to a higher annual average. Although long-term trends indicate that PM10 levels remain well within a healthy range, short-term spikes into the moderate and unhealthy range can pose risks to sensitive individuals.

Status: PM10 averages in Jackson are good. Concentrations remained below the annual and 24-hour thresholds.

Light Pollution

Night Sky Brightness

Status: Moderate ●

Trend: ↓

Overview: Light pollution disrupts ecosystems by interfering with the natural behaviors of wildlife, specifically those of nocturnal species and migratory birds. It also affects human health by disrupting circadian rhythms, which can contribute to sleep disorders and other health issues.^{iv} Light pollution decreases visibility of the Milky Way, limiting access to a desired natural resource.

Metric: Magnitude per arc second squared (mag/arcsec²) is a measure of how bright the sky is on an inverse scale; the higher the magnitude, the darker the sky. In this report, it will be referred to simply as magnitude (mag).

Target: The target for Jackson is for the Milky Way to be visible at night. This equates to a magnitude of ~21 and higher.

Summary:

- The 2022 maximum magnitude in Jackson reached 20.99.
- The 2023 maximum magnitude in Jackson reached 20.50.
- The 2024 maximum magnitude in Jackson reached 20.45.

Findings:

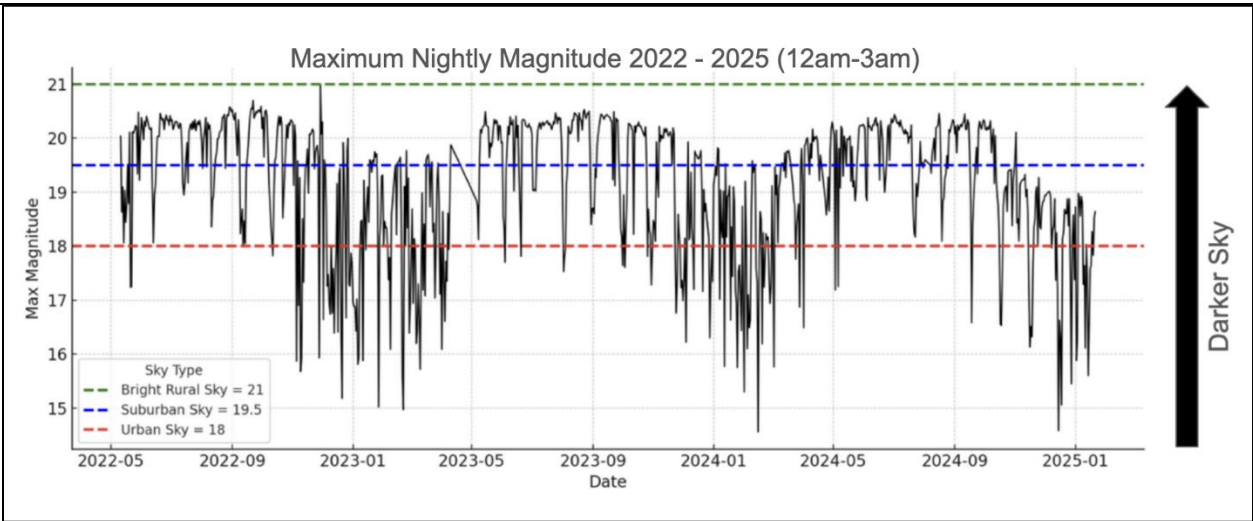


Figure 7. Maximum nightly magnitude in Jackson from May 2022 – January 2025. The higher the magnitude, the darker the night sky. Source: Wyoming Stargazing.

Figure 7 shows sky brightness in the Town of Jackson from May 2022 to January 2025, revealing a moderate level of light pollution. The average maximum magnitude in 2024 was 18.98, indicating that the town experienced a sky brightness comparable to a bright suburban sky. On the darkest nights in 2024, the maximum magnitude reached 20.45, which does not meet the target of a semi-rural sky (~21) and the ability to view the Milky Way.

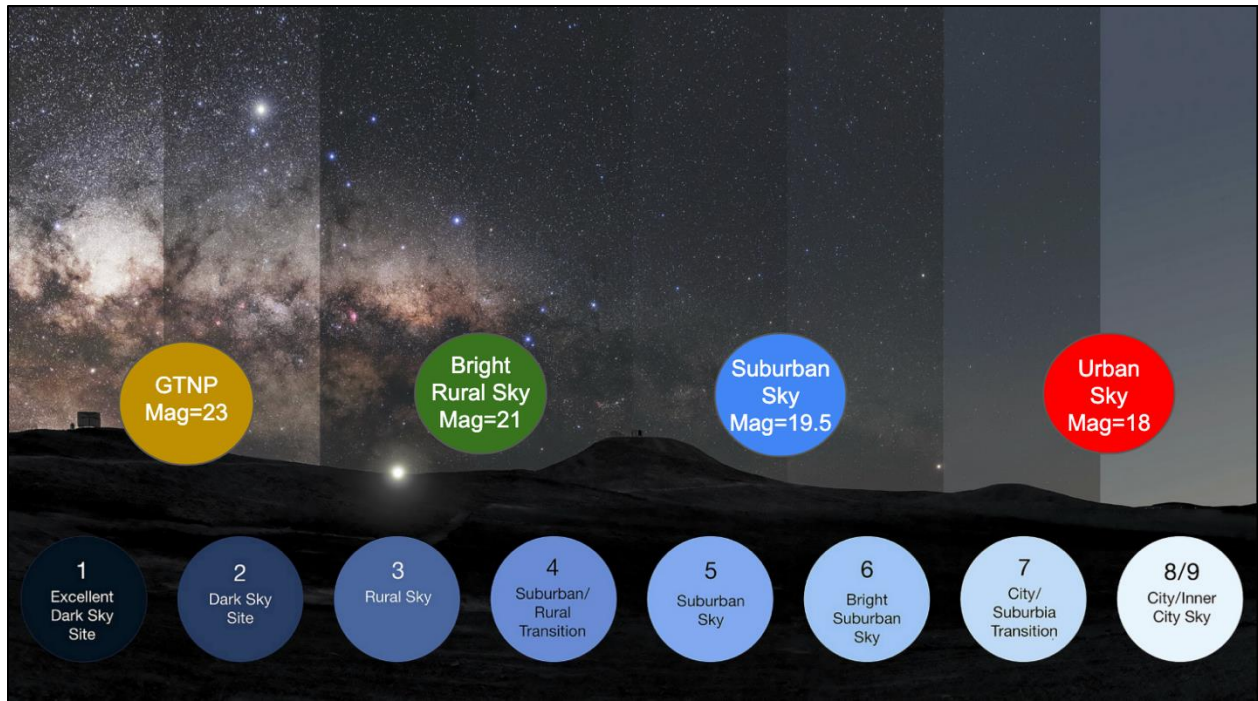


Figure 8. The Bortle Scale visualized. Bortle, J. E. (2001).

Figure 8 shows the Bortle scale, which is a qualitative assessment of sky brightness. Rural sky levels of 3-4 correspond to a magnitude of 21, Suburban sky levels of 5-6 correspond to a magnitude of 19.5, and Urban sky levels of 7-8 correspond to a magnitude of 18. The darkest nights in the Town of Jackson measure a magnitude of ~20, which corresponds to a 5-6 on the Bortle scale. The darkest night sky in the Town of Jackson is between that of a Suburban Sky and a Bright Suburban Sky.

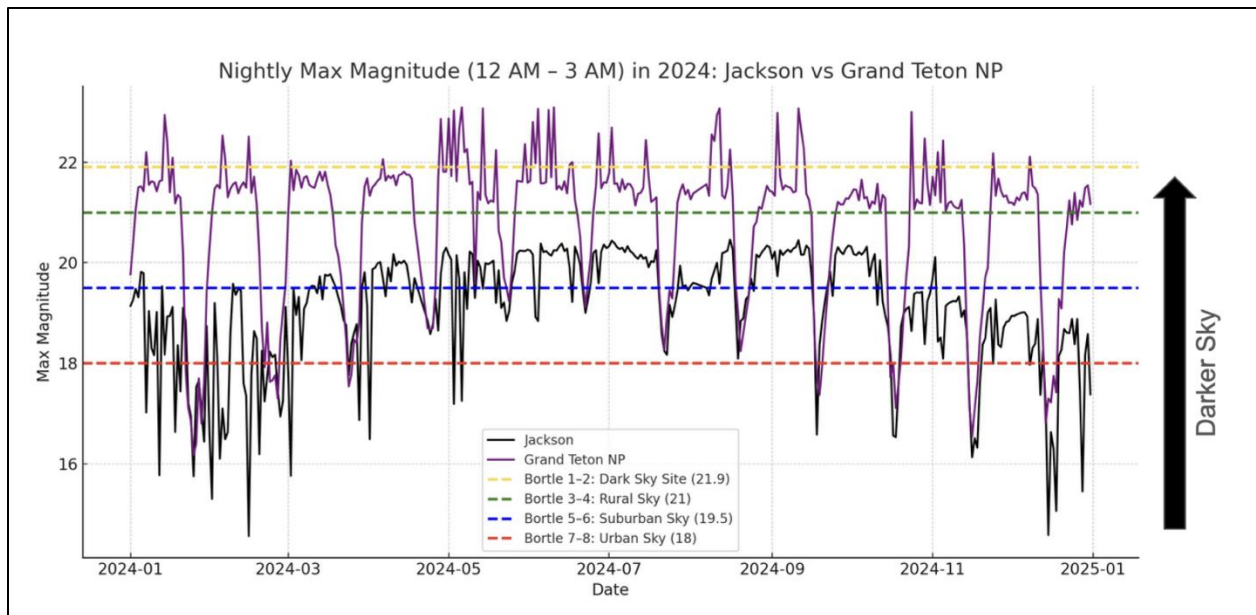


Figure 9: Max Magnitude in Jackson and Grand Teton National Park (GTNP) in 2024. Source: Wyoming Stargazing and GTNP.

Monitoring of sky brightness began at the Teton Science Schools Kelly Campus in Grand Teton National Park (GTNP) in 2024. Figure 9 compares the maximum nightly magnitude in GTNP and Jackson for 2024. The nightly maximum magnitude in GTNP was consistently higher than in Jackson and frequently exceeded a magnitude of 21.9, which corresponds to a 1-2 and dark sky site on the Bortle scale. The darkest night in GTNP reached a magnitude of 23.09.

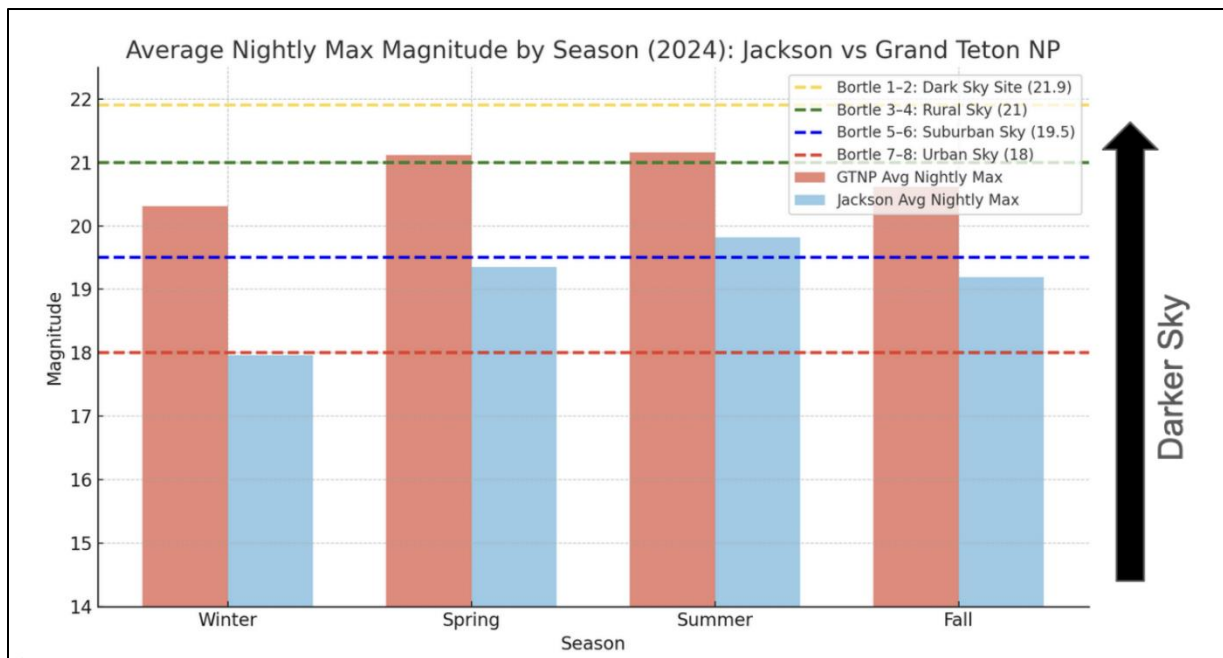


Figure 10. Average nightly magnitude by season in 2024 for Jackson and GTNP. Source: Wyoming Stargazing and GTNP.

Figure 10 displays the seasonal averages in Jackson and GTNP. In Jackson, winter has the lowest average maximum magnitude (17.97) and the highest light pollution, while summer has the highest average maximum magnitude (19.82) and is the darkest month. The same is true in GTNP, where the average winter magnitude (20.31) is lower than the average summer magnitude (21.15). The difference in magnitude between Jackson and GTNP is 13.04% in winter, 9.10% in spring, 6.73% in summer, and 7.43% in fall.

Discussion:

While Grand Teton National Park often experienced night sky magnitudes above 21, the maximum magnitude in Jackson was below the target at 20.45. The slight downward trend in Jackson's maximum magnitude indicates increasing sky brightness, potentially due to expanded urban and rural development and poor lighting practices.

Both Jackson and GTNP had the highest light pollution in the winter. Cloud cover, snow albedo that reflects moonlight, atmospheric clarity, and the reflection of light in ice crystals in the atmosphere all contribute to increased sky brightness in the winter. However, the difference in sky brightness between the Town of Jackson and GTNP is greater in the winter, indicating that other factors may also be contributing. Holiday lights, winter recreation in town, and reduced tourism activity in the park are potential factors for the seasonal difference.

Status: Light Pollution in Jackson is moderate and declining. The darkest nights in Jackson do not reach the target magnitude of 21.

Water Quality

Snake River Summer Water Temperature Status: Moderate ● Trend: ↗

Overview: River temperature influences the metabolic rates and life cycles of aquatic organisms, including fish and macroinvertebrates.^v Temperature changes can affect dissolved oxygen levels, nutrient cycling, and the overall health and diversity of the ecosystem. River temperature is an essential component of ecosystem health and resilience.

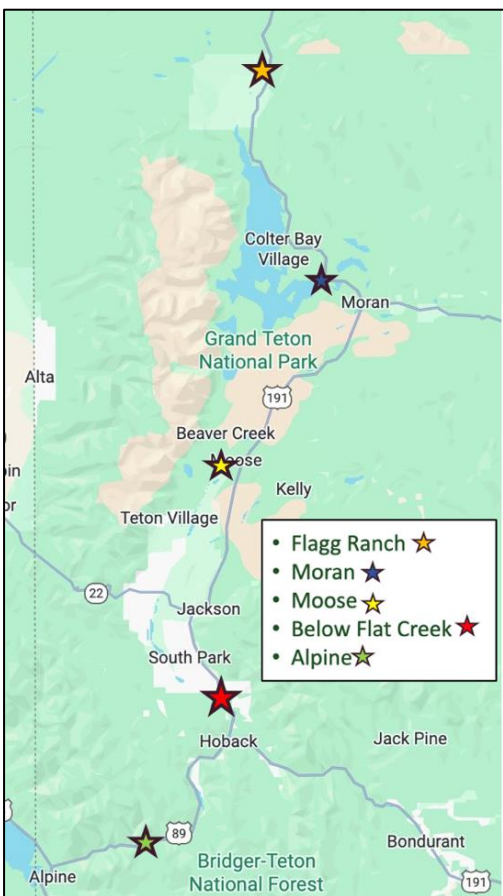


Figure 11: Map of select water monitoring sites along the Snake River.

The United States Geological Survey (USGS) tracks temperature along the Snake River to monitor ecosystem health. For this report, three USGS monitoring locations were chosen to compare the Snake River upstream and downstream of Town and County inputs: Moose, Below Flat Creek, and Alpine. The Moose site is located in Grand Teton National Park near Moose, WY. It has fewer human inputs than downstream sites, which makes it a good benchmark to compare with the southern USGS monitoring sites.^{vi} The Below Flat Creek site, located near Swinging Bridge, is downstream of Flat Creek, the Town of Jackson, the Wastewater Treatment Plant, and the majority of development in the County. The Alpine location, upstream of the Town of Alpine, is further downstream in the Snake River Canyon and exhibits more stream shading than upstream reaches and also demonstrates influences from the Hoback River.

The Moran site, a USGS testing location near the boat ramp below Jackson Lake Dam, is used for comparison (Figure 15). The water flowing by that site has been released from the dam at depth, where water is typically colder than at the surface. Data from the Moran site are available starting in 2022. The Flagg Ranch USGS testing site is upstream of Jackson Lake and used as a natural comparison to the downstream locations. Data from the Alpine location are available starting in May 2023 and data from the Below Flat Creek location are available starting in May 2022. Data from the Moose location (Figure 14) are available starting in 2013.

Metric: Temperature (°F) is measured in three locations along the Snake River from May 1 through October 31.

Target: Below 68°F. Grand Teton National Park recommends not fishing when river temperatures reach and exceed 68°F for the health of freshwater fish populations.

Summary:

- Avg. daily max. summer temperature at Moose in 2022 was 59.1°F with 32 days ≥ 68°F.
- Avg. daily max. summer temperature at Moose in 2023 was 58.2°F with 9 days ≥ 68°F.
- Avg. daily max. summer temperature at Moose in 2024 was 57.7°F with 2 days ≥ 68°F.

Findings:

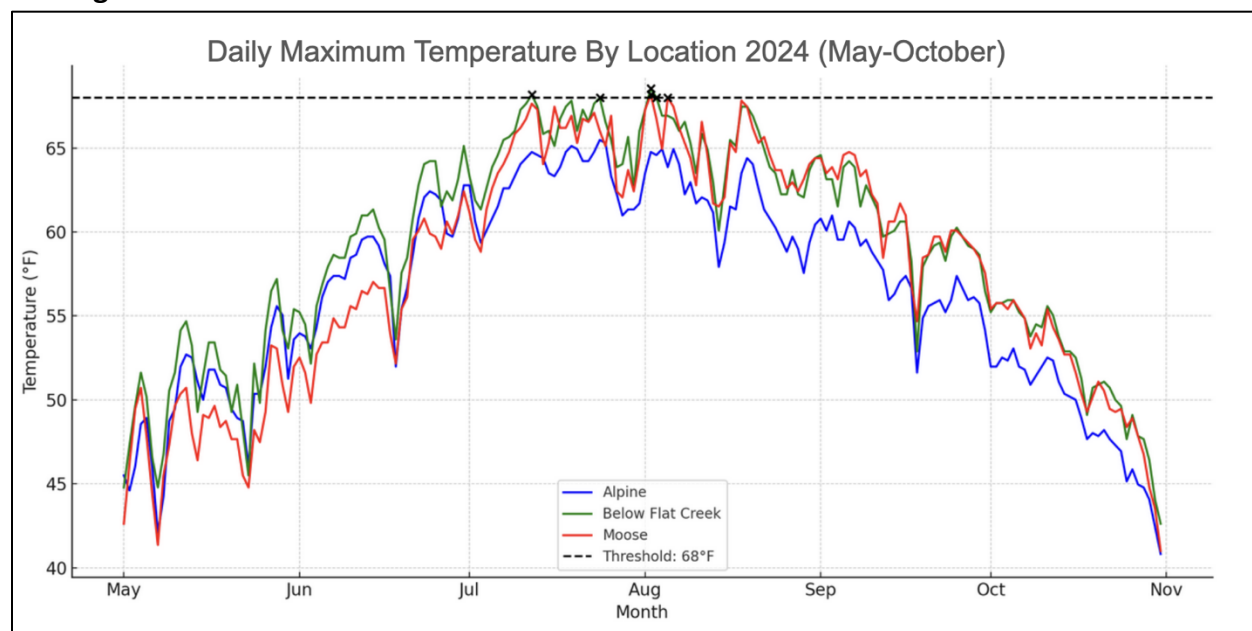


Figure 12. Daily maximum temperature readings from USGS sites along the Snake River May - October 2024. Measurements are taken hourly. Temperatures ≥ 68°F are marked by an x. Source: USGS.

Figure 12 displays daily maximum water temperatures at all three locations from May 1 to October 31, 2024. Between May and July, the coldest temperatures occurred at Moose. Beginning in July, Moose and Below Flat Creek consistently recorded higher temperatures than Alpine. Exceedances of 68°F occurred at both Moose and Below Flat Creek, while temperatures near Alpine remained below the threshold throughout the season.

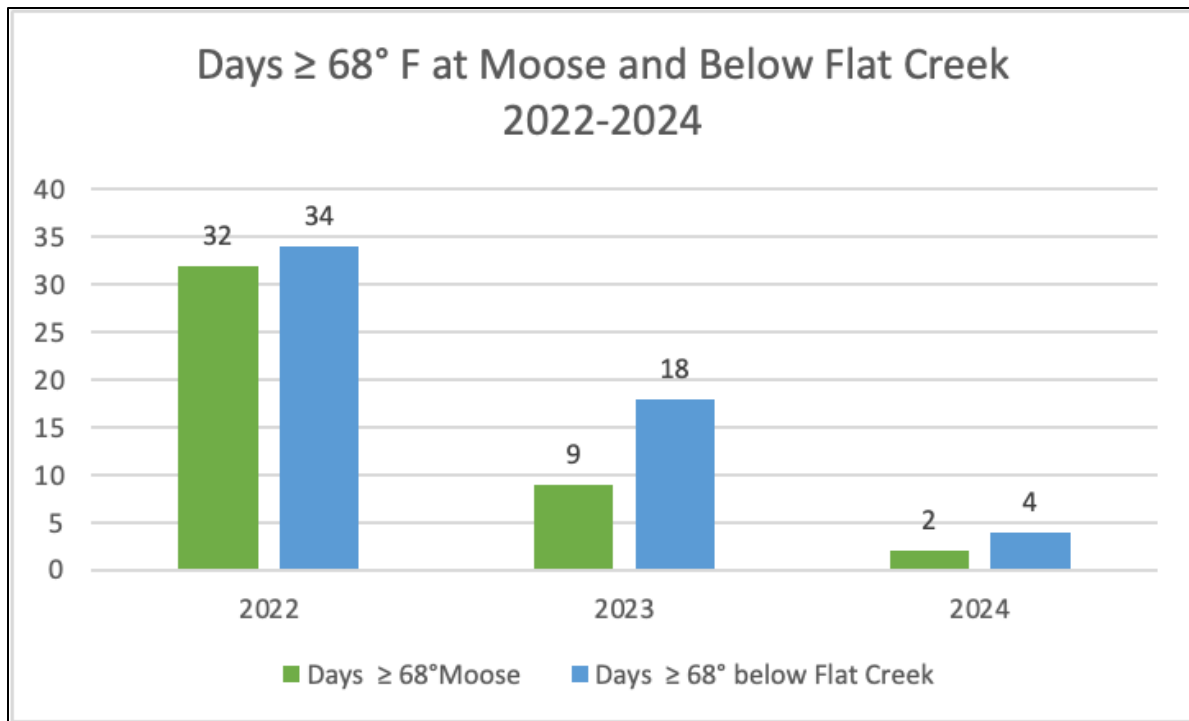


Figure 13: Number of Days over 68°F at Moose and below Flat Creek 2022, 2024. Source: USGS.

Figure 13 shows the number of days at the Moose and Below Flat Creek locations that reached or exceeded 68°F over a three-year period. No days reached the threshold at the Alpine location. 2022 had the highest number of exceedances at both Moose and Below Flat Creek. The number of days that daily maximum temperatures reached or exceeded 68°F decreased by 77.8% percent at both the Moose and Below Flat Creek locations between 2023 and 2024. Between the three sites, there were 66 total instances where the daily maximum water temperature reached or exceeded 68°F in 2022, 27 instances in 2023, and 8 instances in 2024.

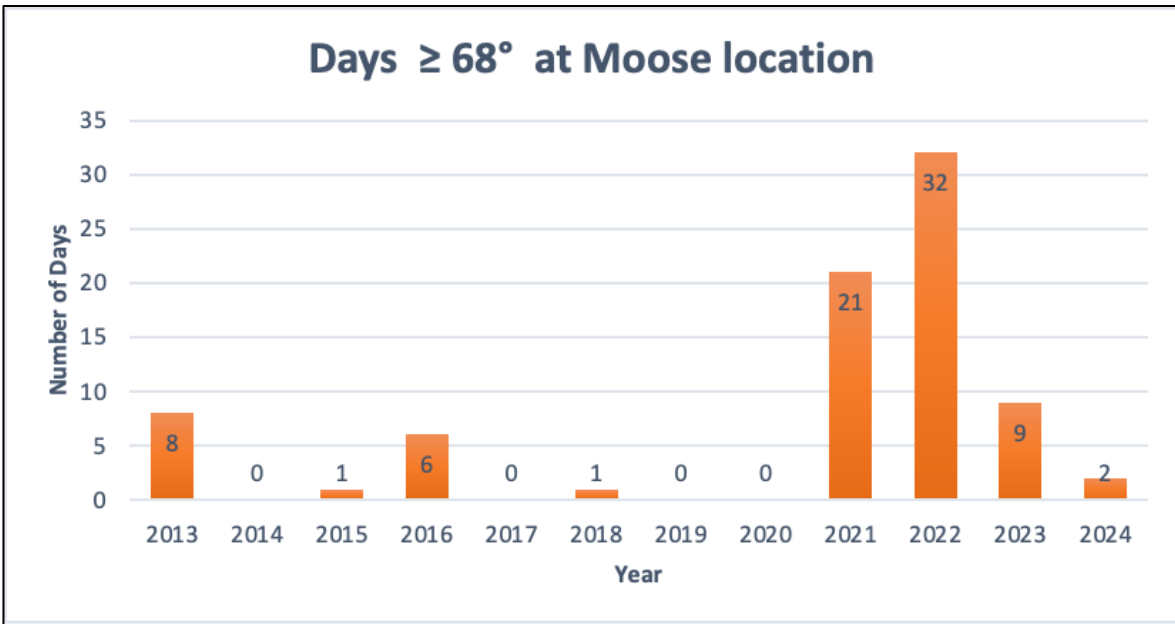


Figure 14. Number of days the Snake River at Moose water temperature was above critical temperature thresholds (68°F) for fish populations since 2013. Source: USGS.

Figure 14 shows the number of days with exceedances at the Moose sampling location. Between 2013 and 2020, fewer than 8 days per year had daily maximum temperatures that reached or exceeded 68°F. That number increased to 21 days in 2021 and 32 days in 2022 before decreasing to 9 days in 2023 and 2 days in 2024.

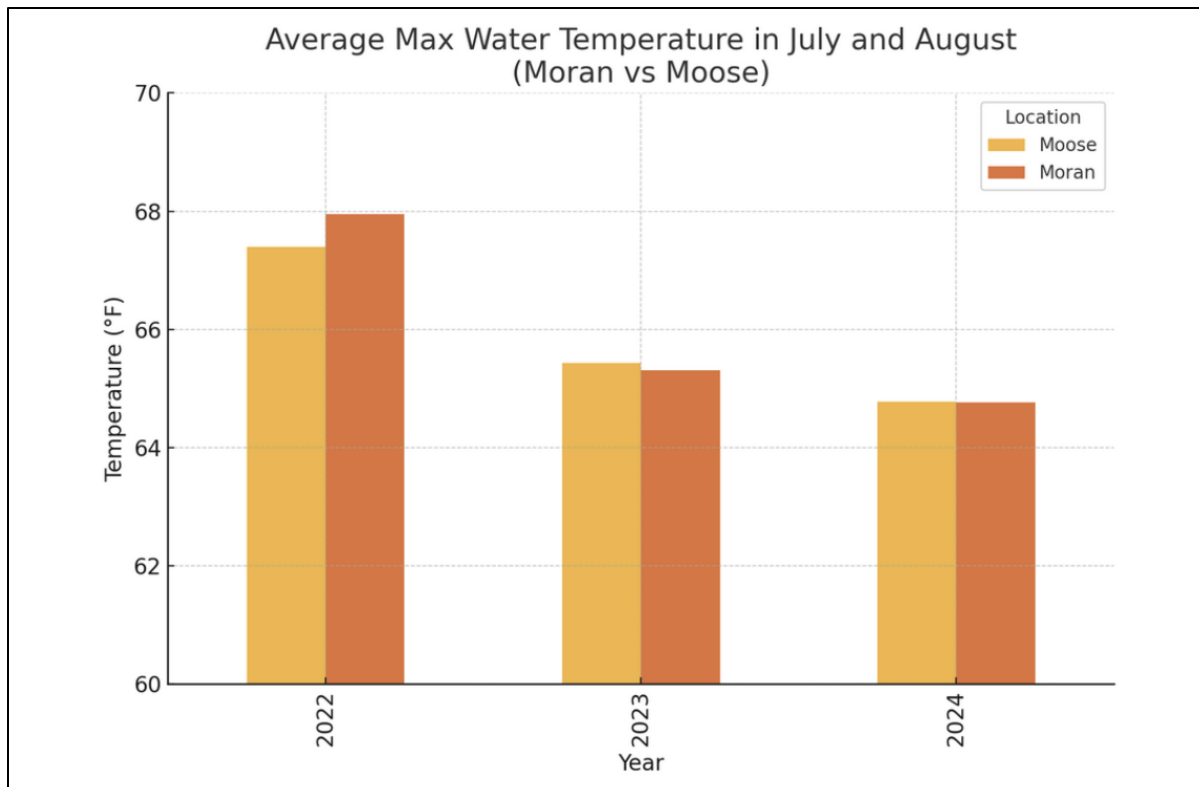


Figure 15: Average maximum temperature in July and August at Moran and Moose 2022-2024. Source: USGS.

Figure 15 compares the average daily maximum water temperatures in July and August at the Moran USGS station, which is located by the boat ramp below the Jackson Lake Dam, and Moose, which is twenty-five miles downstream. Average daily high temperatures were higher at both sites in 2022 and have decreased since then. In 2022, temperatures at the Moran station were higher than at Moose. In 2023 and 2024, temperatures at the Moran station were slightly lower than at Moose.

Discussion:

Many natural factors contribute to river temperatures, including daytime high air temperatures, overnight low air temperatures, annual snowpack, speed of snowpack melt, influx from geothermal features and springs, shade, water depth and flow, channel width, and thermal pollution from industry and stormwater runoff. Therefore, water temperature varies throughout the Snake River. Additionally, the Bureau of Reclamation's ability to release water from the dam affects the fullness of Jackson Lake and streamflow, which can impact temperature downstream. Examining temperatures at four sites does not provide a full picture of water temperature in the Snake River. Areas of the river with the highest temperatures may not be represented; likewise, cold-water refugia are also not represented. However, these four sampling locations provide longitudinal data that can be used to observe trends and investigate correlations. Correlation does not equal causation.

Some possible reasons for temperature increase between these locations include changes in water depth, channel width, flow rate, and shade. Additionally, the stretch of the Snake River between the Moose and Below Flat Creek sampling locations receives greater inputs from agriculture, stormwater runoff, and discharge from the wastewater treatment plant, all of which could contribute to higher water temperatures.

Daytime high air temperatures and overnight low temperatures both increased over the observed period, but do not directly correlate with water temperature trends. However, the high number of exceedances in 2021 and 2022 aligns with periods of low lake levels at Jackson Lake Dam, as drought conditions downstream required increased water releases to support agriculture. The water that passes through the dam normally comes from deep water that is colder than surface water, but lower lake levels may have led to increased solar warming of the water released.

Status: Summer water temperatures in the Snake River are moderate. Temperatures exceeded 68°F for fewer than 5 days at Moose and Below Flat Creek in 2024.

Snake River Discharge (Streamflow)

Status: Good ● Trend: ↑

Overview: Streamflow depends on many variables, including winter snowpack, the timing of snowmelt, rainfall intensity, dam releases from Jackson Lake, and the landscape's capacity to absorb moisture. In Teton County, peak runoff typically occurs between mid-May and mid-June.^{vii} A strong flood pulse supports healthy ecosystems by enabling the exchange of nutrients between the river and the floodplain and seed dispersal along riverbanks.^{viii} However, excessive flooding can threaten nearby human life and property.

Metric: Cubic feet per second (cfs) measures the amount of water passing through a given point per second.

Target: Streamflow below Jackson Lake Dam mirrors the natural hydrograph, with Flagg Ranch (above the dam) serving as an unregulated, natural target. The target is a strong spring peak, with a steady and consistent reduction in streamflow throughout the summer season that mimics natural flows.

Summary:

- A natural peak streamflow occurs in late May/ early June at Flagg Ranch.
- Streamflow in the Snake River increases downstream.
- Streamflow at the Moose, Below Flat Creek, and Alpine locations model the peak runoff of Flagg Ranch.

Findings:

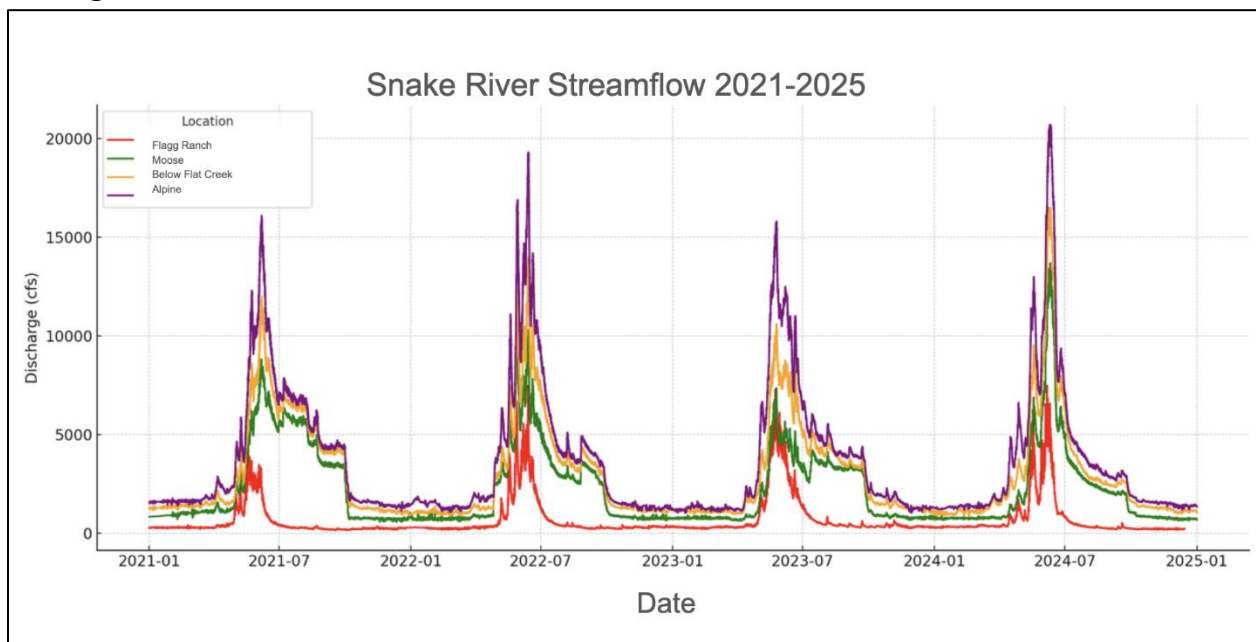


Figure 16. Streamflow from 2021-2024. The Flagg Ranch location measures natural/unregulated flow, whereas streamflow at the other locations is controlled by the Jackson Lake Dam. Source: USGS.

Figure 16 shows that the peak runoff occurs simultaneously at all of the locations annually. The period for a high streamflow is much shorter at Flagg Ranch than at the other three locations. The extended high streamflow downstream is the result of operations at Jackson Lake Dam. In 2024, the average annual streamflow was lower at the Moose, below Flat Creek, and Alpine locations than in 2021. Conversely the streamflow was 40.8% higher at Flagg Ranch in 2024 than in 2021.

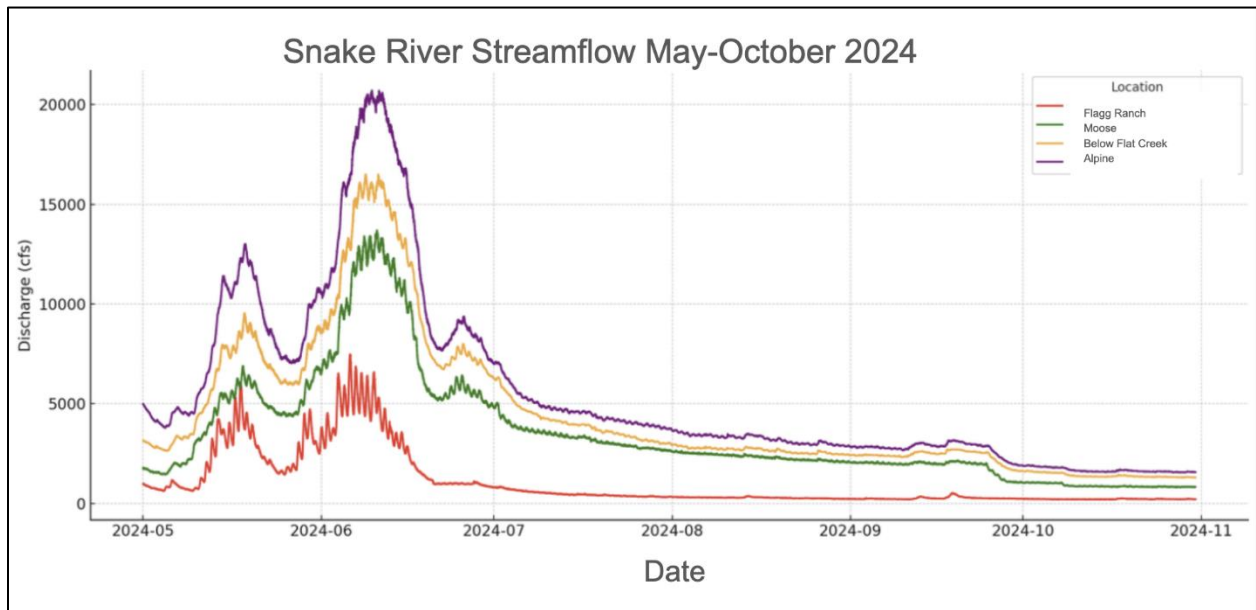


Figure 17. Summer 2024 discharge at Flagg Ranch and three locations below the dam. Source: USGS.

Figure 17 displays how the natural river flow at Flagg Ranch had two peak periods throughout the summer of 2024. The other three locations experience a small third increase along with extended elevated discharge rates, revealing the impact of water released at the dam. Peak streamflow in 2024 was 13,700 cfs at the Moose gauge, 16,500cfs at the Below Flat Creek gauge, and 20,700 cfs at the Alpine gauge.

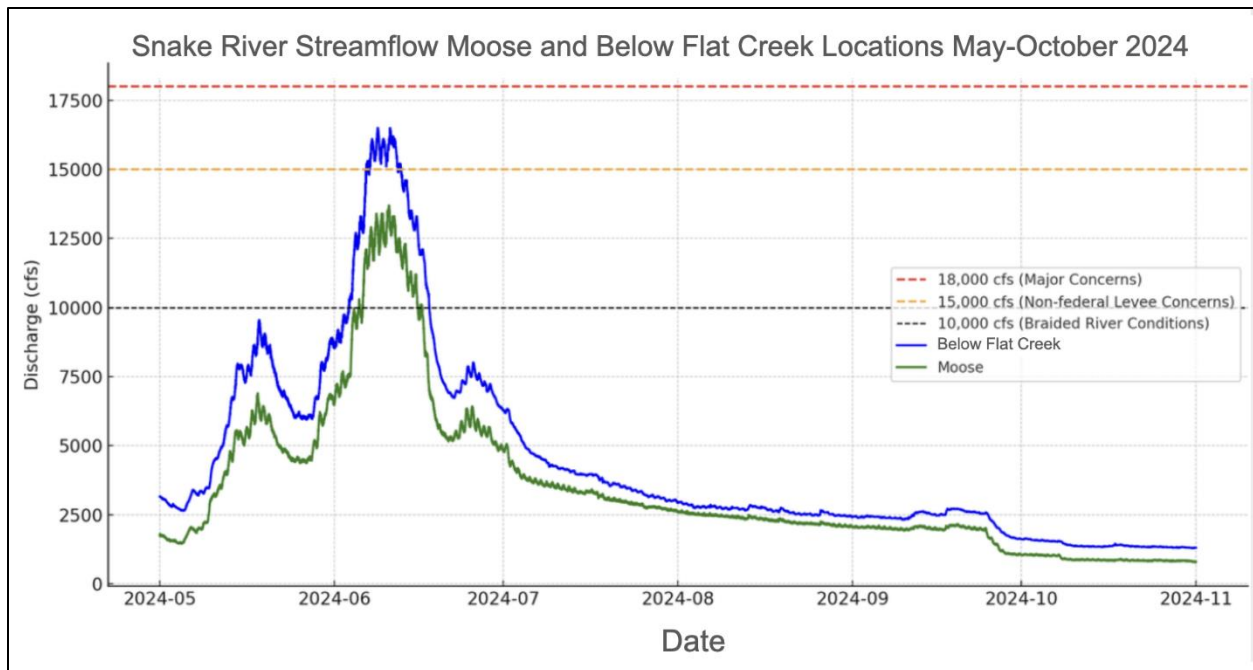


Figure 18. Summer Discharge at Below Flat Creek and Moose locations with levee damage thresholds. Source: USGS.

Development along the Snake River floodplain has necessitated the use of levees to constrain the natural flow of the river, mitigate potential flood damage, and protect human life and property. Although periodic “flushes” with high streamflow are crucial for ecosystems, too much discharge can threaten human infrastructure. Additionally, flooding can cause environmental harm if human-made structures are washed into waterways. Figure 18 shows discharge at Moose and Below Flat Creek relative to three thresholds: braided river conditions, non-federal levee concerns, and major levee concerns. The thresholds on the graph indicate how often the levees must be checked and managed to ensure they are stable. In 2024, streamflow exceeded the non-federal levee concern level of 15,000 cfs during peak runoff.

Discussion:

Since the Snake River below the Jackson Lake Dam is greatly impacted by human infrastructure and management, a good indicator of ecological health of the river system is if hydrographs downstream are similar to those upstream of the dam. Between 2021 and 2024, the hydrographs of the three downstream sites model that of the Flagg Ranch location during peak runoff season, though they maintain higher flows throughout the summer to support downstream irrigation.

A high peak streamflow is crucial to ecosystems but can negatively impact human infrastructure. Releasing water from the dam allows for an extended period of high discharge rate at downstream locations, which is critical for downstream agricultural irrigation. Downstream locations also receive influxes from tributaries and groundwater, so streamflow should increase

along the Snake River from Flagg Ranch to Alpine. Decreased discharge at downstream locations could indicate greater ecological problems, such as severe drought or excess diversions. Currently, streamflow increases between each downstream location, indicating that influxes from tributaries are reaching the Snake River.

Status: Streamflow in the Snake River is considered good because the peak runoff timing at the three downstream locations matches that of the natural flow measured at Flagg ranch.

Flat Creek Macroinvertebrates

Status: Moderate ●

Trend: ↗

Overview: Benthic macroinvertebrates are tiny insects that live in streams and play a critical role in the aquatic food web. Some live their entire lives in streams, but many live there only as juveniles and emerge from the water to live their adult lives on land. Some species of macroinvertebrates are sensitive to changes in water quality and stream habitat, such as pollution, water temperature, and sediment loads.^{ix} Thus, monitoring macroinvertebrates can reveal a lot about stream health.

Metric: “EPT” refers to three insect orders that are sensitive to water pollution: Ephemeroptera (mayflies), Plecoptera (caddisflies), and Trichoptera (stoneflies). *Taxa* are defined as taxonomic groups of any rank, such as species, family, or genus. *EPT Taxa Richness* is the total number of distinct taxa of these three major orders of stream insects in a sample.

Target: 24 species is the expected EPT Taxa Richness of a healthy local stream (WYDEQ). Cache Creek upstream of the Town of Jackson is the reference for a healthy local stream.

Summary:

- EPT Richness in Flat Creek peaked in 1997 at 18 species.
- EPT Richness in Flat Creek was lowest in 2002 at 9 species.
- EPT Richness in Flat Creek in 2024 measured 13.

Findings:

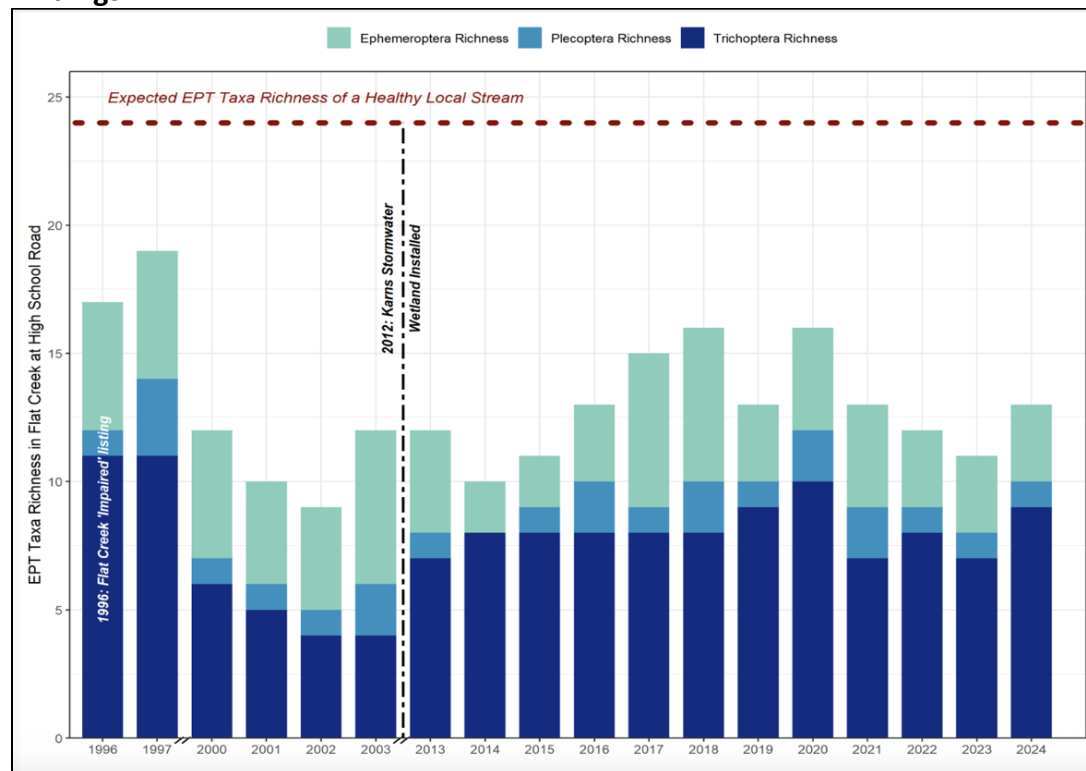


Figure 19. EPT Richness in Flat Creek at High School Road from 1996 - 2024. Data and visual from Teton Conservation District.

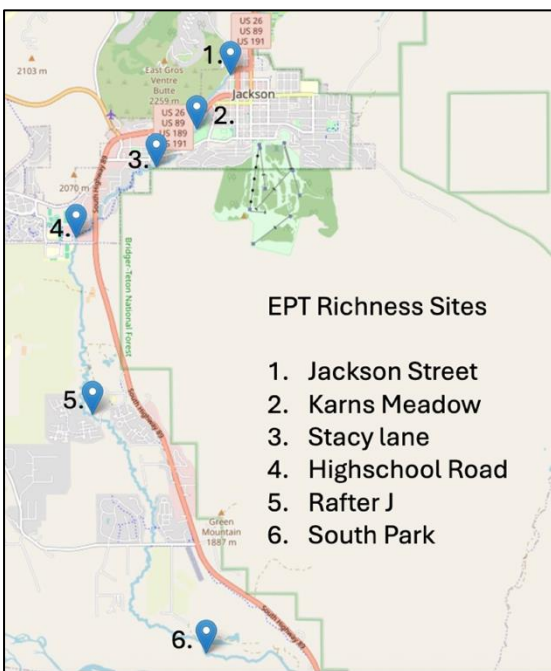


Figure 20: EPT Richness sampling sites.

The Teton Conservation District has sampled macroinvertebrates annually in September in Flat Creek at High School Road since 1996 (Figure 19), and at five additional locations along Flat Creek since 2013 (Figure 20). At the High School Road sampling location, EPT richness was highest in the late 1990s, declined in the early 2000s, and increased after the installation of the Karns Meadow Stormwater Treatment Wetland in 2012. EPT richness declined again between 2021 and 2023 and has never returned to the levels seen in the late 1990s. EPT richness at the other five sites on Flat Creek shows similar trends, though they are not included in this report.

Discussion:

Many factors influence EPT richness, and some natural fluctuations should be expected. For example, low streamflow correlates with higher stream temperatures, which could decrease EPT richness. Flat Creek is heavily influenced by human activities, including pollution from illegal dumping and stormwater runoff, and the alteration of the stream bed that occurs when heavy equipment is used to break up frazil ice (anchor ice) to mitigate flooding. The Flat Creek hydrograph is influenced by irrigation diversions that augment stream flows through the Town of Jackson and divert water to agricultural fields at multiple locations upstream and downstream of the High School Road sampling location. These anthropogenic changes to the natural stream flow could also impact EPT richness.

Efforts to reduce and treat stormwater runoff and associated pollution and sedimentation within the Town of Jackson may contribute to increased EPT Richness in the future. Additionally, the Teton Conservation District is working to install two new thaw wells, which should decrease the number of days heavy equipment is needed to break up ice and could lead to an improvement in EPT richness. Continued monitoring of EPT richness can measure changes in stream health after these investments are made to improve water quality in Flat Creek.

Status: EPT Richness in Flat Creek is moderate. Species count is above the 2002 low of 9 species but has not reached the target level of 24.

PFAS Detection

Status: Good ●

Trend: N/A

Overview: PFAS refers to per- and polyfluoroalkyl synthetic chemical substances, also referred to as “forever chemicals”. They are found in many consumer and industrial products, including fabrics, food packaging, cosmetics, non-stick pans, and ski wax. PFAS take an extremely long time to break down and can infiltrate water and soils, eventually making their way into food sources and bioaccumulating in fish, wildlife, and humans.^x

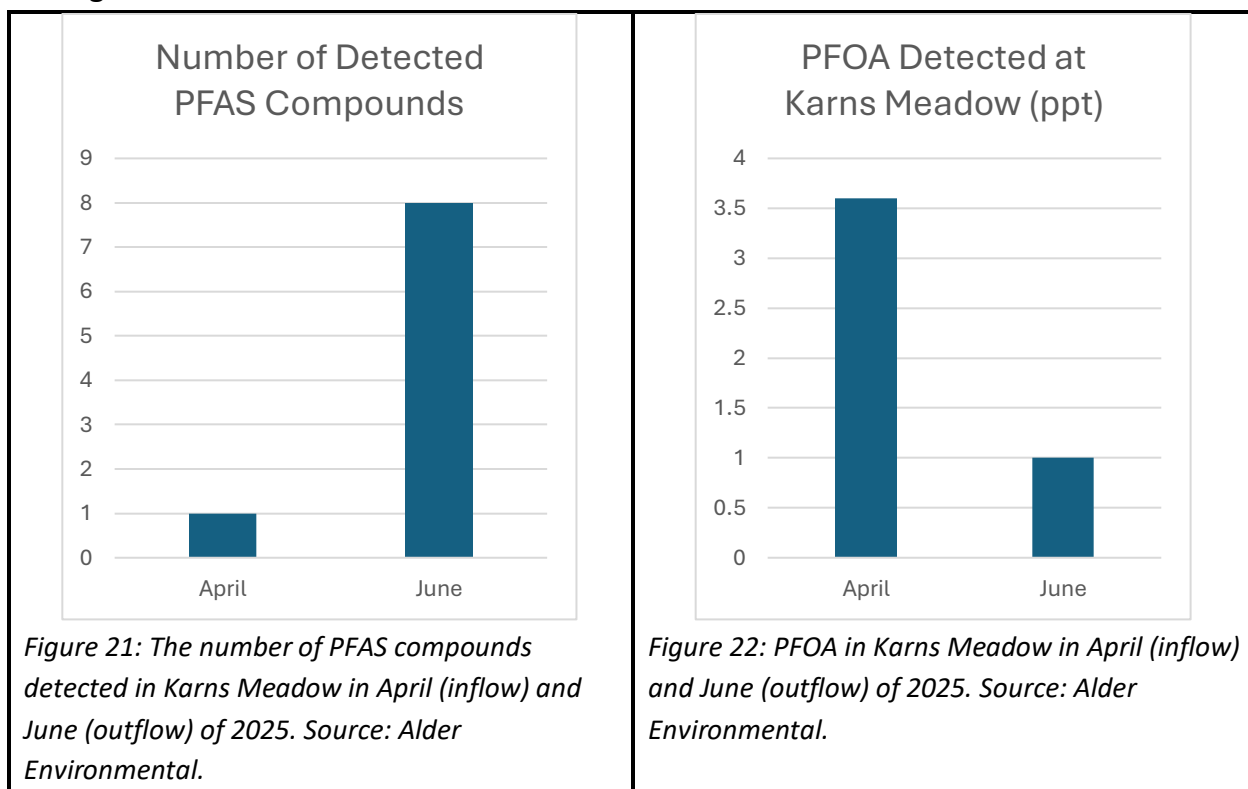
The Town of Jackson contracted with Alder Environmental to conduct PFAS testing at Cache Creek near the trailhead in the Bridger Teton National Forest, Karns Meadow at the stormwater treatment wetlands, and Flat Creek on High School Road on April 16th, June 9th, and July 23rd. These three locations were chosen because the Cache Creek site is upstream of most of the Town’s development, the Karns Meadow wetlands collect and treat stormwater runoff from Town of Jackson streets, and Flat Creek at High School Road is downstream of both the wetland stormwater treatment system and most Town inputs. The three dates were selected to collect data that included snowmelt from the piles at the rodeo grounds, peak streamflow, and summer drought conditions.

Metric: PFAS is detected through water sampling and is reported in parts per trillion (ppt). **Target:** Ideally, no PFAS should be detected in any of the Town’s surface or groundwater. However, extremely small detection amounts have low levels of reliability. The EPA maximum contamination level for drinking water is 4 ppt for PFOA and PFOS, and 10 ppt for several other varieties of PFAS.

Summary:

- April testing detected 1 PFAS compound in the Karns Meadow inflow.
 - June testing detected 8 PFAS compounds in the Karns Meadow outflow.
-

Findings:



Of the 40 PFAS compounds tested, only PFOA was detected at Karns Meadow in April, and 8 compounds were detected in June. Results from the July sampling are not yet available. 3.6 ppt of PFOA was detected in April in a sample of inflow into the stormwater treatment wetlands. 1.0 ppt of PFOA was detected in June in a sample of outflow from the treatment wetlands.

Discussion:

While it is likely that there are low levels of PFAS in Cache Creek and Flat Creek, it is a sign of a healthy ecosystem that levels were too low to be detected by existing sampling methods. However, detections at the Karns Meadow treatment wetlands indicate that PFAS are entering our environment. The decrease in PFAS concentration between the inflow and the outflow suggests that the artificial wetlands provide some treatment of PFAS before they enter Flat Creek. Taking steps now to reduce inputs and treat stormwater runoff will help protect our surface waters and the species that inhabit them. It will also reduce the likelihood of costly cleanups later. A more detailed report by Alder Environmental is forthcoming.

Status: PFAS levels are considered good in Jackson, as no compounds were detected in the surface waters tested at Cache Creek and Flat Creek. Although low concentrations of PFAS were detected in samples collected at the inflow and outflow of the stormwater treatment wetlands at Karns Meadow, the levels reported were below the minimum reporting levels. Since data is only available for one year, no trend is established

Invasive Species

Aquatic Invasive Species

Status: Good ●

Trend: →

Overview: Aquatic invasive species threaten native species by outcompeting them for resources and by changing the water chemistry. They can spread when equipment and watercraft are not properly cleaned and dried between bodies of water. Some of the most threatening aquatic invasive species include zebra mussels (*Dreissena polymorpha*) and quagga mussels (*Dreissena bugensis*). Both species are small mussels that originated in Eurasia and have infiltrated waterways in 48 U.S states. They cause fisheries to collapse, impair water quality, damage boats and infrastructure, and are hazardous to swimmers. Zebra and Quagga.^{xi} Watercraft inspections are a critical prevention mechanism to ensure aquatic invasive species do not enter local waterways. The number of annual watercraft inspections is a performance measure for aquatic ecosystem health.

Metric: The number of annual watercraft inspections and mussel-fouled vessels indicates efforts to keep invasive mussels out of regional waterways.

Target: No zebra or quagga mussels are detected in Teton County waterways.

Summary:

- No zebra or quagga mussels have infiltrated Teton County waterways.
- In 2024, invasive mussels were detected on two watercrafts during inspection.
- The New Zealand mud snail is the only invasive species currently in waterways.

Findings:

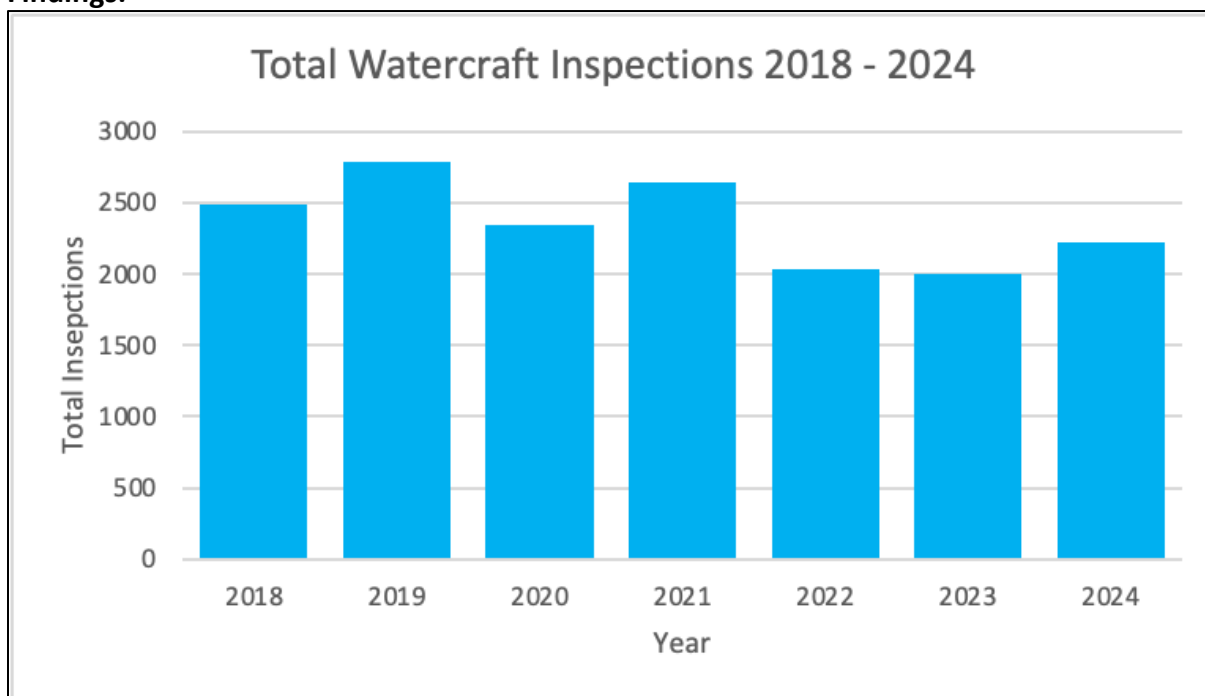


Figure 23: The total number of watercraft vehicles inspected for aquatic invasive species before entering regional waterways from 2018 – 2024. Source: Wyoming Game and Fish Department (WGFD).

Figure 23 shows the number of watercraft inspections that have occurred each year starting in 2018. Inspection rates peaked in 2019 with 2487 inspections. In 2024, 2226 vessels were inspected before entering local waterways.

Inspected Watercrafts with Invasive Mussels Attached

Year	2018	2019	2020	2021	2022	2023	2024
Mussel-Fouled Watercraft	0	0	1	2	1	0	2

Figure 24: The number of inspected watercrafts on which invasive mussels were attached from 2018 – 2024. Source: WGFD.

Figure 24 lists the number of vessels on which an invasive mussel was detected during inspection. The first detection year since data have been collected was 2020. There were two detections in 2024, which is the maximum number of mussel-fouled vessels in a single year.

Discussion:

Overall, watercraft inspections have effectively prevented invasive zebra and quagga mussels from entering Teton County waterways. Currently, The New Zealand mud snail is the only aquatic invasive that has infiltrated waterways in Teton County. Like the mussels, they outcompete native snails and alter water chemistry. These snails were first introduced by watercraft and fishing gear and were then transported downstream. New Zealand mud snails cannot be removed by native species, as they are not digestible and therefore not a viable food source

(WGFD)^{xii}. Populations of New Zealand mud snails have been present in Polecat Creek and the Snake River at Flagg Ranch since at least 2000 (WGFD). Their spread appears to be limited.

Status explanation: Aquatic invasive species are considered good because zebra and quagga mussels have not been detected in local waterways.

Spread of Invasive Plant Species

Status: Moderate ●

Trend: ↓

Overview: Invasive species outcompete native species that provide critical ecosystem services and wildlife habitat. They also harm soil, and drier species can exacerbate the spread of wildfires.^{xiii} Common invasive plants in the Jackson region include Canada thistle, musk thistle, houndstongue, spotted knapweed, and cheatgrass, among others.^{xiv} Total acres treated and the percentage of impacted acreage treated are key performance indicators for measuring efforts to reduce infestation and restore native habitats.

Metric: Acres impacted by invasive species each year.

Target: Fewer than **12,000 acres** are affected by invasive species annually.

Summary:

- 2012 had the most acres impacted: 18416.78.
- 2015 had the fewest acres impacted: 11930.3.
- In 2023, 13336 acres were impacted, and 299.61 acres (2.25%) were treated.

Findings:

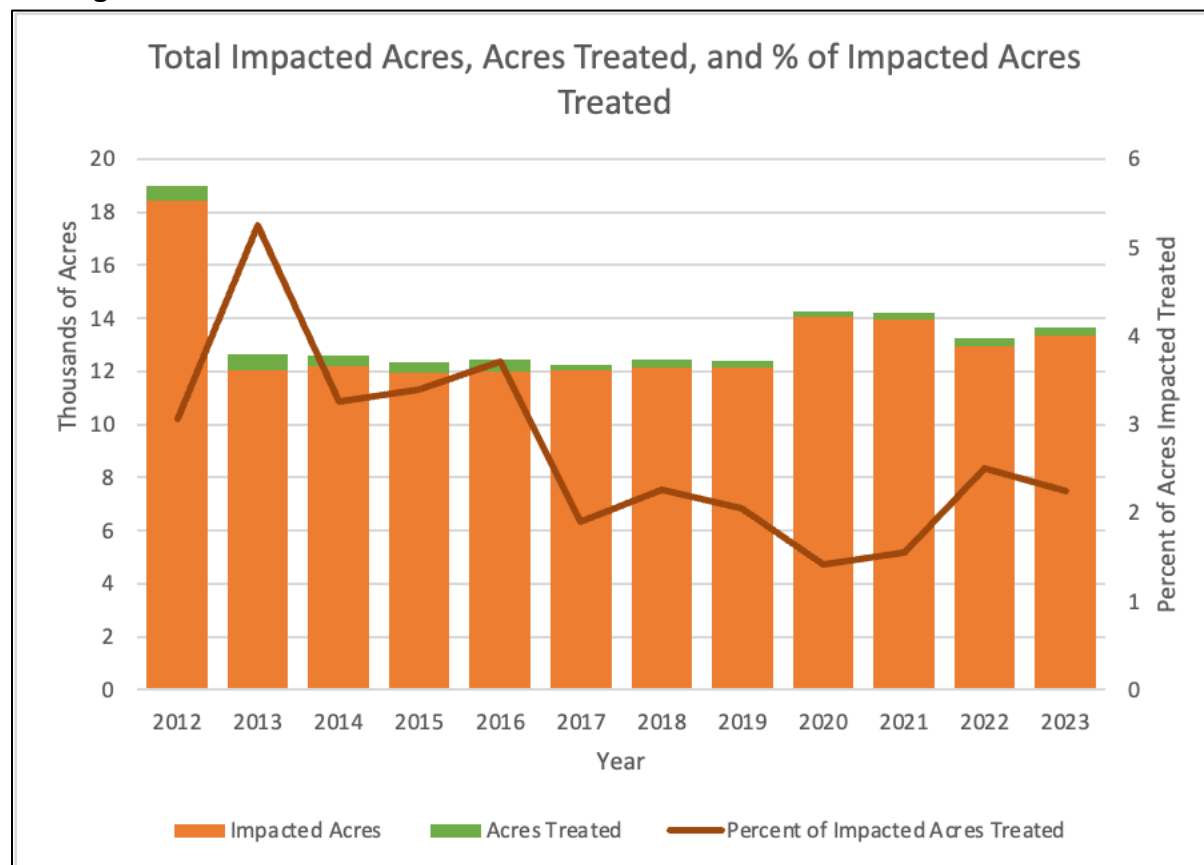


Figure 25: Total acres impacted by invasive species, total acres treated, and the percent of the impacted acreage treated each year 2012-2023. Source: Teton County Weed & Pest (TCWP).

Figure 25 shows the annual acres of land affected by invasive species. The affected acreage peaked in 2012, then remained relatively stable from 2013 through 2019. Beginning in 2020, there was a slight increase in impacted acreage, followed by a decline in 2022, and a slight increase in 2023. In 2023, the impacted acreage was 11% higher than the 12,000 target.

Figure 25 also displays the percentage of impacted acres treated each year. The highest treatment coverage occurred in 2013, when 5.24% of impacted land was addressed following the peak spread in 2012. After 2013, the percentage treated gradually decreased until 2020. Although treatment efforts rose slightly in 2021 and 2022, they decreased again in 2023. Data for 2024 is not yet available.

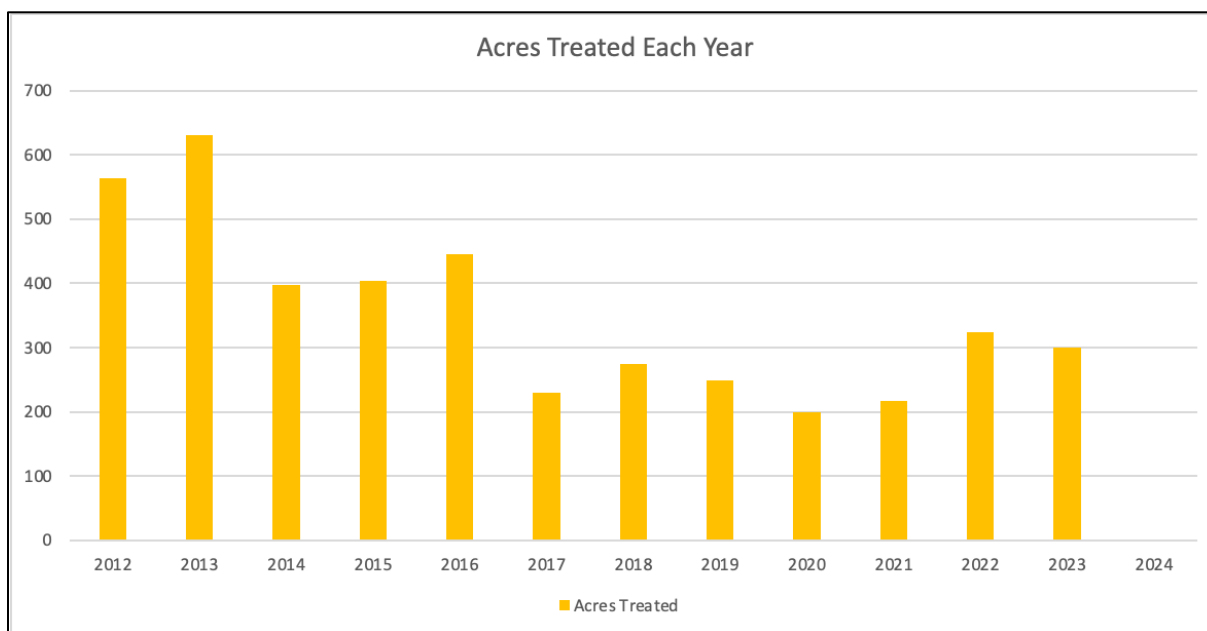


Figure 26: Acres treated for invasive species each year 2012 – 2023. Source: TCWP.

Analysis: Figure 26 shows the total number of acres treated for invasive species over 11 years. Treatment efforts peaked in 2013 and then steadily declined through 2020. From 2021 to 2022, treatment efforts rebounded slightly before declining again in 2023. While treatment levels initially responded strongly after 2012, they did not maintain early peak levels in subsequent years. Data for 2024 is not yet available.

Discussion: Impacted acreage hovered near the 12,000-acre target from 2013-2019 and has exceeded it every year since. Stronger control efforts may be needed to reverse this trend. Possible methods for reducing impacted acreage include early detection and rapid response to new infestations, increased treatment coverage, improved monitoring, and restoration with native vegetation. However, acreage could increase due to factors such as reduced funding or

treatment capacity, prolonged drought creating favorable conditions for invasive plants, soil disturbances from development, and lack of coordination among landowners.

Invasive plant removal efforts are led by Teton County Weed and Pest, private landowners, and small volunteer groups led by the Jackson Hole Land Trust, Jackson Hole Wildlife Foundation, Teton Conservation District, and other organizations. It is important to note that while a higher percentage treated can indicate effective management, it may also correspond to higher prevalence levels. Therefore, tracking both impacted acreage and treatment coverage annually is necessary to accurately evaluate ecosystem health.

Status: The spread of invasive species received a moderate score because the acres impacted in 2023 were between 12,000-15,000.

Wildlife

Fencing Modified or Removed

Status: Moderate ●

Trend: ↑

Overview: Fencing is a crucial component of many ranches and farms, but it can interfere with wildlife movements, habitats, and behavior.^{xv} Some fences remain on landscapes long after their original purpose has expired and can be removed to restore habitat connectivity and reduce wildlife injuries. Fencing that still serves a purpose can be modified to limit negative impacts on wildlife. Tracking annual miles of fencing removed or modified, along with total cumulative removals, can reveal new and restored wildlife movement corridors.

Metric: The miles of fencing modified removed inside and outside of Teton county annually.

Target: Fencing no longer interferes with critical wildlife corridors.

Summary:

- Tracking of fencing inside Teton County began in 2012 with 7.42 miles.
- Tracking of fencing outside of Teton County began in 2018 with 15.68 miles.
- In 2024, 27.48 miles of fencing were improved or removed.

Findings:

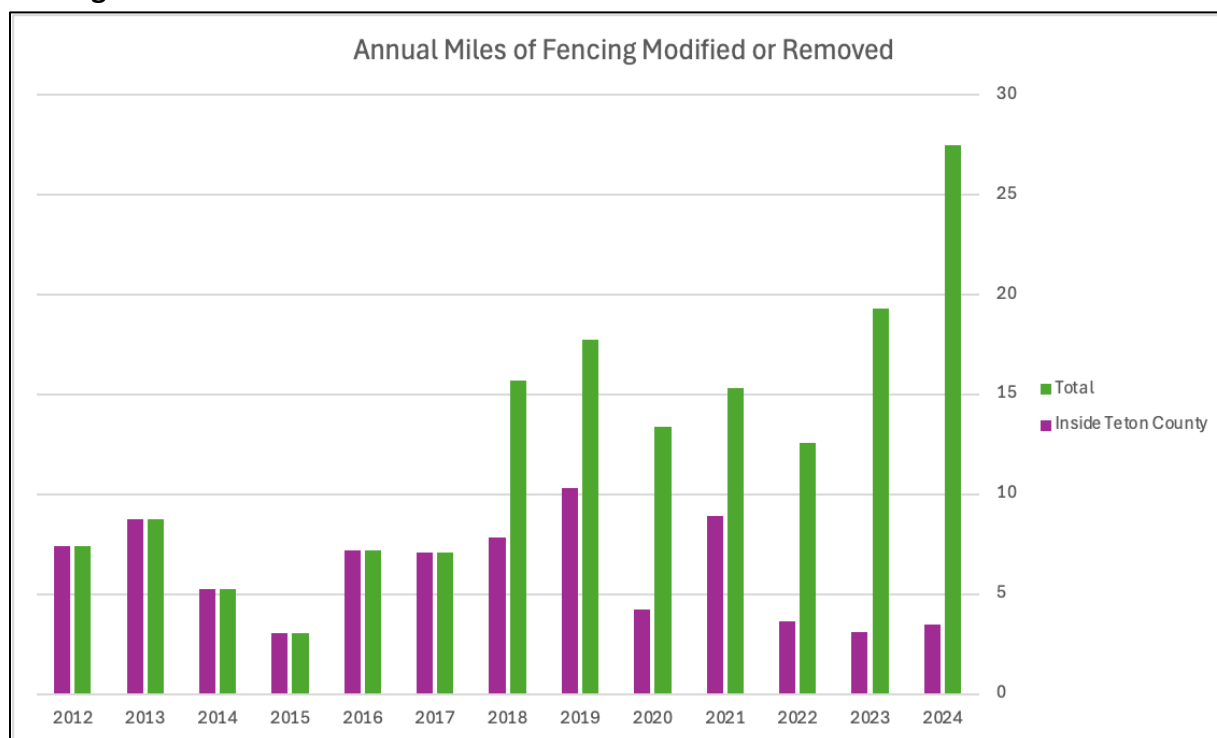


Figure 27: Miles of fencing modified or removed each year in Teton County and in total (Teton County, Sublette County, areas outside Teton and Sublette County, and for Sage Grouse) between 2012-2024.

Source: Jackson Hole Wildlife Foundation (JHWF).

Figure 27 shows the miles of fencing that were removed or improved for wildlife each year between 2012 and 2024. Fence improvement efforts in Teton County peaked in 2019 and 2021 and have decreased over the past three years. The total miles of fencing removed or improved in Teton County and surrounding areas, including Sublette County, in sage grouse habitat, and other areas outside of Teton County, have increased. For the past three years, more fencing improvement projects have taken place outside of Teton County than within it. Data collection outside of Teton County began in 2018 and only includes projects supported by the Jackson Hole Wildlife Foundation.

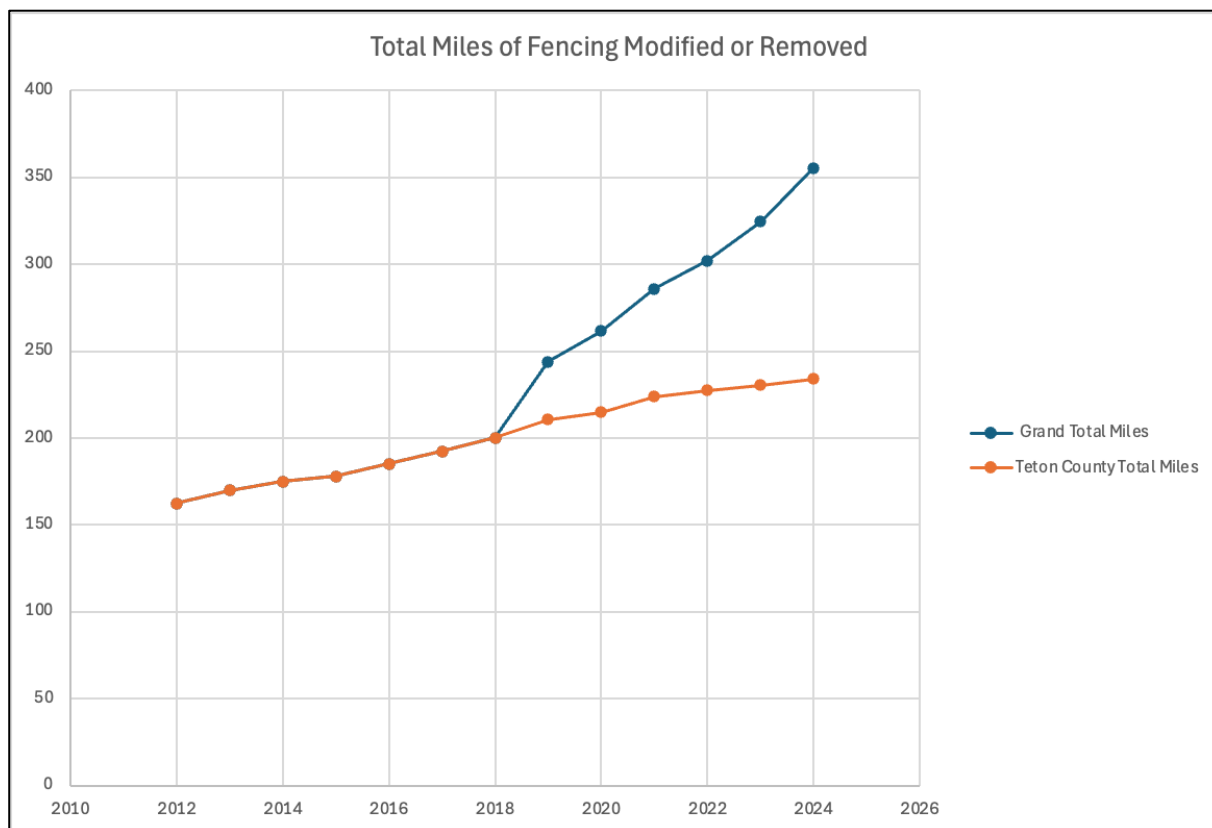


Figure 28: Total miles of fencing that has been modified or removed from Teton County and in total (Teton County, Sublette County, areas outside Teton and Sublette County, and for Sage Grouse) from 2012 to 2024. Source: JHWF.

Figure 28 displays the cumulative miles of fencing modified or removed beginning in 2012 within Teton County and in 2018 in the greater region. Data collection from within the county had a baseline of 162 miles in 2012. Since 2012, the total miles of fencing removed or improved increased by 118.9% and miles in Teton County increased by 44%. In 2024, the total miles of fencing removed or improved increased by 9.5%, while the miles in Teton County increased by 1.5%.

Discussion: The number of miles of fencing improved or removed within Teton County each year has decreased since 2021, but this trend does not indicate worsening ecosystem health. Instead, it may indicate that fencing in crucial wildlife habitat has already been removed or improved, that remaining fencing is in areas that are difficult to access, or that removal of fencing in critical habitat outside of Teton County is a higher priority. Fencing improvements outside of Teton County are critical for maintaining healthy wildlife populations, as species migration patterns extend beyond county lines and the health of our local ungulate herds depends on their ability to migrate to and from winter range.

The total miles of fencing improved or removed cannot be used to determine the total miles of fencing remaining. To use this data most effectively, GIS data on the miles of fencing that currently exist in Teton County and in wildlife corridors would be required.

Status: Fencing improved or removed received an overall score of “Moderate”. The efforts of nonprofit organizations and volunteers to remove or improve more than 350 miles of fencing is commendable. However, fencing that impedes movement in critical wildlife corridors remains in the ecosystem.

Human-Wildlife Conflicts

Status: Poor ●

Trend: ↓

Overview: Human-wildlife conflicts are encounters that lead to physical harm, property damage, or loss of property or livelihood. Human-bear conflicts often result in the bear being trapped, relocated, or euthanized. Unsecured trash is the leading cause of human-bear conflicts in Teton County. Fruit trees, bird feeders, and agricultural activities such as chicken coops and apiaries are also frequent sources of conflicts.^{xvi} The number of conflicts does not directly correlate to a healthy ecosystem or desired population numbers. However, monitoring human-bear conflicts helps gauge the effectiveness of wildlife feeding regulations and the transition to bear-resistant trash bins.

Metric: The number of conflicts between humans and grizzly bears and black bears each year.

Target: Fewer than 50 total bear conflicts annually in the Jackson District and Grand Teton National Park.

Summary:

- Since 2017, the highest number of black bear conflicts was in 2024 at 164.
- Since 2017, the highest number of grizzly bear conflicts was in 2021 at 66.
- In 2024, there were 164 black bear conflicts and 22 grizzly bear conflicts.

Findings:

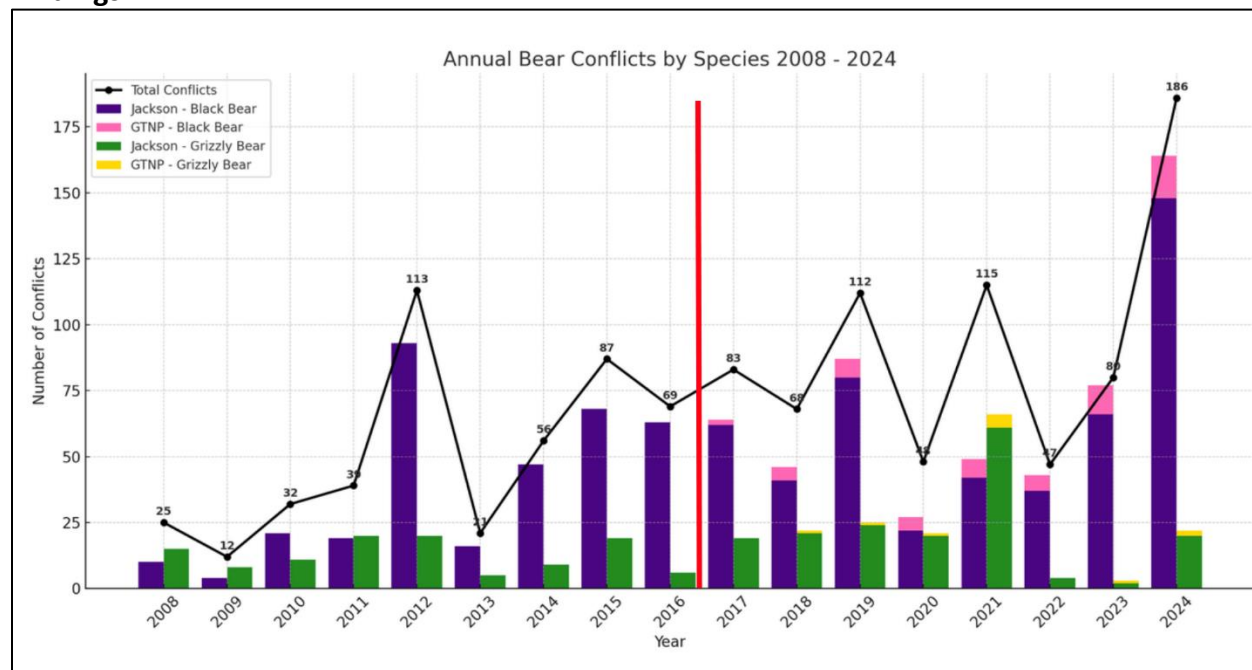


Figure 28: The number of black bear and grizzly bear conflicts in the Jackson district, 2008-2024, and Grand Teton National Park (GTNP), 2017-2024. Source: GTNP and WGFD.

Figure 28 displays the number of bear conflicts in the Jackson district outside of GTNP, the number of numbers within the park, and the total annual number of conflicts. Data from GTNP begins in 2017. The number of conflicts has fluctuated annually for both species. Black bear conflicts exceeded grizzly bear conflicts every year with the exception of 2021.

Between 2023 and 2024, the Jackson district experienced an increase from 68 conflicts to 168 conflicts. While black bear conflicts increased in 2024 to their highest point since 2008, grizzly bear conflicts have decreased since they peaked in 2021.

In 2024, only two conflicts occurred in the Town of Jackson, and both resulted from out-of-compliance trash cans. 166 conflicts occurred in the Jackson District in 2024 outside of GTNP and the Town of Jackson, with the majority of conflicts taking place on the West Bank. 127 conflicts resulted from trash, and 12 resulted from pet, livestock, and bird feed encounters. As a result of these conflicts, 18 bears were captured and 7 were euthanized. ^{xvii}

Bear Conflicts in Grand Teton National Park

Year	2017	2018	2019	2020	2021	2022	2023	2024
Black Bear Conflicts	2	5	7	5	7	6	11	16
Grizzly Bear Conflicts	0	1	1	1	5	0	1	2
Total Conflicts	2	5	8	6	12	6	12	18

Figure 29: The number of black bears, grizzly bear, and total conflicts in GTNP and the John D. Rockefeller Memorial Parkway each year, 2017-2024. Source: GTNP.

Figure 29 shows only the number of human-bear conflicts inside Grand Teton National Park. With 16 black bear conflicts and 2 grizzly bear conflicts, total conflicts in 2024 were the highest reported since 2017. Human food and trash caused 12 of the black bear conflicts (75%). Three black bear conflicts resulted in property damage, and only one involved a direct human encounter. One grizzly bear conflict resulted in property damage, while the other caused human injury. ^{xviii}

Discussion: In 2024 there were 186 total bear conflicts in the Jackson District and Grand Teton National Park, which is far above the target of 50 annual conflicts. One explanation for annual fluctuations is changes in natural feed availability, which can drive bears to seek out human food sources. Anthropogenic reasons for increased conflict include insufficient trash, food, crop, and livestock security. Increasing compliance with Town and County regulations along with visitor education may help mitigate the number of conflicts. Conflict data should be tracked over time

so that the leading natural and human causes of annual conflicts can be identified and addressed through policy and education.

Status: Human-wildlife conflicts received an overall score of “Poor”. While there were only 18 conflicts in GTNP and 2 in the Town of Jackson, there were a total of 186 conflicts, which exceeds the moderate threshold of 100 conflicts.

Spread of Wildlife Disease

Status: Moderate ●

Trend: ↓

Overview: Chronic Wasting Disease (CWD) is a neurological disease that attacks large mammals and is eventually fatal. It is spread through prions, which can be transmitted through contact, environmental contamination, and movement of infected individuals. Additionally, it is spread when hunted animals are brought to new environments and disposed of improperly.^{xix} CWD was first detected in Teton County in a mule deer in 2018. The first detection in an elk in Teton County occurred in December 2020, in Grand Teton National Park. The total count of infected deer, elk, and moose in the state of Wyoming provides insight into the prevalence and potential for further spread into Teton County through species migration and interactions.

Metric: Number of infected individuals each year.

Target: ≤1% of tested animals are CWD positive.

Summary:

- In 2024, 12.83% of animals tested were CWD-positive in the state of Wyoming.
- In 2024, 0.52% of elk tested were CWD-positive in hunt areas in Teton County.
- In 2024, 8.33% of deer tested were CWD-positive in hunt areas in Teton County.

Findings:

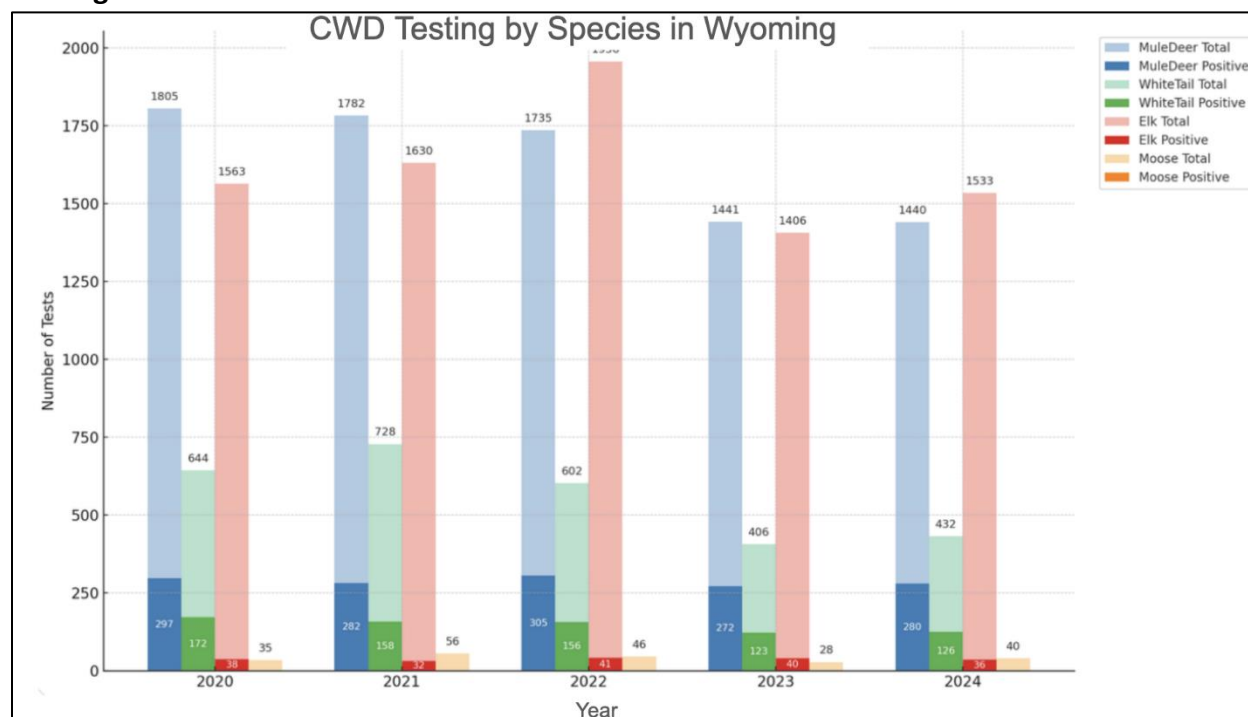


Figure 30: Total number of each species tested and positive for CWD in Wyoming each year from 2020 - 2024. Source: WGFD.

Figure 30 displays annual testing for mule deer, white tailed deer, elk, and moose in Wyoming 2021-2024. Mule deer and elk consistently had the largest sample sizes, while only around 40 moose were tested each year. The highest number of detections was in sampled mule deer.

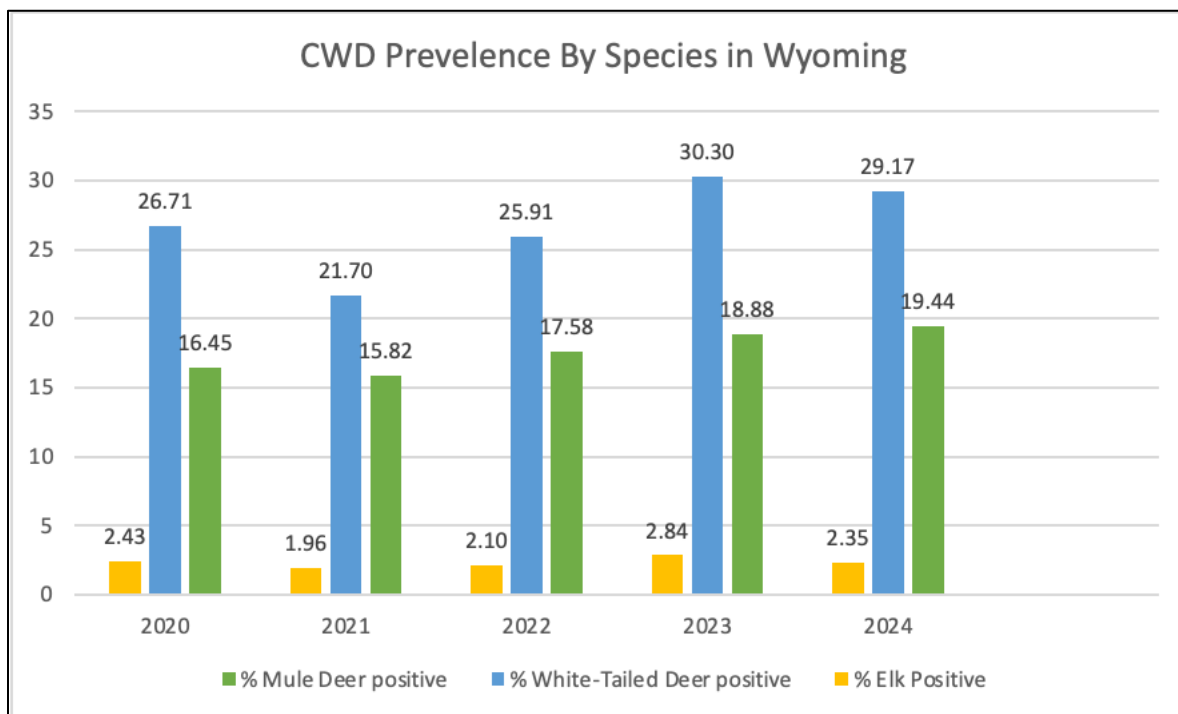


Figure 31: Percent positive (prevalence) for CWD of each individual animal species In Wyoming each year from 2020-2024. Source: WGFD.

Figure 31 shows CWD prevalence by species each year. White-tailed deer consistently had the highest infection rates, followed by mule deer and then elk. that CWD is currently more prevalent in deer than in elk in Wyoming. No moose tested positive for CWD in Wyoming during this period.

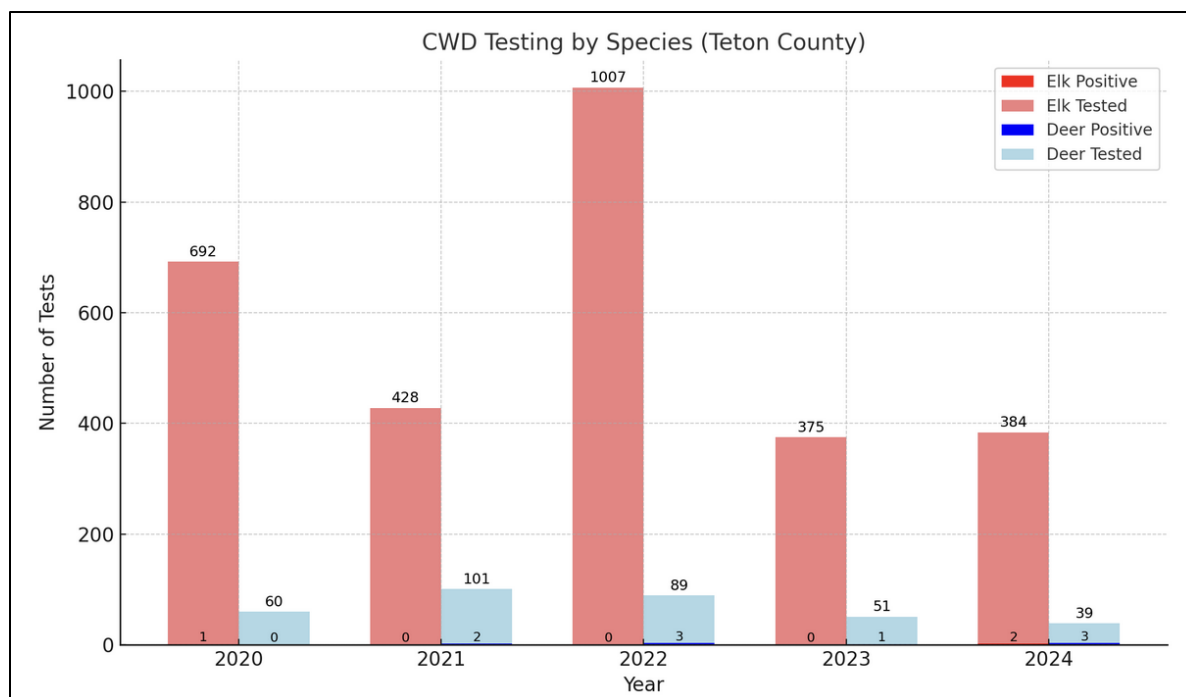


Figure 32: Total number of each species tested and positive for CWD in hunt areas partially or entirely within Teton County each year from biological year (June1 – May1) 2020 - 2024. Source: WGDF.

Figure 32 shows the total number of deer and elk tested and positive in the Teton County hunt areas between 2020 and 2024. The data includes all animals tested (hunter harvest, roadkill, found dead, and calves) in deer hunt areas 148, 149, 150, 151, 152, 155, and 156, and elk hunt areas 70, 71, 73, 75, 77, 78, 80, 81, 82, 83, 84 and 8.^{xx} The sample size of elk was larger than deer annually, and detections in both species were rare but present in 2024.

CWD Testing and Prevalence by Species in the Teton Region

	Deer			Elk		
	Tested	Positive	Prevalence	Tested	Positive	Prevalence
2020	60	0	0.00%	691	1	0.14%
2021	99	2	2.02%	428	0	0.00%
2022	86	3	3.49%	1007	0	0.00%
2023	50	1	2.00%	375	0	0.00%
2024	36	3	8.33%	382	2	0.52%

Figure 33: Total number of each species tested, positive for CWD, and the percent positive (prevalence) for CWD of each individual animal species in hunt areas partially or fully within Teton County each year from biological year (June1 – May1) 2020-2024. Source: WGFD.

Figure 33 show that the prevalence has remained below 1% for elk 2022 to 2024. In biological year 2024 (June 1 – May 31), there were 2 positives and a 0.52% prevalence. CWD prevalence in deer has grown from 0% in 2020 to 8.33% in 2024. However, the total number of deer positive for CWD remains low. 3 deer tested positive for CWD in both the 2022 and 2024 biological years. However, fewer deer were tested in 2024, so the percentage of deer that tested positive is higher.

Discussion: To address the prevalence of CWD in Wyoming, the Wyoming Game and Fish Department established the Chronic Wasting Disease Management Plan in 2020. The plan aims to limit the spread of CWD in deer and elk herds through increased testing, targeted hunting, and changes to winter feeding practices. Since 2020, WGFD has released an annual report on CWD testing throughout the state. They encourage the hunter to harvest adult elk and adult male deer, as they tend to have higher CWD positive rates. Additionally, WGFD plans to remove individual animals that exhibit signs of CWD.

Statewide CWD prevalence is much higher than within Teton County hunt regions, though CWD is now present in Teton County in both deer and elk. WGFD states that individual actions, such as increasing testing of harvested deer, elk, and moose, properly disposing of carcasses, and hunter education, could help detect and manage the disease early.

Although recent statewide detections have slightly decreased, they remain above the target and therefore pose a threat to the Jackson area. Without preventative measures, CWD could become widespread locally and make eradication efforts difficult. Continued monitoring, hunter engagement, and collaboration with state wildlife agencies are essential to keep CWD prevalence as close to zero as possible in the region and maintain healthy wildlife populations.

Status: Spread of CWD is moderate in Teton County. Prevalence in Elk is below 1% and considered good, but deer prevalence reached 8% in 2024, when fewer deer were tested, exceeding the target. CWD prevalence is also high in Wyoming, which puts Teton County at risk to experience an increase in cases.

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Footnotes

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SCOPING STAFF REPORT



Meeting Date:	August 18, 2025	Meeting Title:	Town Council Workshop
Submitting Department:	Planning Department	Presenter:	Paul Anthony
Agenda Item:	Scoping Report on exemption for young people for Certificate of Qualifications	Public Comment:	No

Purpose & Policy Considerations.

On June 16, 2025, Town Council directed the Town Manager or their designee to draft a brief Scoping Staff Report to consider adding an exemption to the Town's contractor certification requirements to create an exemption for young people in high school to not need an Apprentice Certificate of Qualification (COQ) card or to otherwise provide relief from the full requirements of obtaining a COQ card.

Requested Action.

To consider a potential amendment to Chapter 15.36 Contractor Licensing and Certification of the Jackson Municipal Code to create an exemption for young people in high school (or within some age range) to not need to obtain a Certificate of Qualifications (COQ) card to gain qualifying experience to become a Journeyman plumber or other similar trade.

Recommendations.

If approved for further action, staff recommend that this item be added to the Town Attorney's current update to Chapter 15.26: Contractor Licensing and Certification that is scheduled for Council consideration in the next month or so.

Background.

This request originated with the formal appeal hearing the Council held on April 9, 2025, where one of the two appellants, Hunter Cranney, a young plumber, was denied a Journeyman COQ card by the Town Building Department because he did not have the required 4 years of experience while holding the prerequisite Apprentice COQ card. Mr. Cranney explained that he began his formal apprenticeship as a plumber in high school under the supervision of his father who is a professional plumber (Hunter's application showed a total of three months of work experience during high school). The Town Building Department gave Hunter 50% credit for his verified time working in high school (1.5 months). As part of Council's discussion during the appeal, some members of the Council asked whether there should be a more flexible rule for young people in high school where they could gain work experience but not need to get or pay for an Apprentice card because they are very early in their careers and still may not know what they want to do yet. Some Council members felt that getting and paying for a COQ card during these high school years seemed like an unnecessary barrier for people interested in local trade work that is important to our community and economy.

It was based on this conversation that the Council then made a motion in June, 2025, for staff to draft this scoping report to consider creating an exemption to the Town's contractor licensing requirements to exempt young people in high school from needing a Certificate of Qualification (COQ) card. While the Council discussed this issue in terms of a plumber COQ card, staff assume that the Council is interested in discussing

the same exemption for all types of COQs, such as Heating Ventilation and Air Conditioning (HVAC), Gas Service, Specialty Solar Panel Installer, and other specialty licenses.

Any exemption would apply to the current requirement in Title 15.36.031: “It shall be unlawful for any person to undertake any of the of the types of work regulated by this Chapter within the Town without first obtaining a Certificate of Qualification, complying with the provisions of this Chapter.” It is also important to understand that a person needs no prior work experience of any kind to apply for an Apprentice COQ card. A person simply has to submit an application for the COQ card (which is very brief) and pay a fee of approximately \$85. Once the COQ card is obtained from the Town, the tradesperson is then eligible to gain relevant work experience toward the next step which is the Journeyman COQ card (which requires 4 years of verified experience as an Apprentice). All work hours as an apprentice much be supervised by a person with a Journeyman or higher COQ card.

Analysis and Key Policy Question.

Question #1: Does Council want to direct staff to draft an amendment to Chapter 15.26: Contractor Licensing and Certification of the Jackson Municipal Code to create an exemption for young people in high school (or within some age range) to not need to obtain an Apprentice Certificate of Qualifications (COQ) card before gaining qualifying experience to become a Journeyman plumber? If so, is there specific direction Council would like to provide to staff?

There are a few things to consider before drafting language to provide some sort of exemption for young people needing to obtain an Apprentice COQ card.

First, to staff’s knowledge, Hunter Cranney was the first young tradesperson in more than ten years to include experience gained in high school on his application for a Journeyman COQ card. It is not currently a common request nor does staff expect it to become one in the future.

Second, there is the question of how to define who would qualify for an exemption. For example, would it be defined by age (e.g., 16-18 years old, under 18) or by school status (i.e., in high school).

Third, there is the question of whether the exemption should apply to the existing requirement to obtain the Apprentice COQ card, the application fee, or both.

Estimated Time and Cost for Staff Resources

Assuming the Council supports an exemption, staff will require approximately 10 hours to draft, present, and codify the desired amendment to Chapter 15.26: Contractor Licensing and Certification of the Jackson Municipal Code. There would be no need for outside consultant assistance.

It is recommended by staff that any COQ exemption amendment be combined with a larger package of proposed amendments to Chapter 15.26: Contractor Licensing and Certification that the Town Attorney is currently working on.

Fiscal Impact.

If the Apprentice COQ card fee of \$85 is waived for young applicants, then the Town would lose this fee revenue. This lost fee revenue is expected to be minimal, approximately \$85 or \$170 every ten years or so.

Staff Impact.

As shown indicated above, staff estimate that approximately 10 hours of staff time (Planning, Building, and Town Attorney) to draft, present, and codify the desired amendment.

Staff spent approximately 10 hours preparing this research, staff report, and presentation.

Attachments or Links.

None.

Suggested Motion.

I move to direct staff to prepare an amendment to Chapter 15.36 Contractor Licensing and Certification of the Jackson Municipal Code to create an exemption for young people to obtain a Certificate of Qualifications (COQ) card as discussed at this workshop on August 18, 2025.

SCOPING STAFF REPORT



Meeting Date:	August 18, 2025	Meeting Title:	Town Council Workshop
Submitting Department:	Planning	Presenter:	Paul Anthony
Agenda Item:	PM25-003 Scoping Report UTV Regulations	Public Comment:	No

Purpose & Policy Considerations.

Town Council voted for staff to draft a Scoping Report about the time and staff capacity it will take to research and present a comprehensive report analyzing changing / updating the use and parking for Utility Terrain Vehicles (UTVs) or All-Terrain Vehicles (ATVs). in the Town of Jackson.

Requested Action.

Please consider this item in tandem with Council's calendar and priority list to determine how much time, if any, staff should spend on researching and presenting a comprehensive report analyzing changing / updating the use and parking for Utility Terrain Vehicles (UTVs) or All-Terrain Vehicles (ATVs).

Recommendations.

Staff recommend this item be placed on the PI List.

Background.

At its July 7, 2025, meeting, Town Council voted for staff to draft a Scoping Report about the time and staff capacity it will take to research and present a comprehensive report analyzing changing / updating the use and parking for Utility Terrain Vehicles (UTVs) or All-Terrain Vehicles (ATVs).

Analysis & Key Policy Questions.

If Council wants to move forward with this item, it will need to consider delaying, deferring, or replacing other already agreed upon priorities.

Key Question.

Does Council want to proceed with staff presenting a comprehensive report to analyze, change, or update the use and parking regulations for Utility Terrain Vehicles (UTVs) or All-Terrain Vehicles (ATVs) and if so, what other priority(s) will need to be delayed, deferred, or replaced.

The key elements of preparing and presenting a comprehensive staff report on this item include:

- Reviewing and presenting background on the current regulation of UTVs in LDRs and Jackson Municipal Code.
- Presenting information and challenges on enforcement of current regulations.
- Gathering public input/information from affected UTV operators, other outfitter-related businesses, and others impacted by UTV businesses.
- Researching other communities.
- Presenting / drafting proposed amendments to the LDRs and/or Municipal Code for Council consideration

Fiscal Impact.

There is no direct fiscal impact to the Town in updating use and parking regulations for Utility Terrain Vehicles (UTVs) or All-Terrain Vehicles (ATVs).

Staff Impact.

Depending on the scope of changes desired by the Council, the total estimated staff time for this project is 75 - 100 hours with time spent by the Planning (70%), Legal (20%), Police Departments (5%), Transportation Manager (5%). Staff spent approximately 8 hours preparing this staff report and presentation.

Staff will have to delay work on the following projects to pursue this item:

- - *FY26 Work Plan.*
 - Natural Resource Overlay (NRO) LDR update
 - Revaluation of 2:1 Workforce Housing Bonus (Oct.)
 - Town Biennial LDR Update
 - Comprehensive Plan initial scoping/outreach

Attachments or Links.

None.

Suggested Motion.

I move to direct staff to place this item on the PI list for future consideration.

STAFF REPORT



Meeting Date:	August 18, 2025	Meeting Title:	Town Council Workshop
Submitting Department:	Travel & Tourism Board	Presenter:	Lindsey Ehinger
Agenda Item:	Destination Management & Marketing Organization	Public Comment:	Yes

Purpose & Policy Considerations.

The purpose of this item is to update Council about the Travel & Tourism Board's work on the Sustainable Destination Management Plan (SDMP), and ensure Council has the necessary background before being asked to review and consider it with the County Commission at the September 8 Joint Meeting.

Requested Action.

Staff requests that Council listen to this update about the Sustainable Destination Management & Plan, ask related questions, and discuss. Council is not being asked to take any action at this time.

Recommendations.

Staff recommends consideration, questions, and discussion of the SDMP for Council to gain clarity about this effort.

Background.

Travel and tourism is responsible for more than 50% of Jackson Hole's economic activity. It is an economic force. How will Jackson Hole ensure that the power of travel and tourism contributes to the health and well-being of our community and our environment without degrading it? That was the central question the Jackson Hole Travel & Tourism Board (JHTTB) sought to answer through the Sustainable Destination Management Plan (SDMP) process.

The timing of the SDMP process was fortuitous, as the events of summer of 2021 made clear what the future would bring without a proactive, inclusive strategy to manage visitation to the greatest benefit of our economy, our residents, and our surrounding environment. In all-too-real terms, the community felt the impacts that unmitigated visitation can inflict on the human and natural resources that are the pillars of Jackson Hole's destination economy, with second-order effects diminishing the visitor experience and, ultimately, the quality of life for the community at large.

The timing of the SDMP combined with the obvious acute need for a strategy was the impetus behind unprecedented interest in and participation from the Jackson Hole community. Led by George Washington University and Confluence Sustainability, and supported locally by the JHTTB and an 18-member steering committee representing a diverse array of community stakeholder groups, our community embarked on a year-long project that included 8 focus groups with more than 150 tourism leaders, 12 working sessions with 50 community stakeholders, and 4,777 resident respondents to a tourism sentiment survey, the largest resident survey in Teton County's history.

The 75-page SDMP should be approached and viewed as a comprehensive strategic analysis of the opportunity we have before us and as a future-facing framework to achieve the balance and prosperity the Jackson Hole community seeks. It is a road map with clear directions, milestones, actions, assignments, and success metrics designed to guide the continued evolution and health of Teton County's largest economic engine.

The SDMP kicked off in fall of 2021 with the establishment of an 18-member steering committee consisting of representatives from key community stakeholder groups. The committee was tasked with guiding the plan development process. The Situation Analysis Report consolidated data, information, and insights from a wide range of sources and key stakeholder groups, including local and state governments, public land managers, elected officials, the business community, residents, immigrant communities, and the civic sector. The SDMP serves as the most comprehensive baseline assessment of tourism in Teton County to date and is the foundation for this plan.

A survey of 'Resident Sentiment Towards Tourism' was deployed in spring 2022 and provided a snapshot in time of our

community's feelings about tourism. A total of 4,777 residents completed the survey, which provided a baseline to compare future resident sentiment. Eleven percent of these respondents (525) own a local business. Of respondents who work in Teton County, 40% (1,911) indicated that they work in the tourism industry. Full results of this survey are available at: visitjacksonhole.com/sdmp.

Town Council will be asked to review and consider the Sustainable Destination Management Plan (SDMP) with the County Commission at the Joint Meeting on September 8. In recent months, discussion of the SDMP has also come up among electeds related to consideration of a potential additional cent(s) of Lodging Tax.

Analysis.

Implementation and Shared Responsibility.

The core purpose of the SDMP is to recognize and realize the full value of tourism by ensuring that tourism is a positive force for people, nature, and the economy. The ultimate aim is to create lasting, net-positive impacts. It is designed as a framework that will evolve over time to provide strategies and measure success to guide tourism management and its impacts on our community. However, the stewardship of all lands requires an all-hands approach. The SDMP outlines 18 implementation priorities alongside the key implementation organization for year 1. The plans appendix presents year 2 and year 3 priority actions. The JHTTB is committed to utilizing the SDMP as a strategic framework from which to guide the actions and decision-making surrounding tourism marketing and management into the future. A destination stewardship council was formed in 2023 to continue the momentum behind SDMP implementation. The JHTTB may be in a position to fund projects, events, or initiatives that fall within the Wyoming Statutes, which determine what can and cannot be funded through the Lodging Tax. However, full implementation and full funding of initiatives will require cross-sectional and collaborative approaches and leadership spearheaded by many of the partners suggested in the framework of the SDMP. The JHTTB believes that Teton County, WY can balance the needs and aspirations of its community members, businesses, and visitors while both protecting and celebrating its natural and cultural riches.

Possible Alternatives.

NA

Comprehensive Plan & Priority Alignment.

The Comp Plan's vision to preserve and protect the area's ecosystem to ensure a healthy environment, community, and economy for current and future generations is entirely intertwined with destination management. A DMMO's work would help ensure the health of native species, maintain water quality, and limit contributions to climate change while also coordinating to support our community toward economic development and meet transportation goals.

Fiscal Impact.

None at this time.

Staff Impact.

TTB staff is continuing to work on a more detailed report about the potential of a DMMO.

Attachments or Links.

- SDMP Highlights
- Teton County Sustainable Destination Management Plan (SDMP)

Suggested Motions.

NA

JACKSON HOLE SUSTAINABLE DESTINATION MANAGEMENT PLAN SNAPSHOT





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04 INTRODUCTION

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09 OUR NATURAL ENVIRONMENT, QUALITY OF THE ECONOMY AND WORK

10 QUALITY OF LIFE, QUALITY OF VISITOR EXPERIENCE

11 FOUNDATIONS OF SUCCESS: YOUR PLAN

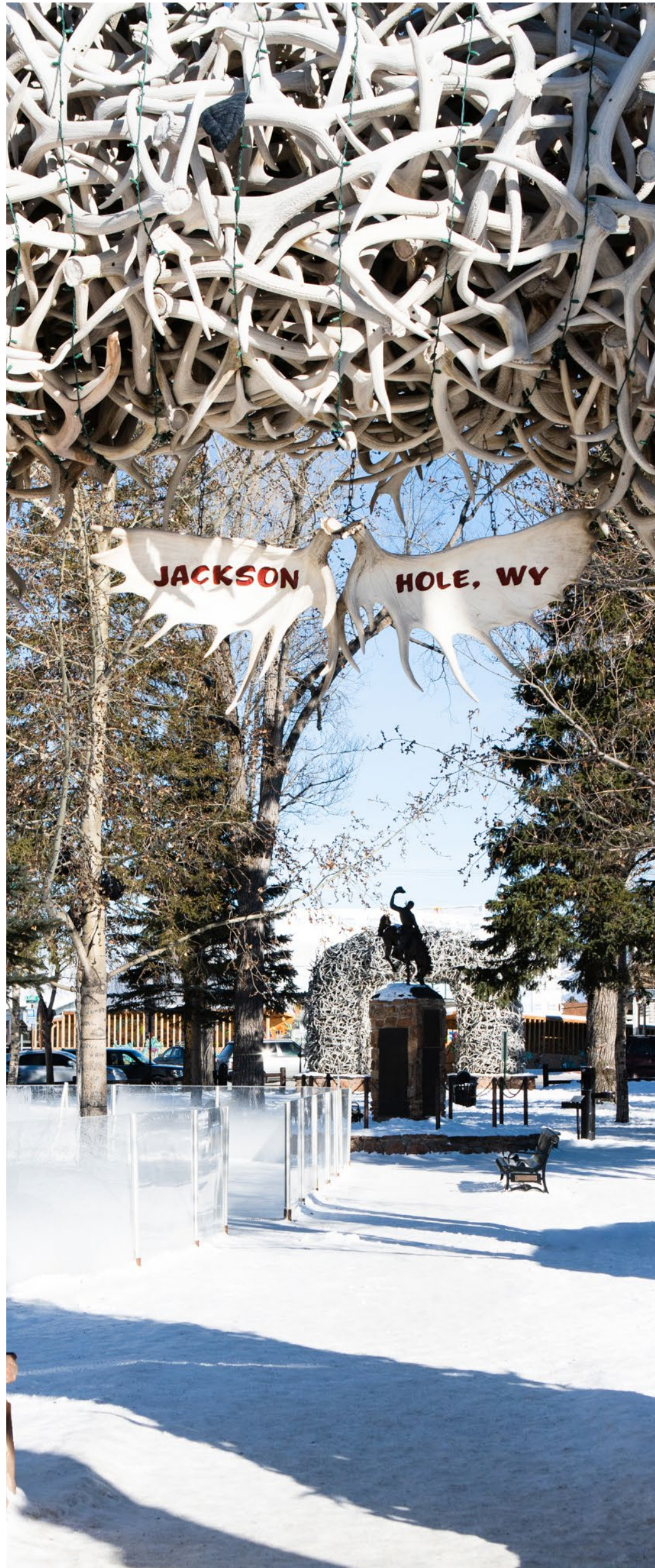
12 SDMP COMMUNITY VALUES

13 STEWARDSHIP GOALS

14 SUPPORTING INITIATIVES

15 IMPLEMENTATION AND SHARED RESPONSIBILITY





INTRODUCTION

Travel and tourism is responsible for more than 50% of Jackson Hole's economic activity. It is an economic force. How will Jackson Hole ensure that the power of travel and tourism contributes to the health and well-being of our community and our environment without degrading it?

That was the central question the Jackson Hole Travel & Tourism Board (JHTTB) sought to answer through the Sustainable Destination Management Plan (SDMP) process.

The timing of the SDMP process was fortuitous, as the events of summer of 2021 made clear what the future would bring without a proactive, inclusive strategy to manage visitation to the greatest benefit of our economy, our residents, and our surrounding environment.

In all-too-real terms, the community felt the impacts that unmitigated visitation can inflict on the human and natural resources that are the pillars of Jackson Hole's destination economy, with second-order effects diminishing the visitor experience and, ultimately, the quality of life for the community at large.

The timing of the SDMP combined with the obvious acute need for a strategy was the impetus behind the unprecedented interest in and participation from the Jackson Hole community. Led by George Washington University and Confluence Sustainability, and supported locally by the JHTTB and an 18-member steering committee representing a diverse array of community stakeholder groups, our community embarked on a year-long project that included 8 focus groups with more than 150 tourism leaders, 12 working sessions with 50 community stakeholders, and 4,777 resident respondents to a tourism sentiment survey, the largest resident survey in Teton County's history.

The 75-page SDMP should be approached and viewed as a comprehensive strategic analysis of the opportunity we have before us and as a future-facing framework to achieve the balance and prosperity the Jackson Hole community seeks. It is a road map with clear directions, milestones, actions, assignments, and success metrics designed to guide the continued evolution and health of Teton County's largest economic engine.

The following 11-page summary captures the key elements of the plan for easy accessibility and understanding. This framework allows us, as a community, to build out and act on goals, strategies, and metrics to better anticipate and respond to the dynamic nature of the tourism industry, capturing the greatest benefits for our businesses, our community, and our environment.

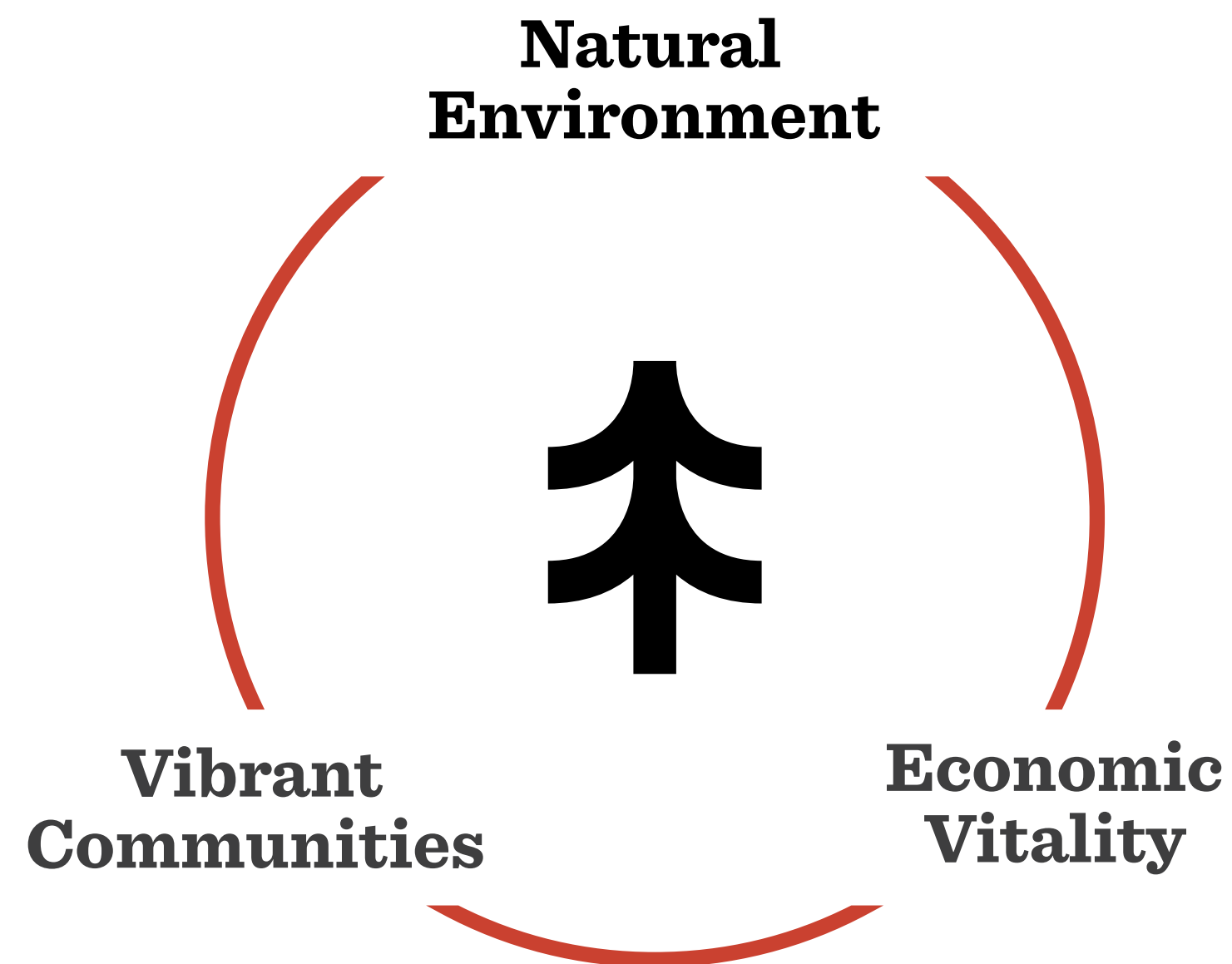
The JHTTB is proud to present the Sustainable Destination Management Plan, and we are grateful for the efforts and contributions of the Jackson Hole community. We thank George Washington University, Confluence Sustainability, the steering committee members, our partners, and the many individuals in our community who lent their time, their resources, and their thoughts to this process.

WHAT TO EXPECT

The SDMP is a five-year road map guiding Teton County toward a sustainable future. For Teton County, sustainability means balancing the aspirations and needs of community members, businesses, and visitors with the protection of the public lands that are core to the county's

heritage, culture, and economy. The purpose of the SDMP is to ensure that tourism is a positive force for people, nature, and the economy. The SDMP is the result of a year-long participatory planning process spearheaded by the JHTTB and guided by an 18-member steering committee.

To achieve true sustainability, all three sectors—environmental, economic, and social—must live in harmony with each other.



The SDMP is a 75-page framework divided into five sections: Introduction, Current Situation, Strategy, Action Plan, and Governance and Implementation Plan.

The Introduction lays the groundwork for understanding the purpose of the plan, the process and methodology that was practiced, and the levels and types of community involvement that took place. It outlines the data collection methods and how a baseline was established. This baseline was an important part of the process because, although many assumptions could have been made about tourism in Teton County, these situational analysis reports and surveys validated and deepened our understanding.

The Current Situation provides an overview of tourism in Teton County. You can read the full Situation Analysis Report by visiting visitjacksonhole.com/sdmp to better understand the foundation that the SDMP was built on.

The Strategy paints a picture of the collective vision, values, and guiding principles that shaped the SDMP. These principles were developed

based on feedback from community members during the community engagement sessions. These are your words. This is your voice.

The Action Plan is the meat of the SDMP. Here are the specific goals and implementation frameworks that have been identified for Jackson Hole. Within each of the eight goals are initiatives, objectives, priority actions, and a suggested timeline. This is our road map for how to get from where we are to where we want to be.

The Governance and Implementation Plan is where the rubber meets the road. It provides recommendations for how to turn this vision into reality.

You can read the full SDMP plus all supporting documents and reports at visitjacksonhole.com/sdmp.

PROCESS AND METHODOLOGY

The SDMP kicked off in fall of 2021 with the establishment of an 18-member steering committee consisting of representatives from key community stakeholder groups. The committee was tasked with guiding the plan development process.

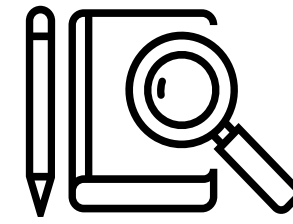
The Situation Analysis Report consolidated data, information, and insights from a wide range of sources and key stakeholder groups, including local and state governments, public land managers, elected officials, the business community, residents, immigrant communities, and the civic sector. It serves as the most comprehensive baseline assessment of tourism in Teton County to date, and is the foundation for this plan.

A Resident Sentiment Towards Tourism Survey was deployed in spring 2022 and provided a snapshot in time of our community's feelings on tourism. A total of 4,777 residents completed the survey, which provided a baseline to compare future resident sentiment. This level of response is similar to voter turnout on election day in November 2022 (4,944). Eleven percent of these respondents (525) own a local business. Of respondents who work in Teton County, 40% (1,911) indicated that they work in the tourism industry.

To view the full Situation Analysis Report and Resident Sentiment Towards Tourism Survey report, visit **visitjacksonhole.com/sdmp**.



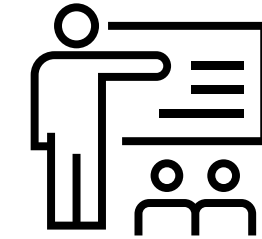
SDMP PROGRESS TIMELINE



Winter 2021

PHASE 1: INVENTORY OF EXISTING CONDITIONS

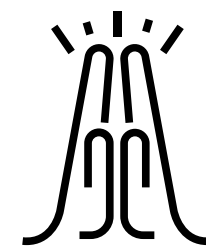
Launch Steering Committee
Develop Stakeholder Engagement Plan and Communications Strategy
Create Resident Tourism Sentiment Survey
Review Comprehensive Analysis of Existing Destination Data, Including Prior Visitor Input
Draft Situation Analysis Report



Spring 2022

PHASE 2: ON-SITE ASSESSMENT

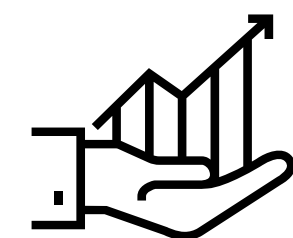
Launch Resident Tourism Sentiment Survey
Lead Community Meetings for Process Introduction and Initial Feedback Collection
Host 1:1 Interviews and Focus Groups With Elected Officials, Land Managers, Business and Civic Leaders
Validate Situation Analysis Report



Summer 2022

PHASE 3: PARTICIPATORY VISIONING AND PLANNING

Lead In-Person Community Visioning and Planning Workshops
Host Stakeholder Focus Groups
Share Workshop Outcomes Report
Develop SDMP Initiatives With Stakeholder Groups



Fall-Winter 2022

PHASE 4: PLAN DEVELOPMENT AND VALIDATION

Draft SDMP
Publication of the Resident Survey Research
Present Key Stakeholder Findings
Share Final SDMP and Other Research Outcomes
Confirm Research and Implementation Toolkit



Winter-Spring 2023

PHASE 5: PLAN LAUNCH

Launch the SDMP to Shape the Future of Tourism

VISION AND PILLARS

The community identified five pillars as the most significant in terms of building and maintaining a happy community and healthy economy. As the community begins adopting the framework and implementing the goals outlined, we may discover additional KPIs, partners, or outcomes that should be added. The SDMP is a living document that we can continue to add to and amend as Jackson Hole evolves. Engagement and feedback were key to the SDMP's design and will continue to drive future goals.

Community Vision

Teton County, Wyoming, is a leader in balancing the needs and aspirations of community members, businesses, and visitors by actively integrating the viability of the tourism economy with the regeneration of the Greater Yellowstone ecosystem and enhancement of quality of life.

01 Our Natural Environment

02 Quality of the Economy and Work

03 Quality of Life

04 Quality of Visitor Experience

05 Foundations of Success

01 OUR NATURAL ENVIRONMENT

Outcome 1

The wildlife, waters, wildlands, and ecological processes integral to what makes the Greater Yellowstone ecosystem globally significant are protected and continue to thrive. Climate change risk factors are monitored and reduced. Waste reduction, water quality, and other key environmental indicators and commitments are fully resourced.

Key Performance Indicators

- Establishment of a formal carbon-neutrality goal in Teton County and carbon emission reduction targets aligned with the Town of Jackson and neighboring public land agencies.
- Measurement scope 1, 2, and 3 emissions for the tourism industry and reduction in carbon emissions to meet short-term targets and carbon-neutrality goals.
- A working group within the Teton Climate Action Partnership consisting of tourism-climate stakeholders that meets regularly and secures funds for tourism-climate projects.
- Teton County zero-waste diversion goal by 2030.
- Preservation and enhancement of surface water and groundwater quality.
- Collaboration among all public, private, and civic stakeholders across jurisdictional boundaries to advance the shared goal of preserving and restoring the habitats, species, and ecological processes of the Greater Yellowstone ecosystem.

02 QUALITY OF THE ECONOMY AND WORK

Outcome 2

Responsible and sustainable growth management in tourism results in long-term prosperity for tourism and other local industries. Tourism businesses support a stable, diverse, and thriving workforce.

Key Performance Indicators

- Number of businesses that participate in sustainability/triple-bottom-line programs and pursue third-party certification.
- Percentage of tourism businesses experiencing service interruptions and other operational disruptions year over year.
- Employment statistics for the tourism industry.
- Employee retention rates.
- Employee turnover rates.
- Average wages for key occupations in the tourism industry.
- Number of sustainable workforce programs that support the needs of the tourism workforce.

03 QUALITY OF LIFE

Outcome 3

More mobility hubs, transit options, and pathways have led to reduced single occupancy vehicle traffic and congestion. Quality year-round jobs are readily available. Affordable and attainable workforce housing is available within Teton County to reduce commuting. Equitable access to health and human services. Harmony has increased among historically adversarial groups.

Key Performance Indicators

- Improvement in community sentiment toward tourism per resident and tourism stakeholder surveys.
- Improvement in community stakeholders with the balance of resident needs and visitor expectations.
- Minimum of 65% of workforce is able to live in Teton County.
- Per capita reduction in vehicle miles traveled in Jackson Hole: 525 million by 2024, ≤560 million by 2035.
- Increased START transit ridership: >1.8 million by 2024, ≥3.6 million by 2035.
- Increased active transportation mode share (e.g., bikes and boots): ≥18% by 2024, ≥20% by 2035.

04 QUALITY OF VISITOR EXPERIENCE

Outcome 2

Education campaigns encourage residents to lead by example and visitors to be more responsible and respectful. Destination management, collaboration, seasonal visitor dispersal, and product diversification ease strains and resulted in a warmer welcome for diverse visitors.

Key Performance Indicators

- Development and implementation of a collaborative visitor management strategy (focused beyond public lands).
- Mitigation of negative visitor impacts on local quality of life, quality of work, and quality of environment.
- Highly positive visitor satisfaction trends and addressing of persistent issues related to cost of destination and value for money.
- Seamless mobility and management of visitor flows through all jurisdictions of Teton County.

05 FOUNDATIONS OF SUCCESS

Outcome 3

A permanent tourism governance structure facilitates ongoing collaboration among greater Teton area stakeholders across all communities and lands, and it continuously relies on data to monitor tourism’s effects as well as publicly reports findings. Confidence and trust in participatory planning makes it possible to integrate all community voices and contributions in the collaborative management of tourism and stewardship of all Teton County lands.

Key Performance Indicators

- Increased volume of educational communication impressions that reach the community (residents and tourism stakeholders).
- Certification as a globally recognized sustainable destination.
- Improved coordination and collaboration across all jurisdictions (public lands, Jackson, Teton County) and all communities (private sector, public sector, civic sector, and the wider community).
- Regular communication by the destination management structures communicate regularly with the private sector, public sector, civic sector, and the wider community to manage change and expectations about destination management outcomes.
- High level of buy-in for the SDMP from the private sector, public sector, civic sector, and the wider community.



SDMP COMMUNITY VALUES

These values were shaped by the Jackson Hole community and validated by your peers during community workshops throughout 2022. They are integral to the plan and its implementation, and are embedded in all elements of the SDMP.



01

Environmental and Economic Stewardship

We recognize that our economic future depends on the protection of our natural environment—wildlife, waters, wildlands, and ecological processes—and believe that environmental and economic sustainability go hand-in-hand.

02

Managed Growth

We understand that seasonal visitation management is a key to sustainability and quality of life of our communities.

03

Quality of Life for All

We know that for Teton County to be sustainable, it must address community infrastructure, housing, and transportation challenges.

04

Education and Engagement

We know that communication of our history, challenges, values, and goals is critical to shaping visitor and resident attitudes and behaviors.

05

Accessibility and Inclusion

We welcome everyone who shares our respect and admiration for Teton County.

06

Collaboration and Harmony

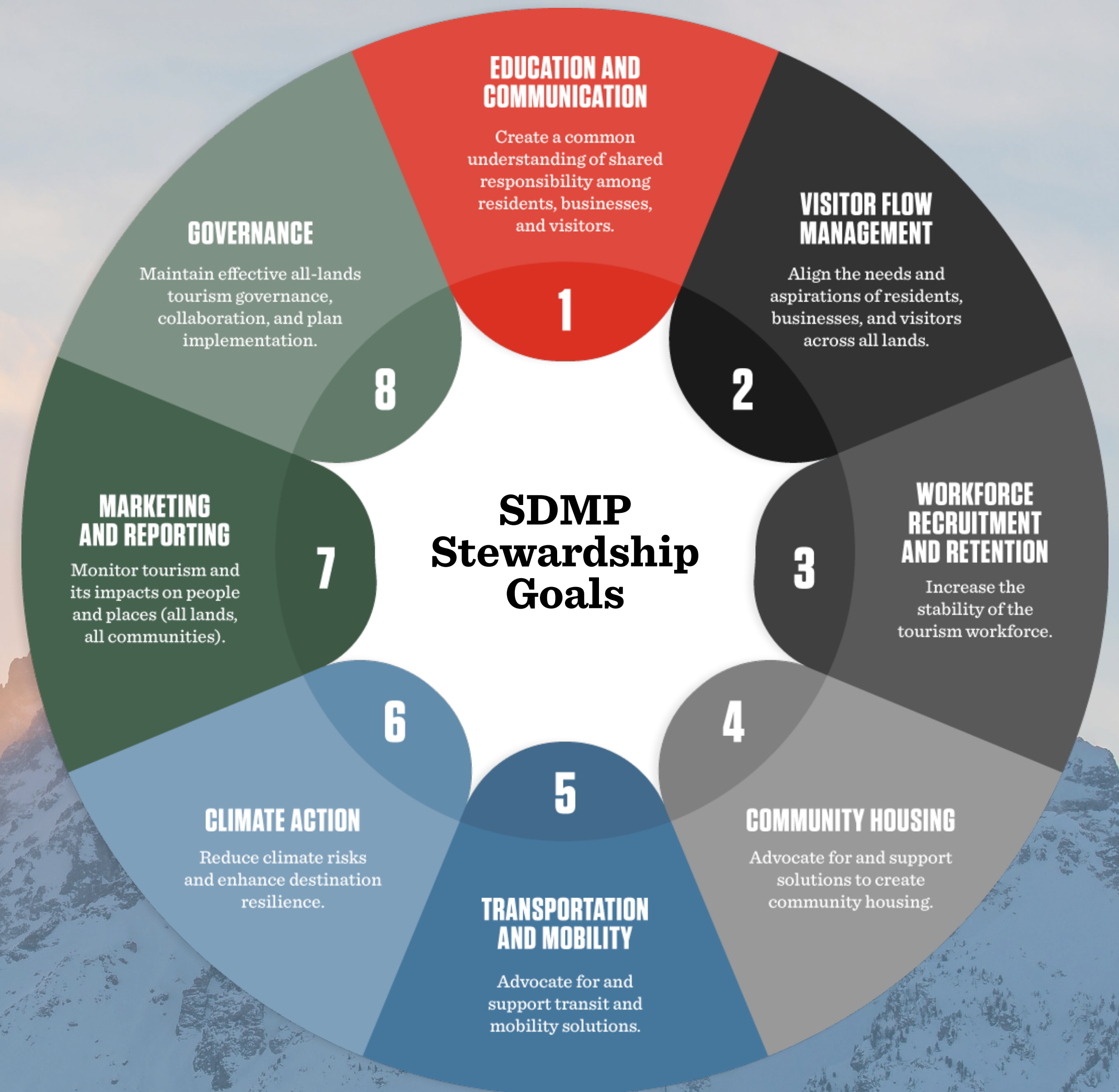
We understand that sustainability begins with community agreement on a plan for the future.

STEWARDSHIP GOALS

The SDMP is a community plan, and its successful implementation requires involvement and leadership by all stakeholder groups—the public sector (town, county, state), businesses, public land managers, the civic sector, and community members.

Together, Teton County stakeholders have the opportunity to rethink how the visitor economy works and to deliver social, cultural, economic, and environmental benefits through tourism while providing exceptional visitor experiences.

The SDMP framework includes a five-year implementation schedule for strategic initiatives and a more detailed work plan of priority actions. Collective action is the backbone of the SDMP, and a phased approach to implementation is outlined beginning on page 60 of the plan.



SUPPORTING INITIATIVES



1: Education and Communication



Create a common understanding of shared responsibility among residents, businesses, and visitors.

- Maintain community programs in tourism.
- Expand existing programs that promote sustainable operating practices.
- Devise a visitor education strategy that influences responsible behavior at the destination.

2: Visitor Flow Management



Align the needs and aspirations of residents, businesses, and visitors across all lands.

- Establish a visitor management action team.
- Establish community-defined acceptable thresholds for change.
- Develop a collaborative visitor management strategy to manage spaces and mitigate impact across all lands.

3: Workforce Recruitment and Retention



Increase the stability of the tourism workforce.

- Build a robust and diverse tourism workforce pipeline.
- Improve recruitment and retention of the workforce.
- Prioritize workforce development.

4: Community Housing



Advocate for and support solutions to create community housing.

- Advocate for funds to develop workforce housing.
- Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing.
- Incentivize employers to provide seasonal and year-round housing.

5: Transportation and Mobility



Advocate for and support transit and mobility solutions.

- Support expansion of affordable public transit around mobility hubs.
- Support development of transit planning applications (mobility app) and broader integration with advanced trip planning.
- Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and key attractions.

6: Climate Action



Reduce climate risks and enhance destination resilience.

- Demonstrate Teton County's leadership in reducing tourism's carbon footprint.
- Establish science-based reduction targets for the tourism economy aligned with net-zero climate goals.
- Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint.
- Guide, support, and incentivize tourism businesses to reduce their carbon footprint.

7: Marketing and Reporting



Monitor tourism and its impacts on people and places (all lands, all communities).

- Establish an accessible and regularly updated destination data bank.
- Publish an annual indicator report.

8: Governance



Maintain effective all-lands tourism governance, collaboration, and plan implementation.

- Establish an interim destination stewardship council to guide SDMP implementation in the near term.
- Establish a permanent governance structure for destination management and SDMP implementation.
- Raise awareness and understanding of the plan among all key stakeholder groups.



IMPLEMENTATION AND SHARED RESPONSIBILITY

The core purpose of the SDMP is to recognize and realize the full value of tourism by ensuring that tourism is a positive force for people, nature, and the economy. The ultimate aim is to create lasting, net-positive impacts. It is designed as a framework that will evolve over time to provide strategies and measure success to guide tourism management and its impacts on our community.

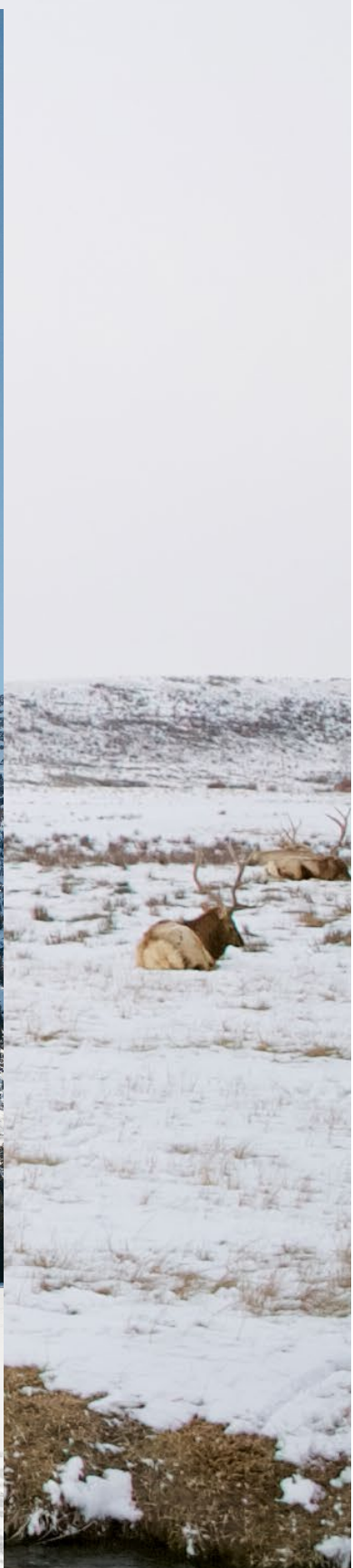
However, the stewardship of all lands requires an all-hands approach. Page 61 of the SDMP outlines 18 implementation priorities alongside the key implementation organization for year 1. Appendix A, beginning on page 64, presents year 2 and year 3 priority actions.

The JHTTB is committed to utilizing the SDMP as a strategic framework from which to guide the actions and decision-making surrounding tourism marketing and management into the

future. A destination stewardship council will be formed by the end of Q1 2023 to continue the momentum behind SDMP implementation.

The JHTTB may be in a position to fund projects, events, or initiatives that fall within the Wyoming Statutes, which determine what can and cannot be funded through the lodging tax. However, full implementation and full funding of initiatives will require cross-sectional and collaborative approaches and leadership spearheaded by many of the partners suggested in the framework of the SDMP.

The JHTTB believes that Teton County, WY can balance the needs and aspirations of its community members, businesses, and visitors while both protecting and celebrating its natural and cultural riches.



FOR MORE DETAILS

View the full SDMP at visitjacksonhole.com/sdmp.

DISCOVER MORE



**JACKSON
HOLE** Travel
& Tourism
Board

TETON COUNTY
Sustainable Destination
Management Plan
2022-2027

PREPARED BY

International Institute
of Tourism Studies

THE GEORGE WASHINGTON UNIVERSITY

confluence
SUSTAINABILITY



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Foreward

We gratefully acknowledge the Native peoples—including the Shoshone-Bannock, Blackfeet, Crow, Confederated Salish and Kootenai, Gros Ventre, and Nez Perce nations—on whose ancestral homelands Teton County was created, and the diverse communities who make their home near Teton County today.

Welcome to the Sustainable Tourism Management Plan for Jackson Hole and Teton County, among the best-loved places to live in the United States and the best-loved travel destinations in the world.

We are so proud to call this place home. Teton County offers everything—not just incomparable beauty but also a strong economy, a vibrant culture, recreation, education, adventure, and creativity. Our public lands are among our nation's most significant natural treasures. The global popularity of Teton County's public lands keeps our economy humming. Our historic dedication to conservation protects our ecosystem. Our diverse and involved citizenry helps our community thrive.

Impacts that have accompanied our vast popularity and opportunity have made some residents question the value of tourism, even as they acknowledge that it is the lifeblood of Teton County's economy.

We have listened carefully to those resident concerns and the concerns of all stakeholder groups, and have responded with an all-lands, all-communities plan for sustainability.

In late 2021 we began looking at past and present circumstances to understand and determine the best steps forward as a united community. Since then, we have methodically completed every aspect of successful sustainable destination management planning, and that planning has been participatory at every step.

Thank you to the thousands who engaged in the plan's development: residents, elected and appointed officials, business owners, land managers, and nonprofit leaders. We listened and identified what mattered the most to each of you, and we were able to map out your perspectives and identify where strengths and concerns aligned and resonated.

The Jackson Hole Sustainable Destination Management Plan has taken time, thought, discussion, patience, and commitment from many parties working together across all lands and all communities, accumulating trust, dedicating resources, and sharing responsibility for the plan's development. Now we must bring that same dedication to carrying out the plan and monitoring the results.

The foundation is laid. The construction of Teton County's proud future begins now. Please stay involved.

The Jackson Hole Travel and Tourism Board



Acknowledgments

Sustainable Destination Management Plan Steering Committee

Tanya Anderson, Town of Jackson
 Julie Calder, Jackson Hole Mountain Resort
 Kari Cooper, JH AIR
 Maria Damon, JH Conservation Alliance
 Mike Geraci, DRMG/Saas Brand Strategy
 Rick Howe, JH Chamber of Commerce
 Chip Jenkins, Grand Teton National Park
 Alex Lemieux, Wort Hotel
 Nancy Leon, JH Nordic Alliance
 Brian McDermott, Teton Regional Economic Coalition
 Linda Merigliano, Bridger-Teton National Forest
 Anna Olson, JH Chamber of Commerce
 Luther Propst, Teton County Commissioner
 Aaron Pruzan, Rendezvous River Sports
 Jr Rodriguez, Filmmaker and Photographer
 Tyler Sinclair, Town of Jackson
 Keith Sproule, Bentwood Inn
 Ryan Stanley, Snow King Mountain Resort

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DIRECTORS

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 Crista Valentino, Vice Chair; Sustainability Subcommittee
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 Mary Bess, Sustainability Subcommittee
 Cory Carlson, Marketing Subcommittee
 Julie Calder, Marketing Subcommittee

TEAM

Kathryn Brackenridge, Executive Director
 Sue Muncaster, Communications Manager
 Tim O'Donoghue, Riverwind Foundation, Sustainability Coordinator
 John Rutter, Riverwind Foundation, Sustainability Coordinator
 Carlyann Edwards, Riverwind Foundation, Assistant Sustainability Coordinator

Consulting Team

Seleni Matus, Executive Director, George Washington University
 International Institute of Tourism Studies
 Julie Klein, Principal, Confluence Sustainability
 Bobby Chappell, Principal, Tourism Impact Services
 Beth Wright, Program Manager, GW International Institute of Tourism Studies
 Martine Bakker, Research Scholar, GW International Institute of Tourism Studies
 Sarah-Jane Johnson, Principal, Roadmap Consulting
 Matthew Ozuna, Amanda Reiser, Dinete Thomas, Stephanie Westhelle, Jessica Wilson,
 Research Assistants, GW International Institute of Tourism Studies

Adoption
 December 2022



Executive Summary

The Sustainable Destination Management Plan (SDMP) is a five-year roadmap guiding Teton County toward a sustainable future. For Teton County, sustainability means balancing the aspirations and needs of community members, businesses, and visitors with protection of the public lands that are core to the county's heritage, culture, and economy. The purpose of the SDMP is not to grow visitation numbers but rather to ensure that tourism is a positive force for people, for nature, and for the economy.

The SDMP is the result of a year-long participatory planning process spearheaded by the Jackson Hole Travel and Tourism Board (JHTTB) and guided by an 18-member Steering Committee. The process involved thousands of residents, community leaders, and tourism leaders in developing a shared vision for the future of tourism in the Tetons. The robust community engagement process has ensured that the values and vision of local communities are strongly represented in the SDMP.

COMMUNITY VISION

Teton County, Wyoming is a leader in balancing the needs and aspirations of community members, businesses, and visitors by actively integrating the viability of the tourism economy with the regeneration of the Greater Yellowstone Ecosystem and enhancement of community quality of life.

The SDMP supports the following community values:

Environmental and Economic Stewardship:

We recognize that our economic future depends on the protection of our natural environment—wildlife, waters, wildlands, and ecological processes—and believe that environmental and economic sustainability go hand-in-hand.

Managed Growth:

We understand that seasonal visitation management is a key to sustainability and quality of life of our communities.

Quality of Life for All:

We know that for Teton County to be sustainable it must address community infrastructure, housing, and transportation challenges.

Education & Engagement:

We know that communication of our history, challenges, values, and goals is critical to shaping visitor and resident attitudes and behaviors.

Accessibility and Inclusion:

We welcome everyone who shares our respect and admiration for Teton County.

Collaboration and Harmony:

We understand that sustainability begins with community agreement on a plan for the future.

These SDMP values are aligned with the pillars of the long-range vision in the Teton County Comprehensive Plan, which focus on ecosystem stewardship, growth management, and quality of life.

Teton County enjoys a well-deserved reputation as a world-class tourism destination, but its success has created challenges for local community members, infrastructure and services, governments, businesses, and even the natural resources and wildlife at the center of its tourism industry. The destination has been dealing with fluctuating visitation in recent years, a high cost of living driven mainly by limited affordable and attainable housing, and persistent workforce shortages. These interrelated challenges are discussed in depth in the SDMP Situation Analysis Report (presented separately), which is the foundation upon which this plan is built.

The complexity of these challenges requires coordinated management of all aspects of the destination. Operationally, this means a collaborative all-lands, all-communities approach to management. This is the best path toward a sustainable tourism industry. Without a collaborative management approach, strains can undermine the ecological integrity of public lands, the quality of life for residents, and the overall visitor experience.

The SDMP guides Teton County on a journey toward sustainable tourism by focusing collaborative efforts around eight stewardship goals and 25 strategic initiatives to fulfill each goal. The stewardship goals are outlined on the following page.





The stewardship goals and strategic initiatives were developed over several months through a series of community engagement sessions including focus groups, workshops, work sessions, and one-on-one interviews.

The SDMP is a community plan, and its successful implementation will require involvement and leadership by all stakeholder groups—the public sector (town, county, state), businesses, public land managers, the civic sector, and community members. The plan outlines options and key considerations for an interim destination stewardship council and long-term tourism governance structure needed to support a collaborative all-lands, all-communities approach to management. Together, Teton County stakeholders have the opportunity to rethink how the visitor economy works and to deliver social, cultural, economic, and environmental benefits through tourism while providing exceptional visitor experiences.

The SDMP framework includes a five-year implementation schedule for strategic initiatives and a more detailed work plan of priority actions for the first three years.

Recommendations for year one include establishing a destination stewardship council that will serve as an interim structure for SDMP implementation. The destination stewardship council will sustain momentum and serve as a bridge to a permanent destination management and marketing organization. The destination stewardship council will tackle a few quick win priority actions during year one guided by the specific recommendations outlined in this framework.

The framework proposes key performance indicators (KPIs) to measure the success of the SDMP across all stewardship goals. Public progress reports on SDMP implementation will be critical to build and maintain trust among stakeholders.

Priority actions for year one are outlined below.

Priority Actions		Q1	Q2	Q3	Q4
	8.1.1 Design network structure and scope of work for the destination stewardship council which will serve as an interim structure for SDMP implementation.				
	8.1.2 Form a destination stewardship council that builds on the existing SDMP Steering Committee.				
	8.3.2 Present SDMP to County Commissioners and Town Council Members and seek formal adoption of SDMP from County Commissioners and Town Council.				
	8.3.1 Implement a comprehensive SDMP launch campaign that engages tourism businesses, public-sector agencies, the NGO community, and the wider community.				
	8.1.3 Destination stewardship council defines year one SDMP quick-wins and guides implementation of priority actions. Action teams will need to be formed to oversee implementation of quick-win projects. Some quick-win projects could include:				
	1.3.3 Develop a “How to JH” guide that outlines “know before you go” trip planning, principles of responsible recreation and environmental stewardship, respectful interactions with the community including frontline workers, and general local etiquette and tips.				
	3.1.1 Create industry-level workforce pipeline development programs.				
	3.1.3 Advocate for immigration reform that enables the recruitment of immigrant and international workers.				
	5.2.1 Support the first generation of a transit application being developed by START.				
	5.3.1 Tourism representatives (representation from the JHCC and/or the destination stewardship council) monitor and participate as appropriate in the transit feasibility study commencing in late 2022 with JH Airport, Teton County, START, Grand Teton National Park, Wyoming Department of Transportation, and others.				
	2.1.1 Establish visitor management action team. First step will involve determining which sectors, organizations, and community stakeholders need to be represented on the action team and identify at least one representative from each group to participate in regularly scheduled meetings.				
	2.1.2 Coordinate initial meeting(s) to define the scope of the action team and collective agreements (e.g., governance, process agreement, and public engagement protocols) to sustainably manage visitor movement across all lands and on behalf of all communities.				
	6.1.2 Support the development and implementation of the Jackson/Teton Climate Action Roadmap.				
	1.1.3 Maintain the recently launched community engagement platform on tourism via Engage Teton County, developing this site as a hub for information releases.				
	1.3.1 Establish a Responsible Visitor Education Taskforce of tourism stakeholders that will meet quarterly to oversee education programs and outreach campaigns and ensure education is integrated into destination marketing efforts targeting the community as well as tourists.				
	1.3.2 Develop content distribution strategies to ensure consistency and continuity of responsible visitor messaging and campaigns among frontline stakeholder groups, and use platforms that reach visitors throughout their experience (at the planning stage, pre-arrival, and while in the destination).				
	8.2.2 Build capability and capacity of the JHTTB to oversee the change management process, including the interim and permanent governance structures.				
	8.2.1 Design and implement a comprehensive change management process to establish a permanent destination management and marketing organization.				

Few destinations are better positioned to address the strain of sustained tourism growth than Teton County. The county's many strengths and the significant public lands that form part of the Greater Yellowstone Ecosystem and fall within its boundaries provide ample leverage against key weaknesses and current and future threats. This is not to say that all of the weaknesses will be easily overcome or that the threats are not serious, but a sustainable future is within Teton

County's grasp. There is one catch: The leadership stakeholders of Teton County have to see sustainable destination management as an understanding of the big picture that includes everyone with a stake in the outcomes. Teton County leadership stakeholders have to commit to working together and to respecting the perceptions and needs of all of the other stakeholders—businesses, community members, workers, land managers, governments, NGOs, and visitors.



1. Introduction

This section of the SDMP describes the purpose of the plan, the overarching sustainable destination management approach, our process and methodology, and the plan framework.



Purpose of the Plan

Teton County enjoys a well-deserved reputation as a world-class tourism destination, but its success has created challenges for local residents, infrastructure and services, governments, businesses, and even the natural resources and wildlife at the center of its tourism industry. The destination is dealing with a wide range of interrelated challenges: fluctuating visitation in recent years, a high cost of living driven mainly by limited affordable and attainable housing, and persistent workforce shortages, among others.

The SDMP is a plan for sustainable tourism. This plan examines all the ways tourism is affecting the area—positively and negatively—and uses intentional design to support benefits and reduce or eliminate negative impacts. The SDMP responds to the most significant tourism-related challenges ahead for Teton County with holistic priority actions.

The core purpose of this plan is to recognize and realize the full value of tourism by ensuring that tourism is a positive force for people, for nature, and for the economy. The ultimate aim is to create lasting, net-positive impact.

The SDMP has found agreement in shared goals and strategic initiatives that lead to a well-managed, sustainable, prosperous destination. It is designed as a framework that will evolve over time to guide the community in their stewardship of all lands.

Sustainable Destination Management Approach

Community feedback appears to favor a new approach to tourism in Teton County. Most respondents of the 2022 resident sentiment toward tourism survey said that tourism development is occurring too fast (85%), that they feel unheard (84%), and that they support planning and controls (90%). The business community also supports a greater focus on sustainable and responsible tourism and destination management. A 2021 JHTTB poll of Jackson Hole Chamber of Commerce (JHCC) members found that two-thirds wanted the Jackson Hole Travel and Tourism Board to focus on sustainable destination management: 54% of respondents preferred that the JHTTB focus 80% on sustainable destination management and 20% on driving demand through tourism promotion, and 12% of respondents preferred a 60/40 destination management and tourism promotion split. A similar shift in paradigm is occurring in iconic destinations around the world.

The SDMP is therefore built upon the foundations of destination management. The United Nations World Tourism Organization (UNWTO) states that destination management “consists of the coordinated management of all the elements that make up a tourism destination. Destination management takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination.”¹

Destination management focuses on the place as it is shaped by the people that live there and as it evolves over time. This approach recognizes that great destinations are great places to live, work, and visit, and strives to balance the needs and expectations of visitors with those of local residents, businesses, and the environment. Destination management includes the planning, development, marketing, and monitoring of a destination as well as how it is managed physically, operationally, and financially. It requires cooperation and coordination among tourism and community organizations working toward a shared vision and goals. Destination management ensures the long-term sustainability and competitiveness of a destination.

While there has been some management of public lands and growth management at the county level, as outlined in the Jackson/Teton County Comprehensive Plan, the complexity of tourism-related challenges requires a collaborative approach to planning and management. The SDMP embraces an all-lands, all-stakeholders approach.

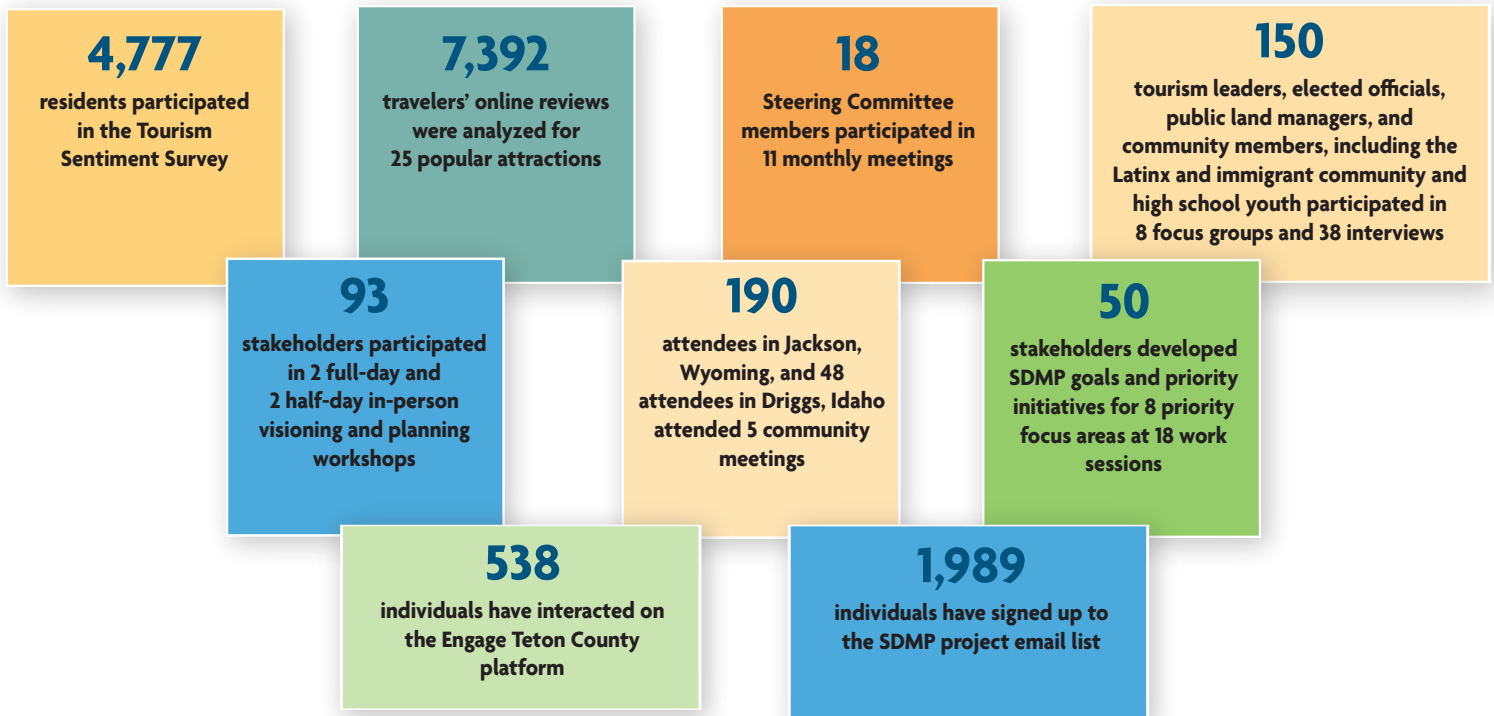
WHOLE-OF-DESTINATION ALL LANDS, ALL STAKEHOLDERS APPROACH



Community Involvement

This plan was created for and with the community. Thousands of people gave generously of their time.

How the Community Shaped the Plan:



Process and Methodology

The SDMP project kicked off in fall of 2021 with the establishment of an 18-member Steering Committee consisting of representatives from all key stakeholder groups and tasked with guiding the plan development process.

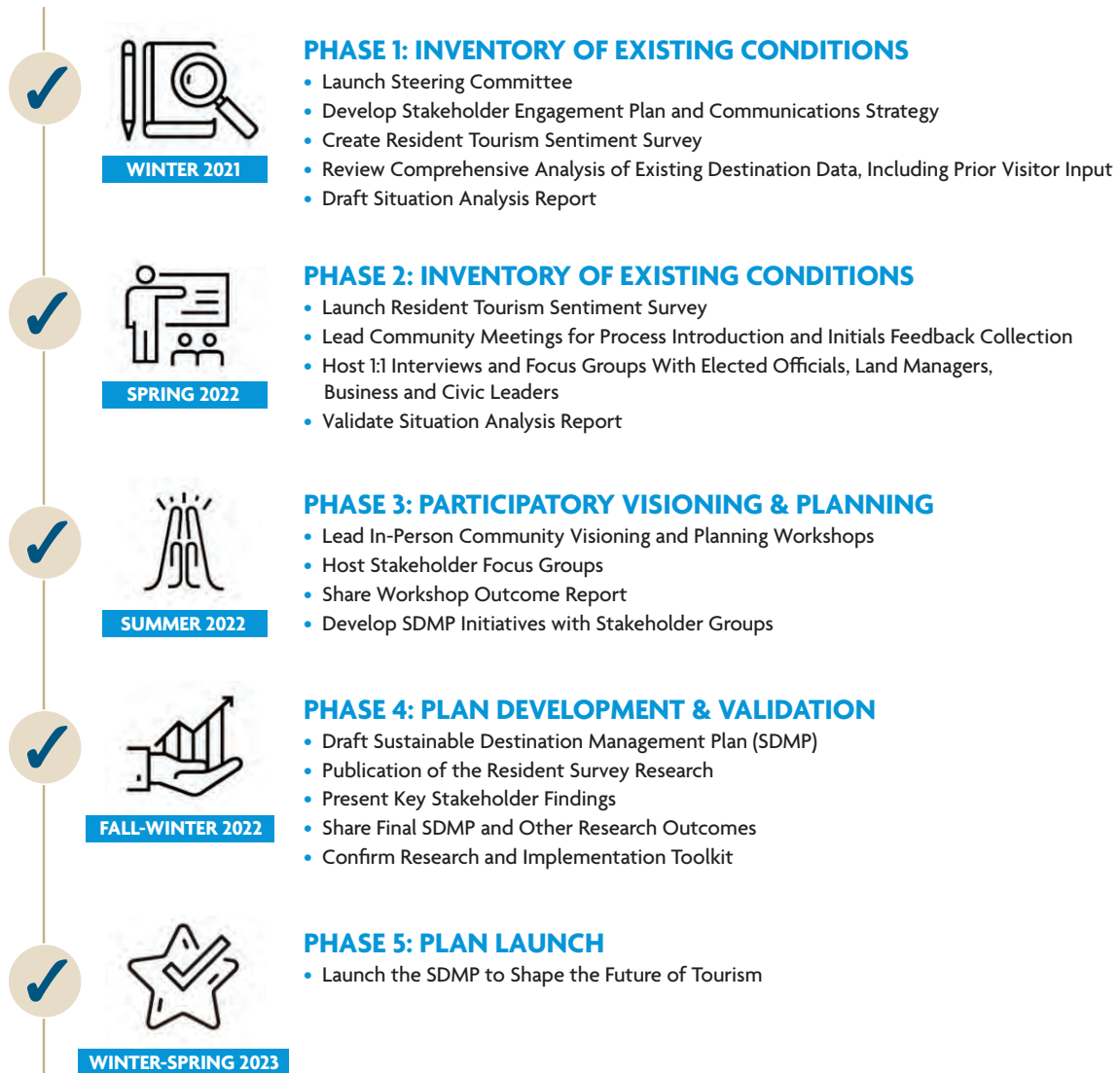
A comprehensive review of the current situation was the first step in composing a whole picture of how tourism interacts with Teton County and the people who live there. The economic, social, and environmental impacts of tourism were assessed to shed light on key pillars of sustainable tourism. The areas of assessment are described below.

- **Quality of economy and work:** tourism demand trends, economic contributions of tourism, implications of sustained tourism demand
- **Quality of life:** resident sentiment toward tourism
- **Quality of visitor experience:** inventory of tourism products and providers, visitor satisfaction
- **Natural environment:** impacts of tourism on public lands, impacts of a changing climate on public lands and the destination and natural resource protection and conservation
- **Enabling environment for sustainable tourism:** tourism governance, existing sustainability efforts, institutional capacity of tourism stakeholders for collaborative stewardship of the destination

The Situation Analysis Report (SAR) consolidates data, information, and insights from a wide range of sources and key stakeholder groups—local and state government, public land managers, elected officials, business community, residents, immigrant communities, and the civic sector. It serves as the most comprehensive baseline assessment to date of tourism in Teton County. It's also a useful reference document for research and can be used to inform decision-making. Visit visitjacksonhole.com/sdmp to access this report.

A total of 110 tourism stakeholders, residents, and elected officials helped to validate the main findings of the Situation Analysis in March 2022. The SDMP Steering Committee also reviewed the draft SAR and provided comprehensive feedback.

A survey designed to gauge resident sentiment toward tourism was deployed in Spring 2022. A total of 4,777 residents completed the survey. This level of response is similar to the voter turnout on election day in November 2022 (4,944).² Eleven percent of these respondents (396) own a local business. Of respondents who work in Teton County, 40% (942) indicated that they work in the tourism industry. The resident survey findings report is available at visitjacksonhole.com/sdmp.



To understand visitor feedback and sentiment about tourism attractions, 7,392 Tripadvisor online reviews were analyzed for 25 popular attractions located at least partially within Teton County, Wyoming. Destination managers can use analyses of online travel reviews to inform decision-making about improvements of attractions, amenities, and experiences to meet visitor needs and expectations. The full report is available at visitjacksonhole.com/sdmp.

The additional research helped to fill gaps in available information and present a snapshot of the county's current situation. Taken together, the SAR, the analysis of resident sentiment, and the analysis of visitor feedback create a holistic perspective that is essential for future planning.

The insights distilled in the SAR and research projects were then used to map the issue areas that matter the most to each stakeholder

group—tourism stakeholders, residents, and visitors. The aim of this step was to find common ground among stakeholders and to ensure that every stakeholder group had an equal opportunity to shape the scope of the SDMP. The SDMP aims to deliberately build a sustainable Teton County that balances all stakeholder concerns.

Eight main focus areas were identified as most important to address in the SDMP. These focus areas were presented to and discussed with 225 tourism stakeholders and residents during vision and planning workshops, focus groups, and community meetings held in June 2022. At these meetings, the community validated the main issue areas and brainstormed initial solutions for addressing them.

The SAR, resident survey, analysis of online travel reviews, and outcomes of stakeholder consultations serve as the foundation of the SDMP.

Plan Framework

The SDMP provides a strategic medium-term community vision and framework for the future of tourism in the Tetons. The main components of the strategic framework are described below.

VISION STATEMENT | PAGE 18

The aspirational vision for tourism in the Tetons for 2027 was crafted with input from the resident sentiment survey and representatives of all stakeholder groups that attended workshops, focus groups, and community meetings.

VALUES | PAGE 18

Values provide the moral and ethical anchor for the SDMP. They represent community-defined convictions and priorities that guide SDMP goals and activities.

GUIDING PRINCIPLES | PAGE 18

Principles guide decision-making associated with the implementation of the strategy. Principles help keep the strategy alive and agile. Stakeholders will need shared commitments to the values and guiding principles.

FOCUS AREAS | PAGE 19

The plan identifies eight interrelated focus areas representing the tourism-related challenges identified as most important by tourism stakeholders from the public sector, private sector, and civic sector as well as residents and visitors. Understanding the linkages among the focus areas will result in more effective decision-making about plan implementation. Each focus area has a corresponding stewardship goal.

STEWARDSHIP GOALS | PAGE 19-20

Stewardship goals define the broad objectives or targets that stakeholders will need to plan and commit to achieving. Several stewardship goals are focused on the intersection of tourism with broader challenges such as workforce housing.

EXPECTED OUTCOMES | PAGE 21

Outcomes statements make the goals more concrete.

STRATEGIC INITIATIVES | PAGES 25-57

A collection of 25 short- and medium-term projects were carefully defined and designed with stakeholders. Strategic initiatives will close the gap between the current and future state and achieve the SDMP goals and vision.

PRIORITY ACTIONS | PAGES 25-57

Priority actions identify the main areas of work for each strategic initiative.

KEY PERFORMANCE INDICATORS | PAGES 25-57

KPIs are indicators that define what success looks like for each strategic initiative and measure the results of each strategic initiative.

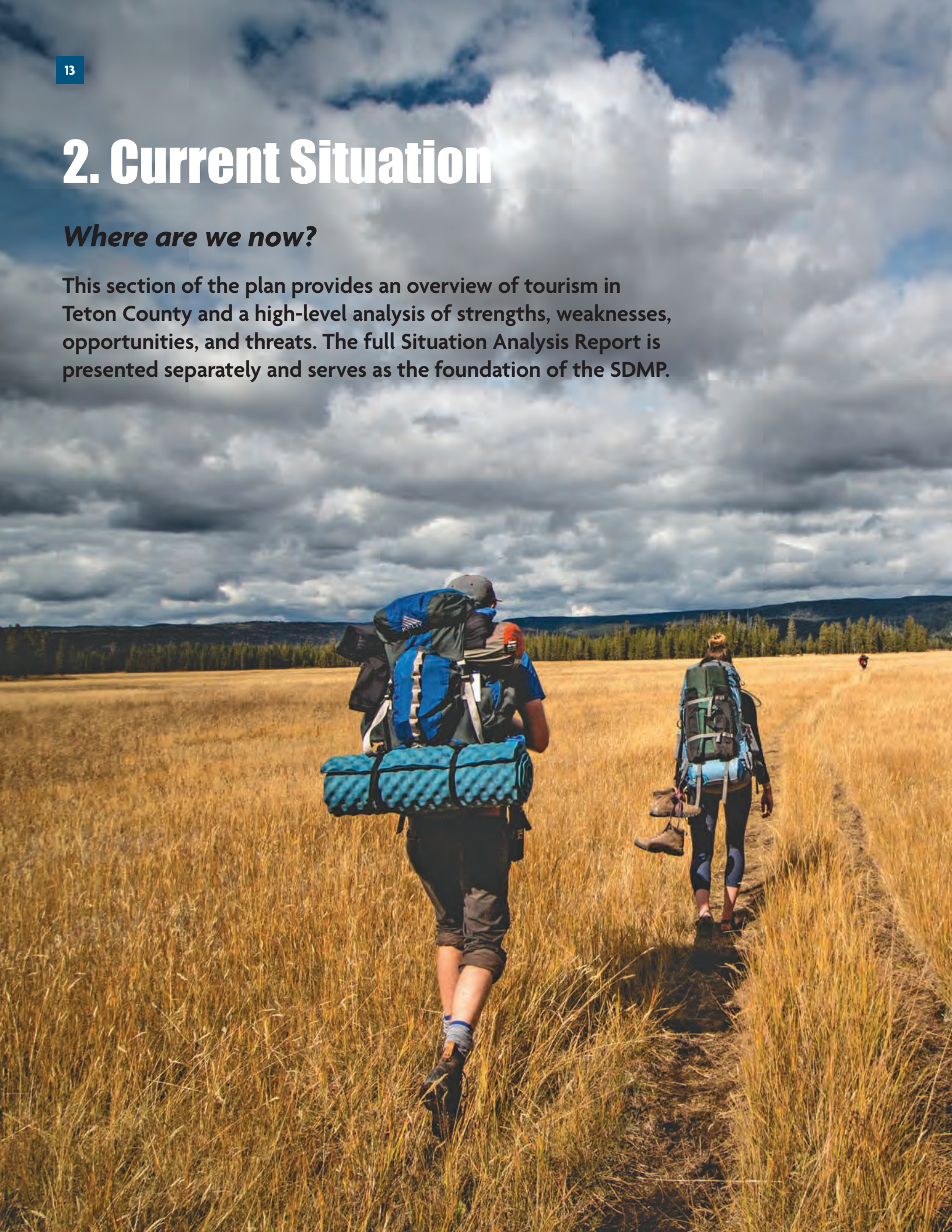
GOVERNANCE AND IMPLEMENTATION | PAGE 58-63

The governance and implementation recommendations create a foundation for SDMP success. As a community plan, the SDMP is a framework that will need to adapt and evolve to the ever-changing landscape.

2. Current Situation

Where are we now?

This section of the plan provides an overview of tourism in Teton County and a high-level analysis of strengths, weaknesses, opportunities, and threats. The full Situation Analysis Report is presented separately and serves as the foundation of the SDMP.



Background

Jackson Hole³ is an iconic destination within the Greater Yellowstone Ecosystem, the largest intact ecosystem in the lower 48 states of the U.S., and serves as the gateway to Grand Teton National Park (GRTE) and Yellowstone (YELL), two of the most popular national parks in the country. The county is also home to three ski resorts, two national forests, a wildlife refuge, and one charismatic town named Jackson.

The vast majority (97.15%) of Teton County's 2.7 million acres are public lands. The remaining 2.85% of the county is equally divided between developed land, undeveloped land, and conservation easements.⁴ Teton County's public lands have attracted residents and visitors who cherish the wildlife, natural beauty, and year-round world-class outdoor recreation. Residents and visitors benefit from having access to millions of acres of exceptional public lands, which are managed and protected through federal and philanthropic funding. Visitor survey data confirms that the GRTE is the number one reason people visit Teton County in the summer; skiing at resorts in the Bridger-Teton and Caribou-Targhee National Forests is the number one reason for visiting in the winter. These national treasures are the core of Teton County's heritage, culture, and economy.

Teton County's world-famous attractions and natural beauty bring in millions of visitors every year. Pre-pandemic overnight stays in Teton County increased steadily by 2% per year, with growth predominantly

driven by increased visitation during shoulder seasons. More than 2.6 million people visit Teton County every year.⁵ This figure includes overnight and day visitors. In 2019, there were nearly 1.9 million estimated overnight visitors.⁶

The COVID-19 pandemic affected visitation in 2020 and 2021. It caused a dip in tourism activity in 2020; however, while the estimated number of overnight visitors in 2021 was still below 2019 numbers,⁷ other tourism indicators broke records. For example, occupancy rates for hotels, lodges, campsites, and short-term rentals have always been high during the midsummer peak season, but occupancy rates in 2021 were high as early as May, moving up the start of the summer season. Cell phone data use in Jackson in midsummer 2021 was the highest ever recorded. The data revealed a peak of 60,000 visitors in early July—far greater than any other time in the last five years.⁸ The Jackson Hole Airport also set a new record for enplanements in 2021, at 508,838.⁹ Yellowstone National Park reported that visitation levels in 2021 were comparable to 2019, with increased re-entry and about 20% fewer overnight stays due to reduced availability of campsites and hotel rooms.¹⁰ GRTE announced that it had surpassed record visitation for the calendar year in September 2021, reaching 3.9 million visits. The number of ski days at Jackson Hole Mountain Resort, the largest ski area, increased by 31% during the five years pre-pandemic.

During the first eight months of 2022, recreational visits in GRTE dropped by 23% compared to 2021 and decreased 15% compared to the same period in 2019. During the first seven months of 2022, recreational visits to YELL dropped by 30% compared to the same period in 2021 and 19% compared to 2019.¹¹ In July 2022 the hotel occupancy rate was 81.8%, down 12.4% from 2021 levels and down 2% compared to 2019.¹²

Tourism is the lifeblood of Teton County. It drives the local economy and supports hundreds of accommodation providers, restaurants, tour operators, and other businesses. Domestic and international travelers spent a total of \$1.43 billion and generated \$96.5 million in state and local tax revenue in 2021.¹³ These amounts were the highest in the last five years.¹⁴ Sales tax from visitors made up 56.3% of all sales tax collections in the county in 2019.¹⁵ Without the tax generated from visitors, the average household in Teton County would have had to pay \$10,034 more in taxes for existing public services in 2021.¹⁶

A significant reinvestment of lodging tax revenues enhances community infrastructure and programs, including but not limited to emergency services, transportation infrastructure such as the START bus system, the Historical Society and Museum, and the Parks and Recreation Department. Tourism also helps support the county's rich and vibrant local culture through sponsorship of year-round events and world-class amenities and attractions not usually found in a small town. In 2021, the number of direct tourism jobs increased to an estimated 7,740—about 23% of total private industry employment in the county.¹⁷ Combined with the indirect jobs generated by the sector, this makes tourism the largest job generator in the county. Teton County ranks in the top ten of all American counties in its proportion of tourism-related jobs.



Strengths, Weaknesses, Opportunities, and Threats

A thorough review of the current situation reveals several **key strengths**:

- Public lands in Teton County are celebrated national and global treasures that are the core of Teton County's heritage, culture, and economy and have inspired the conservation and preservation of wild lands around the world.
- The community remains focused on stewardship and protection; stewardship is a shared community value.
- Tourism is the lifeblood of the economy and residents recognize that it creates jobs and keeps unemployment very low.
- Momentum is building in the business community for sustainable tourism operating practices.
- Visitor demand has remained strong for the past decade, despite a pandemic.
- Visitor online ratings for accommodations, restaurants, attractions, and sites are overwhelmingly positive.
- Public-private management of facilities and visitors on public lands is extraordinary.
- Accommodations, restaurants, and tour operations offer a wide variety of high-quality options.
- Tourism tax dollars are positively impacting residents by providing tax savings, public services, and community infrastructure.
- Community philanthropy on a per capita basis is among the highest in the U.S.
- Public-private collaboration around destination marketing and promotion is robust.



These strengths leave Teton County well positioned to manage the consequences of long-term tourism growth; however, tourism in the Tetons faces diverse **weaknesses and threats** that can undermine long-term sustainability:

- Visitors are concentrated in, and strain the resources of, particular seasons and locations.
- Some visitors are noticing crowding at certain attractions and sites.
- Record visitation numbers in public lands are straining staff, infrastructure, maintenance operations, and search and rescue capacity.
- There are persistent visitor complaints about the high cost or poor value of accommodations; limited options for budget and economy accommodations may be increasing day-trip visitors and thus road traffic, particularly in the summer season.
- There are no coordinated all-lands visitor management strategies in Teton County; instead, efforts by national parks and forests treat localized impacts of increased visitation in isolation. The town and county have no active management strategies.
- Minimal data collection and lack of coordinated analysis across all lands makes it difficult to understand, predict, or manage tourism impacts, visitor impressions, or resident sentiments.
- There is no governance structure for destination management, although the business community wants greater focus in this area.
- There is a need for expanded incentives and public transportation options for visitors, residents, and commuters to reduce traffic congestion.
- Increased traffic has a negative impact on both resident quality of life and visitor quality of experience, sometimes doubling drive times along commuter corridors.
- Affordable and attainable housing is limited.
- Workforce shortages create negative impacts on both visitor quality of experience and resident quality of life; labor shortages are amplified by the high cost of living and lack of affordable housing.
- The tourism workforce includes a high percentage of workers who belong to marginalized groups, and Diversity, Equity, and Inclusion efforts are scattered.
- Teton County's cost of living is the highest in Wyoming, mainly due to high housing costs. Second homes and short-term rentals add pressure to housing inventory and impact prices.
- Teton County is the wealthiest county in the United States on a per capita basis yet has the greatest income disparity; most of the county's wealth is held by a few people and generated by workers outside the county.
- Residents say short-term rentals and second-home tourism are negatively affecting their quality of life.
- Resident impressions of tourism are increasingly negative; high visitation is blamed for traffic problems, overcrowding, and environmental damage as well as reduced quality of life.
- Residents believe tourism development is happening too fast; they feel unheard and there are calls for more controls.
- The cascading effects of tourism development growth in Teton County are causing strains in neighboring counties; strategic coordination is needed.
- Climate change is causing negative impacts on the quality of the environment, including loss of snowpack, more frequent and intense wildfires, and more frequent flooding.
- Media exposure and commodification have contributed to growth.

A Way Forward

Together, the SAR and the outcomes of resident survey, analysis of online travel reviews and stakeholder consultations serve as the foundation of the SDMP. The SAR serves as the most comprehensive baseline assessment to date of tourism in Teton County. It serves as a valuable reference document for research and to inform decision-making. To access the SAR, visit visitjacksonhole.com/sdmp.

All parties—residents, the business community, the public sector, and the civil sector—will need to keep these findings in mind as they work to build on industry strengths, address weaknesses, and capitalize on opportunities. If all parties work together in an all-lands, all-communities approach to reduce or eliminate the main issue areas covered in the SDMP, Teton County will be unstoppable. Disharmony is the greatest risk that can hold the community back.

With its natural and cultural riches and its committed leadership, Teton County can protect the Greater Yellowstone Ecosystem and be a world leader in sustainable tourism, balancing the needs and aspirations of its community members, businesses, and visitors.

This is a really difficult problem and I won't pretend to be an expert. Jackson has also become really hostile to outsiders — as a result of the pressure placed on the community by tourism stress — and this is not a culture I'd want to foster by limiting tourism. We are near a national park — we should serve the general public, not be the exclusive playground of the ultra-wealthy. I think we need to make more efforts to support the community that provides services to tourists in the form of housing, childcare.... We should ensure that our affordable housing regulations are resulting in the kind of development that we need.

-Resident Survey Respondent



3. Strategy

Where do we want to go from here?

This section of the plan presents the five-year strategic framework for sustainable tourism in Teton County. It outlines the vision, expected outcomes, values, guiding principles, goals, strategic initiatives, and metrics that will be used to measure expected outcomes.



The SDMP begins with a collaborative vision for the future determined by the stakeholders' core values and guiding principles. These in turn determine the SDMP's goals, strategies, and expected outcomes.

Vision

Teton County, Wyoming is a leader in balancing the needs and aspirations of community members, businesses, and visitors by actively integrating the viability of the tourism economy with the regeneration of the Greater Yellowstone Ecosystem and enhancement of community quality of life.

This plan responds to the most significant tourism-related challenges with holistic priority actions. The changes we expect to see over five years are organized around five main pillars.

PILLAR 1: Our Natural Environment

The wildlife, waters, wildlands, and ecological processes integral to what makes the Greater Yellowstone Ecosystem globally significant are protected and continue to thrive. Climate change risk factors are monitored and reduced. Waste reduction, water quality, and other key environmental community goals and commitments are fully resourced.

PILLAR 2: Quality of the Economy and Work

Responsible and sustainable growth management results in long-term prosperity for tourism and other local industries. Tourism businesses support a diverse, stable, and thriving workforce.

PILLAR 3: Quality of Life

Community quality of life—including housing, healthcare, access to recreation, mobility, traffic mitigation, and inclusive communication—are addressed. Harmony has increased among historically adversarial groups.

PILLAR 4: Quality of the Visitor Experience

Education campaigns have encouraged residents to lead by example and visitors to be more responsible and respectful. Destination management, collaboration, seasonal visitor dispersal, and product diversification have eased strains and resulted in a warmer welcome for diverse visitors.

PILLAR 5: Foundations for Success

A permanent tourism governance structure facilitates collaboration among Greater Teton Area stakeholders across all communities and all lands and it continuously relies on data to monitor tourism's effects, and publicly reports findings. Confidence and trust in participatory planning makes it possible to hear all community voices and accept increasing contributions toward collaborative management of tourism and stewardship of all Teton County lands.

Values and Guiding Principles

Core values and guiding principles are a set of agreed-upon approaches and practices and behaviors integral to the SDMP and its implementation. These values and principles are shaped by Greater Teton Area community members and leaders and are embedded in all key elements of the SDMP.

CORE VALUES	GUIDING PRINCIPLES
*Environmental and Economic Stewardship We recognize that our economic future depends on the protection of our natural environment—wildlife, waters, wildlands, and ecological processes—and believe that environmental and economic sustainability go hand-in-hand.	We protect and support regeneration in the Greater Yellowstone Ecosystem.
*Managed Growth We understand that seasonal visitation management is a key to the sustainability and quality of life of our communities.	We support consistent, sustainable visitor and community policy. We strive to minimize visitation peaks and valleys while meeting visitors' and community members' expectations of quality and capacity.
*Quality of Life for All We know that for the Greater Teton Area to be sustainable, it must address infrastructure, housing, and transportation challenges.	We support quality infrastructure, affordable and attainable housing, quality year-round employment, equitable access to health and human services, and a seamless transportation system.
Education We know that communication of our history, challenges, values, and goals is critical to shaping visitor and resident attitudes and behaviors.	We effectively communicate our high community standards and expectations in order to influence visitor and resident behavior and impacts.
Accessibility and Inclusion We welcome everyone who shares our respect and admiration for the Greater Teton Area.	We are an inclusive and visitor friendly destination, fostering a tourist economy accessible to everyone, including workers and visitors from diverse socio-economic groups.
Collaboration and Harmony We understand that sustainability begins with community agreement on a plan for the future	We collaborate with all stakeholders to build understanding and respect for a sustainable future for each of us and all of us.

* Aligned with the Common Values from the Jackson/Teton County Comprehensive Plan

Focus Areas & Stewardship Goals



Strategic Initiatives

STEWARDSHIP GOALS	STRATEGIC INITIATIVES
 GOAL 1: Create a common understanding of shared responsibility among residents, businesses, and visitors.	1.1 Maintain community engagement in tourism. 1.2 Expand existing programs that promote sustainable operating practices. 1.3 Devise a visitor education strategy that influences responsible behavior in the destination. 1.4 Implement a tourism marketing and communications strategy that informs visitors and community members about their shared responsibilities.
 GOAL 2: Align the needs and aspirations of residents, businesses, and visitors across all lands.	2.1 Establish a visitor management action team. 2.2 Establish community-defined acceptable thresholds for change. 2.3 Develop a collaborative visitor management strategy to manage spaces and mitigate impact across all lands.
 GOAL 3: Increase the stability of the tourism workforce.	3.1 Build a robust and diverse tourism workforce pipeline. 3.2 Improve recruitment and retention of workforce. 3.3 Prioritize workforce development.
 GOAL 4: Advocate for and support solutions to create community housing.	4.1 Advocate for funds to develop workforce housing. 4.2 Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing. 4.3 Incentivize employers to provide seasonal and year-round housing.
 GOAL 5: Advocate for and support destination transit & mobility solutions.	5.1 Support expansion of affordable public transit around mobility hubs. 5.2 Support development of transit planning applications (mobility app) and broader integration with advanced trip planning. 5.3 Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and key attractions.
 GOAL 6: Reduce climate risks and enhance destination resilience.	6.1 Demonstrate Teton County's leadership in reducing tourism's carbon footprint. 6.2 Establish science-based reduction targets for the tourism economy aligned with net-zero climate goals. 6.3 Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint. 6.4 Guide, support, and incentivize tourism businesses to reduce their carbon footprint.
 GOAL 7: Monitor tourism and its impacts on people and place (all lands, all communities).	7.1 Establish an accessible and regularly updated destination data bank. 7.2 Publish an annual indicator report.
 GOAL 8: Maintain effective all-lands governance, collaboration, and plan implementation.	8.1 Establish an interim destination stewardship council to guide SDMP implementation in the near term. 8.2 Establish a permanent governance structure for destination management and SDMP implementation. 8.3 Raise awareness and understanding of the plan among all key stakeholder groups.

Desired Outcomes and Metrics

This list of proposed key performance indicators (KPIs) will be reviewed and a final framework of indicators and performance measures will be agreed upon during year one activities.

Our Natural Environment

OUTCOME 1: The wildlife, waters, wildlands, and ecological processes integral to what makes the Greater Yellowstone Ecosystem globally significant are protected and continue to thrive. Climate change risk factors are monitored and reduced. Waste reduction, water quality, and other key environmental indicators and commitments are fully resourced.

KEY PERFORMANCE INDICATORS:

- Teton County establishes a formal carbon-neutrality goal and carbon emission reduction targets aligned with the Town of Jackson and neighboring public land agencies
- Scope 1, 2, and 3 emissions for the tourism industry are measured and carbon emissions are reduced to meet short-term targets and carbon-neutrality goals
- An established working group within the Teton Climate Action Partnership consisting of tourism-climate stakeholders meets regularly and secures funds for tourism-climate projects
- Teton County Zero Waste Goal of 60% diversion by 2030
- Preserve and Enhance Surface Water and Groundwater Quality – Principle 1.2/2020 Jackson/Teton County Comprehensive Plan
- All public, private, and civic stakeholders work collaboratively across jurisdictional boundaries to advance the shared goal of preserving and restoring the habitats, species, and ecological processes of the Greater Yellowstone Ecosystem

Quality of the Economy and Work

OUTCOME 2: Responsible and sustainable growth management in tourism results in long-term prosperity for tourism and other local industries. Tourism businesses support a stable, diverse, and thriving workforce.

KEY PERFORMANCE INDICATORS:

- Number of businesses who participate in sustainability/triple bottom line programs and pursue third-party certification
- Percentage of tourism business experiencing service interruptions and other operational disruptions over the last year
- Employment statistics for tourism industry
- Employee retention rate
- Rate of employee turnover
- Average wages for key occupations in tourism industry
- Number of sustainable workforce programs that are supporting the needs of tourism workforce

Quality of Life

OUTCOME 3: More mobility hubs, transit options, and pathways have led to reduced single occupancy vehicle traffic and congestion. Quality year-round jobs are readily available. Affordable and attainable workforce housing is available within Teton County to reduce commuting. Equitable access to health and human services. Harmony has increased among historically adversarial groups.

KEY PERFORMANCE INDICATORS:

- Community sentiment toward tourism is improving per resident and tourism stakeholder surveys
- Community stakeholders are satisfied with the balance of resident needs and visitor expectations
- Minimum of 65% of workforce is able to live in Teton County, WY
- Reduction per capita of Vehicles Miles of Travel in Jackson Hole Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal
- Increased START transit ridership: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035
- Active Transportation Mode Share (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035

Quality of Visitor Experience

OUTCOME 4: Education campaigns have encouraged residents to lead by example and visitors to be more responsible and respectful. Destination management, collaboration, seasonal visitor dispersal, and product diversification have eased strains and resulted in a warmer welcome for diverse visitors.

KEY PERFORMANCE INDICATORS:

- A collaborative visitor management strategy (focus beyond public lands) is developed and implemented
- Negative visitor impacts on local quality of life, quality of work, and quality of environment are mitigated
- Visitor satisfaction trends remain highly positive and persistent issues related to cost of destination and value for money are addressed over time
- Seamless mobility and management of visitor flows throughout all jurisdictions of Teton County

Foundations for Success

OUTCOME 5: A permanent tourism governance structure facilitates ongoing collaboration among Greater Teton Area stakeholders across all communities and all lands, and it continuously relies on data to monitor tourism's effects as well as publicly report findings. Confidence and trust in participatory planning makes it possible to hear all community voices and accept increasing contributions toward collaborative management of tourism and stewardship of all Teton County lands.

KEY PERFORMANCE INDICATORS:

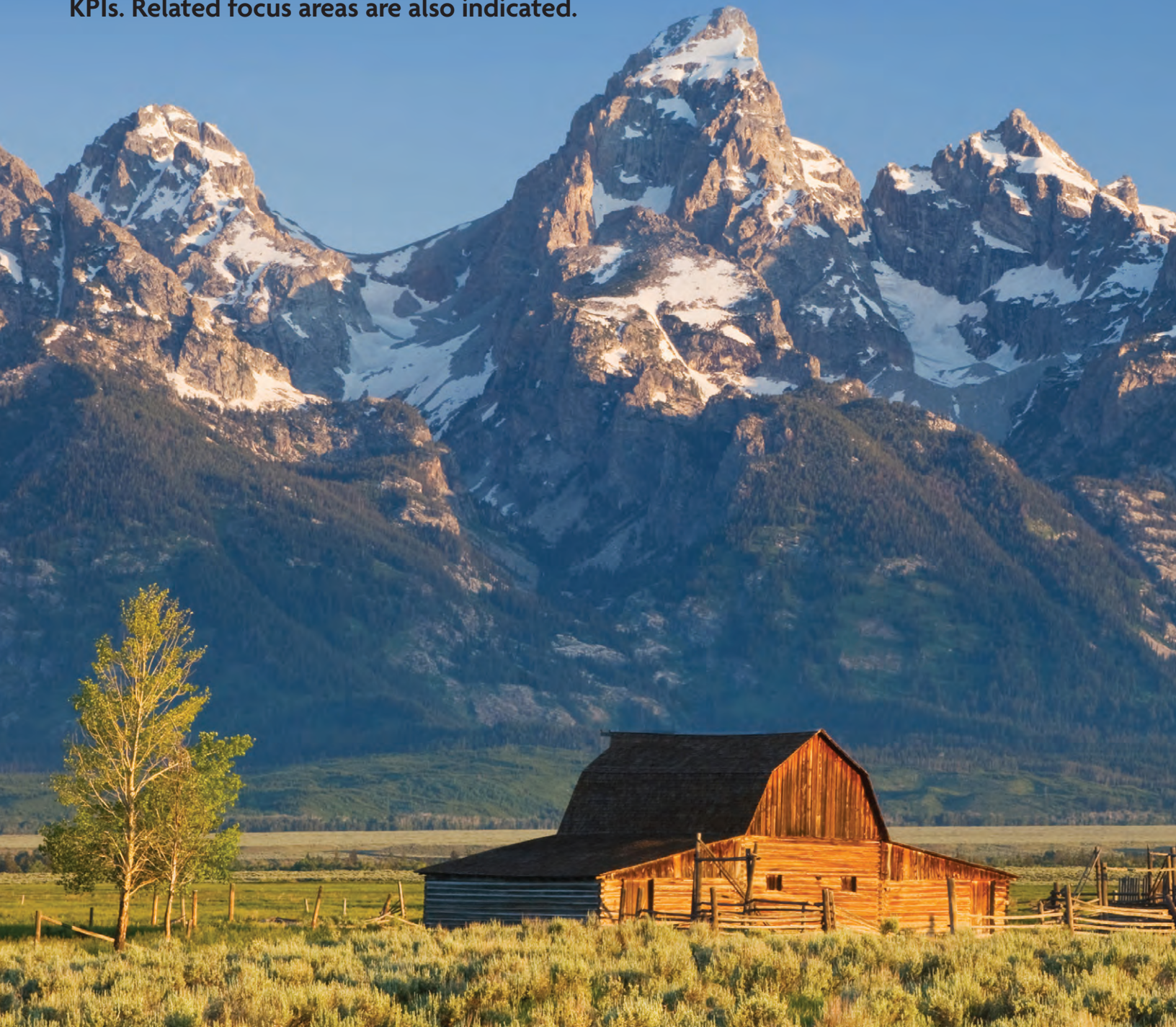
- An increased volume of educational communication impressions that reach the community (residents and tourism stakeholders)
- Globally recognized sustainable destination certification has been achieved
- Improved coordination and collaboration across all jurisdictions (public lands, Jackson, Teton County) and all communities (private sector, public sector, civic sector, and the wider community)
- Destination management structures communicate regularly with the private sector, public sector, civic sector, and the wider community to manage change and expectations about destination management outcomes
- High level of buy-in for the SDMP in the private sector, public sector, civic sector, and the wider community



4. Action Plan

How do we get there?

This section of the plan outlines 25 recommended strategic initiatives across the eight goals of the SDMP. Action plan details are presented for each proposed initiative, including objectives, priority action descriptions, potential resources, partner organizations, an implementation timeline, and KPIs. Related focus areas are also indicated.





GOAL 1:

Create a common understanding of shared responsibility among residents, businesses, and visitors

Harmony around tourism—and especially between visitors, residents, and tourism stakeholders—can be achieved if each group understands their role in respecting the land and communities of Teton County and the Greater Yellowstone Ecosystem, which can be supported through a robust shift away from destination promotion to educational communications, and focus on quality and not quantity of visitors. Recognition of the need to transition marketing resources to support a broader visitor education and community engagement effort has been evident during multiple community meetings and feedback sessions, and this shift by the JHTTB will help support a harmonious balance and wider knowledge around tourism.

JHTTB's marketing efforts to date have been campaign-based and have not followed an overarching marketing and communications plan. Ushering in a new vision for tourism in the area provides a good moment to create a plan that is aligned with the SDMP and supports its goals around tourism management.

Visitor education is the best action to influence visitor behavior, and there is a strong need to provide messaging around responsible visitation that can be utilized by multiple frontline tourism stakeholders.

The development of the SDMP provided a platform for many community members to have a voice in tourism planning for the first time and helped them to understand the impacts and value of tourism. Developing this important feedback loop with locals, with periodic monitoring of resident and tourism stakeholder sentiment, is critical to achieving the SDMP goals. Transparency and trust can be cultivated through ongoing updates and information-sharing, and by giving residents a role and a voice of consideration in the process of future tourism planning.

Businesses have an opportunity to participate as well. There is a primary role to further promote existing sustainable good practice programs and encourage more businesses to participate in the programs to ensure that a critical mass of tourism businesses are supporting the local community by reducing their operational footprint on the environment, and educating visitors on how they can visit respectfully and minimize their impact. This can also be supported by other stakeholder groups including elected officials and the state tourism office.

Measuring Success

Key measures of success are outlined below.

1. Marketing resources shift from prioritizing destination promotion to a focus on visitor education and community engagement.
2. The community demonstrates true partnership behavior through ongoing engagement in tourism management conversations. This will be measured by the volume of participation in key touch points such as community tourism meetings, the number of resident sentiment and tourism stakeholder surveys completed annually, results on the surveys which indicate an increase in tourism stakeholder and resident sentiment toward tourism has improved, and total impressions on engagetetoncounty.com.
3. Visitors behave responsibly and respectfully, as shown by reduced negative environmental impacts such as a reduction in human–wildlife conflicts.
4. More local tourism businesses are adopting sustainable practices, as measured by increases in the number of tourism businesses operating in Teton County that participate in the Sustainable Business Leaders and BEST programs, and achieve BEST certification.
5. Globally recognized sustainable destination certification has been achieved.





Initiative 1.1: Maintain community engagement in tourism

The community engagement process in developing the SDMP over the last 12 months set the foundation for an unprecedented community engagement process—a “listening and informing strategy”—allowing residents of Teton County to learn about the broader context of tourism and its importance to the local economy and quality of life. Ongoing community engagement within Teton County, as well as neighboring overflow communities, is critical to ensuring that residents remain partners in tourism.

INITIATIVE 1.1: Maintain community engagement in tourism

Implementation Timeline: Years 1–5

OBJECTIVES:

1. Maintain a data-driven feedback loop for community engagement on tourism to build confidence in the tourism industry, while providing the community suitable platforms to have a voice.
2. Continue to provide opportunities for feedback, periodic education, and reports on tourism to the community (residents, businesses, and all tourism stakeholders).

PRIORITY ACTIONS:

- 1.1.1 Create a community engagement manager role within the JHTTB (or permanent destination management and marketing organization) that can manage and implement continued outreach and education programming and act as a community liaison.
- 1.1.2 Conduct bi-annual (every two years) resident sentiment and tourism stakeholder surveys to maintain input and measure the benchmark of sentiment.
- 1.1.3 Maintain the recently launched community engagement platform on tourism via Engage Teton County, developing this site as a hub for information releases such as data and research updates, impact and progress reports, and surveys.
- 1.1.4 Host an annual state of Teton County tourism community town hall event to present data monitoring and tourism performance indicators, solicit feedback and engagement from community attendees on tourism performance, and build trust in the community.
- 1.1.5 Improve community knowledge about the broader value of tourism and the visitor economy. Develop communication tools for tourism stakeholders to amplify information dissemination and ensure wider educational opportunities.

PARTNER ORGANIZATIONS:

JHTTB, Teton County (host agency of the engagetetoncountywy.com web platform), JHCC

POTENTIAL RESOURCES:

- JHTTB Lodging tax funding and staff time to coordinate efforts of surveys development, distribution, analysis, coordination of community town hall meetings, and any marketing efforts to promote all engagement initiatives
- Teton County's engagetetoncountywy.com as a communications platform

KPIS:

- Recruitment of a contracted or full-time equivalent community engagement manager, serving as part of the permanent destination management and marketing organization
- Number of resident and tourism stakeholder surveys completed annually
- Number of participants offering feedback on Engage Teton County
- Number of attendees at community tourism town hall meetings
- Increased number of satisfied residents and overall increase in resident sentiment survey scores

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Climate Action, Monitoring & Reporting, Governance



Initiative 1.2: Expand existing programs that promote sustainable operating practices

This initiative is designed to amplify participation in some of the world-class sustainability efforts that have grown in Teton County's business community through public-private partnerships, and at the same time generate awareness among visitors of these efforts.

INITIATIVE 1.2: Expand existing programs that promote sustainable operating practices

Implementation Timeline: Years 2–5

OBJECTIVES:

1. Increase local business participation in sustainability good practices including local and international certification programming, guide certification, and training programs.
2. Increase visitor awareness of tourism members of the Sustainable Business Leaders (SBL) that have received Business Emerald Sustainability Tier (BEST) certification to help inform choices to support sustainable businesses in Teton County.

PRIORITY ACTIONS:

- 1.2.1 Promote tourism sector businesses that are BEST certified to visitors. Provide information via visitjacksonhole.com and other content platforms. Develop visitor-facing communication that highlights sustainability success stories and can be incorporated into a JH Guide, social media, the website, and other platforms to inform visitors who want to support BEST certified businesses.
- 1.2.2 Promote certification opportunities for a wider variety of business types including and beyond BEST, such as the University of Wyoming outdoor guide certification program.
- 1.2.3 Incorporate BEST-certified business identification icons on visitor information guides such as trail maps, including icons to indicate sustainability practices.
- 1.2.4 Re-engage with a globally recognized sustainable tourism destination certification program.

PARTNER ORGANIZATIONS:

Riverwind Foundation, Teton Conservation District, Teton County Integrated Solid Waste and Recycling, JHCC, Community Foundation of Jackson Hole, Mountain IDEAL and EarthCheck, Global Sustainable Tourism Council

POTENTIAL RESOURCES:

- BEST Certification program staffing, budget, materials, and branding
- Time, effort, and budget of other certification programs
- JHTTB and/or destination management and marketing organization budget

KPIS:

- Increased participation by businesses in the Sustainable Business Leaders, BEST, and other certification programs
- Increased impressions of BEST and certification program communication materials
- Participation in a globally recognized sustainable tourism destination certification program

RELATED FOCUS AREAS:

Education & Communications, Climate Action, Monitoring & Reporting, Governance



Initiative 1.3: Devise a visitor education strategy that influences responsible behavior at the destination

This initiative introduces a new approach to responsible visitor education, convening frontline tourism stakeholders who are currently working in education and communications into a task force to oversee the development of consistent, streamlined messaging and communication within the overall marketing strategy. This taskforce will be formed as part of the destination stewardship council which is the proposed interim governance structure for SDMP implementation (see Goal 8). Newly developed data collection will enable visitor education to be responsive to particular need areas, especially around issues such as closures or seasonal impacts.

INITIATIVE 1.3: Devise a visitor education strategy that influences responsible behavior in the destination

Implementation Timeline: Years 1–2

OBJECTIVES:

1. Implement a consistent visitor education campaign that promotes a unified message developed through collaboration among tourism stakeholders.

PRIORITY ACTIONS:

- 1.3.1 Establish a Responsible Visitor Education Taskforce of tourism stakeholders that will meet quarterly to oversee education programs and outreach campaigns and ensure education is integrated into destination marketing efforts targeting the community as well as tourists.
 - This taskforce should utilize the main outputs from Initiatives 2.2 and 2.3 which are focused on establishing community-defined thresholds for change and developing a visitor management strategy. This body of work should serve as a baseline to inform decision-making, improve understanding of visitor behavior across all lands (not just parks) and inform all visitor education campaigns.
 - Taskforce members should represent organizations including GRTE, YELL, Bridger-Teton National Forest, Jackson AIR, Jackson Hole Mountain Resort, and should be considered broader than the destination stewardship council action teams.
- 1.3.2 Develop content distribution strategies to ensure consistency and continuity of responsible visitor messaging and campaigns among frontline stakeholder groups, and use platforms that reach visitors throughout their experience (at the planning stage, pre-arrival, and while in the destination).
 - Consider touch points such as video content in the airport, digital marketing and social media, in-town touch points in stores and restaurants, and materials in lodgings and rental homes. Materials can be supported by a map that identifies key times when visitors access information to plan and implement trips so that relevant visitor education supports trip planning.
- 1.3.3 Develop a “How to JH” guide that outlines “know before you go” trip planning, principles of responsible recreation and environmental stewardship, respectful interactions with the community including frontline workers, and general local etiquette and tips. Some of the guide content can be targeted to niche activities such as backcountry recreation or wildlife interactions.
- 1.3.4 Provide local businesses with training and a toolkit for disseminating responsible visitor education and messaging among their employees, including frontline workers and guide services. Include local businesses and frontline workers in tourism ambassador program opportunities.
- 1.3.5 Develop visitor-contribution and voluntourism opportunities for the public to give back to the community, such as resilience, sustainability, and regeneration initiatives, and climate offset donations to local organizations. Develop communications to promote these opportunities. Develop a visitor (and resident) contribution fund (opt-out or opt-in) for supporting local sustainability and destination management actions.

PARTNER ORGANIZATIONS:

JHTTB; GRTE; YELL; Bridger-Teton National Forest; JHCC; Jackson Hole Airport Board; Jackson Hole Conservation Alliance; Teton Backcountry Alliance; Riverwind Foundation; Teton Conservation District; Leave No Trace; Recreate Responsibly Coalition, Jackson Hole Nordic Alliance; local tour operators and travel agencies that offer voluntourism opportunities Foundation of Jackson Hole, Mountain IDEAL and EarthCheck, Global Sustainable Tourism Council

POTENTIAL RESOURCES:

- Tourism stakeholders to participate in the task force
- JHTTB Marketing budget for development and production of any collateral such as guides, collateral (posters, window decals, webpages) from JHTTB
- Lodging tax funds to support the development of training program outline and materials

KPIS:

- Establishment of the Responsible Visitor Education Taskforce within the proposed destination stewardship council (i.e. proposed interim governance structure for SDMP implementation)
- Number of frontline workers trained
- Number of businesses engaged in visitor education
- Number of visitor guides distributed
- Results of resident, tourism stakeholder, and visitor surveys

RELATED FOCUS AREAS:

Education & Communications, Climate Action, Monitoring & Reporting, Governance



Initiative 1.4: Implement a tourism marketing and communications strategy that informs visitors and community members about their shared responsibilities

Destination marketing and communications should align to support all SDMP goals and educate the community on the new approach to tourism. A new integrated destination marketing and communications strategy should be developed, spearheaded by the JHTTB with oversight from the destination stewardship council to guide SDMP implementation in the near term. This strategy should encourage residents to lead by example and visitors to be more responsible and respectful.

INITIATIVE 1.4: Implement a tourism marketing and communications strategy that informs visitors and community members about their shared responsibilities

Implementation Timeline: Years 2–3

OBJECTIVES:

1. Promote the shared responsibilities of visitors and community members (residents and tourism businesses) around tourism.
2. Shift marketing resources away from destination promotion and toward educational communications.
3. Align marketing efforts with the SDMP and the values of the Teton County community.

PRIORITY ACTIONS:

- 1.4.1 Conduct ongoing monitoring of marketing and promotion to understand the impact of destination marketing on visitor demand generation. This should be conducted using a marketing research vendor such as Nielson, for a comprehensive analysis of JHTTB and other brand sales and marketing efforts. This should also include a compilation of a destination marketing inventory of all tourism industry and partner campaigns and reach.
- 1.4.2 Develop an integrated marketing and communications strategy that prioritizes visitor and resident education and communication. Draw on other national and international models leveraging resources such as Leave No Trace. The strategy should enable JHTTB to reach and engage with the following audience segments using unique and targeted messaging around shared and unique tourism stewardship responsibilities:
 - Residents, segmented to identify specific resident groups and demographics within the community with different perspectives, e.g., second homeowners, temporary residents, outdoor recreationists, immigrant workforce
 - Tourism stakeholders including the business community
 - Visitors
- 1.4.3 Ensure that the new integrated marketing and communications strategy is aligned with efforts of the visitor education taskforce that can provide oversight on messaging, and support campaign dissemination.
- 1.4.4 Ensure the existing JHTTB marketing committee represents all community interests, including residents and tourism stakeholders and potential outreach partners including realtors, lodging and accommodation sectors.
- 1.4.5 Draft a policy that makes recommendations for any investment in marketing to prioritize visitor and resident educational communications.

PARTNER ORGANIZATIONS:

JHTTB (in particular the proposed community engagement manager); newly created visitor education taskforce (which can include representation from the destination stewardship council); JHTTB marketing vendors and contractors that provide services for social media, website development, content creation, media planning, public relations, and media outreach.

POTENTIAL RESOURCES:

- JHTTB marketing budget (existing)
- Data collection from research around marketing impacts on demand generation

KPIS:

- Number of educational communication impressions that reach the community (residents and tourism stakeholders)
- Number of marketing impressions that promote responsible visitor education messaging and campaigns

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



GOAL 2:

Balance the needs and aspirations of residents, businesses, and visitors across all lands

Public lands—parks, forests, grasslands, and marine sanctuaries—are vital assets that attract visitors from all over the world to gateway communities. Travel and tourism drive the local economy, but the volume of visitors and unmanaged impacts can strain community resources (infrastructure, public services, environmental systems) and lead to a poor visitor experience and diminished quality of life for residents.

Goal 2 takes into consideration that the national parks, forests, and wildlife refuges in Teton County are a global asset managed by federal mandates. These public lands belong to all Americans, and all visitors are important allies and stewards of these cherished areas. Federal public lands recognize anyone (resident or tourist) who enters a national park or forest as a visitor, whether they live one mile or one thousand miles away. And while local residents may be considered visitors when they enter national parks and forests, they live in the surrounding municipalities which are heavily-used transition areas for accessing public lands. Local community members are essential allies in the stewardship of Teton County's public lands, and being sensitive to their needs guarantees their engagement. These SDMP initiatives

include actions that are within local control and are aimed at finding and maintaining a sustainable volume of visitors throughout all the lands of the destination.

The initiatives are grounded in collaborative planning to mitigate visitation impacts, protect local quality of life, equitable work, and the environment, and ensure the sustainability of the destination while providing a world-class experience for every visitor to Teton County and its iconic public lands.

Measuring Success

Key measures of success are outlined below.

1. Seamless mobility and management of visitor flows throughout all jurisdictions of Teton County.
2. Community stakeholders feel their voices have been heard and their concerns have been addressed.
3. A collaborative, destination-wide visitor dispersion plan is developed and implemented.
4. Community stakeholders are satisfied with the balance of resident needs and visitor expectations.
5. Negative visitor impacts on local quality of life, quality of work, and quality of environment are mitigated, and destination visitation is sustainable.





Initiative 2.1: Establish a visitor management action team

Many businesses, organizations, and federal agencies are actively managing for a high quality visitor experience, in part, by managing visitor volumes. This ranges from actively managing transportation systems to the number of lift tickets sold at ski resorts or the number of tables available in a restaurant.. The objective of this initiative is to convene a diverse group of community stakeholders to establish an action team for discussion on how to best collaborate on the education, movement, spatial and temporal distribution, and volume of visitors across all lands and communities of Teton County.

INITIATIVE 2.1: Establish a visitor management action team

Implementation Timeline: Years 1–2

OBJECTIVE:

1. To convene local stakeholders (public, private, and civic sectors as well as representatives of local residents) across all lands and all communities to better coordinate initiatives related to visitor education, movement, spatial and temporal distribution, and volume.

PRIORITY ACTIONS:

- 2.1.1 Determine which sectors, organizations, and community stakeholders need to be represented on the action team and identify at least one representative from each group to participate in regularly scheduled meetings.
- 2.1.2 Coordinate initial meeting(s) to define the scope of the action team and collective agreements (e.g., governance, process agreement, and public engagement protocols) to sustainably manage visitor movement across all lands and on behalf of all communities.
- 2.1.3 Determine immediate steps to coordinate with other destination stakeholders on applicable areas of influence such as destination monitoring, education and communications, and transportation.
- 2.1.4 The action team will organize steps needed to proceed with a participatory planning process through which the community will define acceptable thresholds for change (commonly referred to as *limits of acceptable change*) and develop a visitor management strategy.

Reference Resources:

- Interagency Visitor Use Management Framework
- National Visitor Use Monitoring Program (USFS)
- Grand Teton National Park Management Plan
- Yellowstone National Park Management Plan
- Bridger-Teton National Forest Management Plan
- 2020 Jackson/Teton Comprehensive Plan

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; National Elk Refuge; Bureau of Land Management Pinedale Field Office; Wyoming Fish and Game Commission; Greater Yellowstone Coalition; JH AIR; Wind River Reservation

POTENTIAL RESOURCES:

- Local, state, or federal funding
- Time and effort of all visitor management forum participants

KPIS:

- Number of working group meetings held
- Percentage and frequency of partners who participate in the working group
- Number of projects adopted and implemented by the working group

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



Initiative 2.2: Establish community-defined acceptable thresholds for change

At its core, visitor use management is about managing characteristics of the visitor experience. This includes measuring how many visitors there are and what kind of impacts they are having. Once a holistic group of community stakeholders have established the scope of the action team, the next step is to conduct a study to more carefully assess visitation to all lands of Teton County and account for impacts to visitor experience, resident quality of life, quality of economy, and the Greater Yellowstone Ecosystem quality of environment. The objective of this initiative is to document agreements on the sustainable levels of visitor volume and visitation impacts that are acceptable and align with community goals and values.

INITIATIVE 2.2: Establish community-defined acceptable thresholds for change

Implementation Timeline: Years 2–3

OBJECTIVES:

1. Define acceptable levels of visitation impacts and demonstrate how community-defined thresholds of impacts will be actively monitored and addressed where needed.

STRATEGIC INITIATIVES AND PRIORITY ACTIONS:

2.2.1 Commission a destination-wide study of visitor use and visitation impacts using recognized methodologies such as Limits of Acceptable Change to assess tourism flows more carefully, identify community-defined limits of acceptable change, and determine management actions to support activities within desired thresholds.

At minimum, the study should include the following:

- A comprehensive resident and visitor survey to improve understanding of recreation trends and visitor expectations within Teton County.
- Identification of critical impacts related to visitation based on amount of use, type of use, timing of use, location of use, and behaviors of users.
- Results of engagement with the community (public, private, and civic sectors as well as representatives of local residents) and visitors to capture inputs on desired conditions and thresholds of acceptable visitor use and visitation impacts.
- Definitions of the spectrum of visitor experiences within Teton County, such as:
 - Inventory of assets, attractions, and pain point areas
 - Costs (low/no cost to expensive)
 - Activity level (easy to difficult)
 - Accessibility (accessible by any user to highly specialized users only)
 - Variety (e.g., cultural, natural)
 - Use based on geolocation data (highly congested, seasonally congested)
- Definitions of the capacity expectations of assets within Teton County (e.g., higher capacities of visitors are expected within town limits than in the backcountry of a national park).
- Identification of key capacity indicators that can effectively measure visitation and associated impacts and effectively inform management decisions within local control.
- Established baseline, desired conditions, and threshold of acceptable change for each key capacity indicator and a clear understanding of how visitor use influences conditions. These thresholds will be community-defined through consensus to best ensure acceptance from public, private, and civic partners.
- Defined management actions (within the operating control of local stakeholders) that would be triggered if/when key capacity indicators are exceeded. For example, indicators related to behavior, type of use, timing of use, and/or location of use; to modify user expectations; modify spatial distribution of users; modify site's ability to handle use; increase supply and/or reduce use. Determine accountability protocols for executing management actions.
- Evaluate all existing efforts and previous reports to identify gaps. Align with monitoring and reporting initiatives (Goal 7, Initiatives 7.1 and 7.2).

Refer to the Interagency Visitor Use Management Framework and the National Visitor Use Monitoring Program (USFS) for guidance.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; National Elk Refuge; Bureau of Land Management Pinedale Field Office; Wyoming Fish and Game Commission Greater Yellowstone Coalition; JH AIR

POTENTIAL RESOURCES:

- Time and effort of organizations that participate in the visitor management forum
- Lodging tax funds
- Grant funding
- Support from universities
- Support from consultants

KPIs:

- Number of assets identified
- Number of indicators established
- Number of management actions defined

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



Initiative 2.3: Develop a collaborative visitor management strategy to manage spaces and mitigate impacts across all lands

The SDMP is a collection of initiatives, many of which are directly related to visitation management issues such as destination monitoring, visitor education, and transportation. As these initiatives move forward, it will be the responsibility of the forum to integrate those findings into the group's conversations along with the community-defined levels of acceptable change and management actions that have been established. The output should be a comprehensive visitor management plan to help manage spaces and reduce pressure through education, engineering, enforcement, and evaluation across all lands.

INITIATIVE 2.3: Develop a collaborative visitor management strategy to manage spaces and mitigate impacts across all lands

Implementation Timeline: Years 4–5

OBJECTIVE:

1. Implement a visitor management strategy developed through the collaborative action team that informs all applicable managers of the wide array of actions being taken to seamlessly move and manage visitors (and residents) through all jurisdictions of Teton County.

PRIORITY ACTIONS:

- 2.3.1 Integrate the following SDMP Strategic Initiatives and Priority Actions that are relevant to visitor use management:
 - Destination monitoring (see Initiatives 7.1, 7.2)
 - Visitor education and communications (see Initiative 1.3)
 - Destination mobility solutions (see Initiatives 5.1, 5.2, 5.3)
 - Climate action (see Initiative 6.3)
- 2.3.2 Integrate the findings from the participatory planning process through which community-defined conditions, thresholds, and management actions will be established.
- 2.3.3 Conduct additional site-specific evaluation of key assets as needed to identify critical impacts and define management actions for mitigation and/or rehabilitation.
 - Compile a comprehensive summer and winter map based on currently available information on the diversity of visitor experiences, along with desired conditions and indicators that would track change and identify a prioritized list of stewardship challenges and opportunities to improve the visitor experience in alignment with SDMP vision and goals.
 - Define management actions based on education, engineering, enforcement, and/or evaluation (e.g., signage, trail and river ambassadors, reservation/permit system, product diversification, parking and shuttle systems, mobile apps, dispersal).
- 2.3.4 Develop education and communication materials to be used by tourism businesses, public land managers, and government entities to educate visitors and residents about visitor flow challenges and solutions.
 - Create educational materials for each site/asset with known impacts such as congestion, safety, lack of facilities, or wildlife sensitivities to share with visitors and community stakeholders (e.g., local businesses).
 - Share the plan and report progress with all applicable community stakeholder groups to ensure priority challenges are being addressed and monitored.
 - Communicate the work being done to address visitor flow challenges to the wider community, and share the results.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; National Elk Refuge, Bureau of Land Management Pinedale Field Office; Wyoming Fish and Game Commission; Greater Yellowstone Coalition; JH AIR

POTENTIAL RESOURCES:

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • Visitor Education Strategy • Town of Jackson and Teton County Integrated Transportation Plan | <ul style="list-style-type: none"> • GTNP and YNP Park Management Plans • BTNF Management Plan • Time and effort of organizations that participate in the visitor management forum | <ul style="list-style-type: none"> • Lodging tax funds • Grant funding |
|---|---|--|

KPIS:

- Number of stakeholders who provided inputs to the plan
- Number of management actions defined
- Number of management actions implemented

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



GOAL 3:

Increase the stability of the tourism workforce

Workforce shortages continue to trouble the tourism industry in Teton County. Tourism businesses cannot hire the workers they need to properly serve their customers, ultimately resulting in subpar service, service interruptions, employee dissatisfaction, and other operational disruptions. While the problem is partly due to the national labor shortfall caused by the COVID-19 pandemic, there are other causes within Teton County's sphere of influence. There is a general lack of affordable housing in Teton County, and tourism industry wages remain too low to cover rising costs of living in the county. Combined, these factors make it very difficult to attract and retain year-round and seasonal workers. Furthermore, the difficulty of obtaining H-2B and J1 visas is reducing the number of international workers available to fill staffing gaps in the busy summer and winter seasons.

There are opportunities to build the dynamic and diverse workforce that is critical to the long-term sustainability of the tourism industry in Teton County. Tourism businesses can work collaboratively with academic, nonprofit, and public sector partners to create industry-level workforce programs that engage, recruit, and retain a diverse workforce. They can also advocate for and actively support building affordable workforce housing (see Goal 4), health care, and childcare.

Employment motivators such as stability, work/life balance, and attractive wages are highly valued by workers. The industry-level workforce programs will therefore need to support wage growth, accessibility to opportunities for upward mobility, diverse work environments and experiences, flexible schedules, and a welcoming and inclusive environment. Identifying and supplying needed workforce skills and training workers to be more productive will benefit individuals, employers, and the community.

The tourism industry will also need to continue advocating at the state and national levels for further increases in visas and improved visa processing in order to recruit the international workers necessary for the industry and economy to grow.

The following strategic initiatives present a path forward for increasing the stability of the tourism workforce.

Measuring Success

Key measures of success are outlined below.

1. Greater stability in the regional workforce, especially filling areas of need during the times of the year that experience the greatest shortages.
2. Decreased tourism business service interruptions and other operational disruptions.
3. A growing and thriving workforce that is diverse, upwardly mobile, healthy, has career growth opportunities, and is continuously improving skills and knowledge through training and upskilling.
4. Increase in employee satisfaction in their work and workplace experience.
5. Reduction in tensions created by businesses competing against each other.
6. Increasing number of sustainable industry-level workforce programs implemented through creative partnerships.





Initiative 3.1: Build a robust and diverse tourism workforce pipeline

Private businesses, educational institutions, and state and local governments need to work together to strengthen Teton County's employment ecosystem. Private businesses have the opportunity to pool resources and use industry-level shared services to implement workforce development programs that can more effectively and efficiently address the scale of the problem. The destination needs a diverse and skilled workforce for the tourism industry, which will require new pathways into employment for workers from all backgrounds. Diversity strengthens private businesses by bringing new ideas and perspectives and better representing the nation's diverse population.

The destination must invest time and resources in work-based learning experiences at the high school and university levels (job shadowing, mock interviews, paid internships). Work-based learning is a proven way to grow the talent pipeline and attract youth from throughout Teton County and neighboring counties as well as nearby Tribal Nations. Students in these programs learn about tourism careers and their education and training requirements. They can also use these experiences to identify career interests and aptitudes and develop and demonstrate work-ready skills.

INITIATIVE 3.1: Build a robust and diverse tourism workforce pipeline

Implementation Timeline: Years 1–3

OBJECTIVE:

1. Pool resources and create strategic partnerships for an industry-level workforce development program.
2. Increase the number of prospective and qualified workers—in particular, youth, Native Americans, retirees, immigrants, and international workers.

PRIORITY ACTIONS:

- 3.1.1 Create industry-level workforce pipeline development programs.
 - Tourism businesses pool resources at the association level to design and implement industry-level tourism workforce initiatives such as creating a searchable data bank of jobs, making it easier for potential employees to find information on housing and services.
 - Expand recruitment pipeline through active outreach and partnerships with strategic organizations such as the U.S. Chamber of Commerce.
- 3.1.2 Ensure greater inclusion of youth, Native American, retiree, and immigrant communities to ensure the workforce better represents the region's diverse population.
 - Engage with local tribes to create a pipeline of interested and engaged tourism talent.
 - Attract a growing number of retirees that are stepping in as auxiliary workers in the travel industry in response to inflation rises and employers increase wages to attract workers.
 - Support expansion of the partnership between the Wyoming Department of Workforce Services in Jackson and area schools that offer student partnerships in tourism occupations.
 - Establish programs with high schools and colleges that provide training, mentorship, internships, and placement. An example is the partnership between Wind River Reservation's mobile culinary skills food lab and Central Wyoming College.
- 3.1.3 Advocate for immigration reform that enables the recruitment of immigrant and international workers.
 - Identify advocacy priorities and work together to influence policies and introduce new programs that address gaps/risks; advocate for quicker arrival of J1/H-2B workers, especially returning employees.
 - Maintain representation within state and national organizations, such as chambers of commerce and tourism and travel associations, and keep up efforts at federal level.

PARTNER ORGANIZATIONS:

JHCC; other key trade associations; high schools; Voices Jackson Hole; the main local employers; immigration law professionals; Wyoming Department of Workforce Services in Jackson; Idaho Department of Workforce Services; Wyoming Office of Tourism; and universities such as the University of Wyoming, Central Wyoming College, and Brigham Young University–Idaho (formerly Ricks College).

POTENTIAL RESOURCES:

- Tourism businesses supporting an industry-level program
- State- and federal-level grants
- Tools and approaches being developed by potential strategic partners, such as the U.S. Travel Association, that are developing resources for the industry to build an inclusive workforce

KPIS:

- Percentage of tourism business experiencing service interruptions and other operational disruptions over the last year
- Rate of employee turnover
- Average wages for key occupations in tourism industry
- Results of sustainable industry-wide workforce programs

RELATED FOCUS AREAS:

Education & Communications, Workforce Recruitment & Retention, Workforce Housing, Governance



Initiative 3.2: Improve recruitment and retention of workers

The turnover rate for the tourism and hospitality industry (84.9% in 2021) has persistently remained higher than the national average (47.2%). The scarcity of affordable housing is a persistent challenge to workforce attraction and retention. There is an urgent need to improve recruitment and retention to build a stable workforce.

INITIATIVE 3.2: Improve recruitment and retention of workforce

Implementation Timeline: Years 2–5

OBJECTIVE:

1. Increase total number of jobs filled in tourism and hospitality through recruitment efforts outside the Greater Teton Area
2. Reduce workforce turnover

PRIORITY ACTIONS:

3.2.1 Establish ongoing industry-level workforce recruitment programs.

- Expand workforce recruitment efforts through a large-scale, industry-level program (see Initiative 3.1) that targets and addresses the different needs of seasonal and full time employees.
- Make housing for the tourism workforce a top priority of the industry-level program. Look to public-private partnership opportunities for housing (See Goal 4: Advocate for and support solutions to create workforce housing).
- Document and disseminate good practices for workforce recruitment and retention from within the business community; promote widespread adoption of good practices; celebrate the success of nonresident workers and show the community the value they provide.

3.2.2 Create a more inclusive community that is responsive to workforce needs, in particular housing and wages.

- Create programs that incentivize retention, guarantee immigrant and employee rights and prevent exploitation of vulnerable workers. Pool resources and offer industry-level programs that expand:
 - Housing options
 - Public transportation
 - Access to childcare, medical care, and mental health services
 - Local resources for immigration assistance
- Support job sharing and flexible workforce practices such as schedule sharing between employers, both short term (daily) and long term (seasonally); advocate for transportation planning to allow for shift work

PARTNER ORGANIZATIONS:

JHCC; JHTTB; Chambers of Commerce in Star Valley, Wyoming, and Teton Valley, Idaho; high schools; Voices Jackson Hole; local and state economic development organizations; local employers; and universities such as the University of Wyoming, Central Wyoming College, and Brigham Young University–Idaho.

POTENTIAL RESOURCES:

- Tourism businesses pay into industry-level program
- State- and federal-level grants
- Tools and approaches being developed by potential strategic partners such as the U.S. Travel Association, which is developing resources for the industry to build an inclusive workforce

KPIS:

- Percentage of tourism business experiencing service interruptions and other operational disruptions over the previous year
- Employment statistics for tourism industry
- Employee retention rate for year-round and seasonal employees
- Employee turnover rate for year-round and seasonal employees
- Average wages for key occupations in the tourism industry
- Number of sustainable workforce programs that are supporting the needs of the tourism workforce

RELATED FOCUS AREAS:

Education & Communications, Workforce Recruitment & Retention, Workforce Housing, Governance



Initiative 3.3: Prioritize workforce development

At the national level, the skills gaps among tourism workers and their managers and supervisors are much higher than for other industries. To support upward mobility and improve retention, workers need ongoing opportunities for training and employers need to cultivate a culture of learning. By embracing a culture of continuous learning, the tourism industry in Teton County can benefit from a workforce that feels valued and nurtured. Investing in a well-trained and well-educated workforce will help the industry maintain long-term viability and profitability.

INITIATIVE 3.3: Prioritize workforce development

Implementation Timeline: Years 3–5

OBJECTIVE:

1. Foster a culture of continuous learning
2. Reduce workforce turnover

PRIORITY ACTIONS:

- 3.3.1 Provide training and professional education opportunities to the tourism workforce.
 - Prioritize technical skills and general competencies needed for quality service delivery and management.
 - Make leadership development a key component of the program to encourage employees to establish career paths within the tourism industry.

PARTNER ORGANIZATIONS:

JHCC; other key trade associations; local employers; Voices Jackson Hole; high schools; and universities including but not limited to the new University of Wyoming Haub School of the Environment and Natural Resources' Wyoming Outdoor Recreation, Tourism and Hospitality (WORTH) program, Brigham Young University–Idaho's recreation management program, and Central Wyoming College's culinary arts and hotel and restaurant management programs.

POTENTIAL RESOURCES:

- Tourism businesses supporting an industry-level program
- State- and federal-level grants
- Tools and approaches being developed by potential strategic partners such as the U.S. Travel Association, which is developing industry resources to build and retain an inclusive workforce

KPIS:

- Employee retention rate for year-round and seasonal employees
- Employee turnover rate for year-round and seasonal employees
- Career growth opportunities widely available to tourism workforce

RELATED FOCUS AREAS:

Education & Communications, Workforce Recruitment & Retention, Workforce Housing, Governance



GOAL 4:

Advocate for and support solutions to create community housing

Insufficient affordable, attainable workforce housing is a challenge shared nationally, especially within flourishing rural tourism destinations. Many western and mountain communities have sustained record population growth over the past decade. This population growth was accelerated by the COVID-19 pandemic, as part-time residents began spending more time in their second homes and remote workers relocated from urban centers. These changes increased demand for extended short-term rentals and real estate purchases, driving up housing prices within Teton County, Wyoming, and in neighboring communities such as Teton County, Idaho.¹⁸ As indicated in a 2020 Short Term Rental Study, these conditions have strained already limited and expensive housing options for residents in Teton County and adjacent communities.¹⁹ This challenge is further documented in the Sustainable Destination Management Plan – Situational Analysis Report, in Section 5.2.

Teton County recognized the growing need for more affordable and attainable housing nearly 30 years ago, and has focused diverse resources on the challenge for decades. Nonprofit organizations and public agencies dedicated to housing have built dynamic programs aimed at helping critical members of the community (teachers, emergency responders, health care workers, public sector employees, tourism workers) establish more permanent housing. This focus is also shared by large private and public sector employers (e.g., St. John's Health, Grand Teton and Yellowstone National Parks, and Wyoming Fish & Game).

To maximize impacts, the SDMP development process has focused on identifying existing community plans and programs and potential resource gaps while supporting established goals and targets.

Specifically, SDMP housing priorities align with the 2020 Jackson/Teton County Comprehensive Plan and other housing plans and programs. Of note, it does not elevate all priorities in these plans and programs. Additional priorities within these plans should be considered as work within the SDMP evolves.

An important consideration in resourcing priorities is the acknowledgment of housing supply as a fundamental challenge in workforce recruitment and retention. The following initiatives frame initial priorities to address greater engagement by the private sector and tourism industry stakeholders in advocacy and funding for workforce housing.

Measuring Success

Key measures of success are outlined below.

1. Progress toward the KPIs per initiative (e.g., minimum 65% of workforce lives in Teton County, Wyoming) is measurable and key tourism stakeholders are visibly and consistently engaged in workforce housing advocacy.
2. Specific actions have been identified and pursued to earmark diversified and consistent funding sources (e.g., sales or lodging tax) for housing development, including statewide engagement to pass a real estate transfer tax.
3. There is greater consistent engagement from representatives of the tourism industry on housing boards and commissions.
4. A diverse and vibrant workforce reflective of the changing needs and demographics of the community is established and able to secure permanent homes within Teton County, Wyoming, which also supports easier access to multimodal, lower impact transit and mobility options.





Initiative 4.1: Advocate for funds to develop community housing

Teton County cannot buy its way out of the workforce housing shortage, but consistent funding and additional resources and collaboration can help close the gap. Key private and public sector tourism, recreation, and natural resource management stakeholders are significantly impacted by a lack of affordable and attainable housing, which makes it difficult to recruit and retain employees.

The first initiative prioritizes greater engagement from private sector tourism and hospitality representatives—resort operators, hoteliers, tour operators, and restaurateurs—in advocating for the generation of development funds for community workforce housing, including passage of a statewide real estate transfer tax. These efforts supplement the work by state and federal agencies and land managers and large employers who are working to expand housing supply for their employees.

INITIATIVE 4.1: Advocate for funds to develop community housing

Implementation Timeline: Years 2–5

OBJECTIVES:

1. Increase amount and breadth of tourism stakeholder engagement and advocacy for workforce housing.
2. Identify and obtain consistent funding sources for quality, resource efficient workforce housing that supports easy access to multimodal mobility options.
3. Develop a tourism-industry-led strategy and advocacy campaign to catalyze the community including realtors and developers, legislators, and statewide advocates to support passage of a real estate transfer tax.

PRIORITY ACTIONS:

- 4.1.1 Work with Teton County, housing NGOs, and federal and state agencies to inventory existing projects, funding mechanisms, and opportunities for additional housing sources.
See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.
- 4.1.2 Engage with state legislators and others currently leading lobbying for the passage of a statewide real estate transfer tax to establish collaborative opportunities to advance efforts.
- 4.1.3 Identify and convene additional local and state advocates/influencers to support passage of statewide real estate transfer tax.
- 4.1.4 Evaluate opportunities for private sector tourism advocacy to build public awareness and engagement around diversified funding and the benefits of a real estate transfer tax to support development of workforce housing.

PARTNER ORGANIZATIONS:

JHCC; JHTTB; WY Office of Tourism; Teton County elected officials; Town of Jackson elected officials; JH Community Foundation and partner organizations; Tourism and hospitality businesses; Teton Board of Realtors; Teton County residents; GRTE; and Wyoming Department of Transportation.

POTENTIAL RESOURCES:

- Leadership by state legislators and local elected officials
- 2020 Jackson/Teton County Comprehensive Plan – Principles 5.1 & 5.4
- Teton County Housing Authority Staff, Assessments, Plans, and Programs
- JHCC, committees, and membership base

KPIS:

- Minimum 65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%
- Community campaign is launched to meet Principle 5.4 – Strategy 5.4.S.5 in 2020 Jackson/Teton County Comprehensive Plan and support passage of statewide real estate transfer tax
- Completion of workforce housing strategies within Principle 5.4 of the 2020 Jackson/Teton County Comprehensive Plan by 2027
- Minimum of one representative from a tourism or hospitality business participates consistently on all voluntary boards and commissions dedicated to housing

RELATED FOCUS AREAS:

Workforce Recruitment & Retention, Mobility Solutions, Governance



Initiative 4.2: Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing

2020 Jackson/Teton County Comprehensive Plan Principles 5.1 through 5.4 outline specific priorities to break down zoning barriers and promote creative reuse of land and community infrastructure to expand the development of affordable and attainable housing.

These commitments are currently supported and resourced by the Jackson/Teton Housing Authority and community NGOs and their related housing plans and programs. More and broader involvement from private sector tourism stakeholders is needed. In the short term, these parties should advocate for the adoption and utilization of existing incentives to allocate land and repurpose infrastructure for housing. Longer term, tourism stakeholders should expand incentives and networks to identify additional housing solutions.

INITIATIVE 4.2: Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing

Implementation Timeline: Years 2–5

OBJECTIVES:

1. Advocate for and educate private sector tourism and other stakeholders to counteract NIMBY attitudes for workforce housing development in established neighborhoods.
2. Promote existing zoning and incentivize/resource current properties to add employee housing on their properties. Advocate for zoning expansion as needed.

PRIORITY ACTIONS:

- 4.2.1 Create a complementary education and outreach campaign leveraging existing efforts to promote the importance of workforce housing.
- 4.2.2 Educate the community about housing challenges and solutions and promote zoning and regulations to support tiny homes and other creative reuse of infrastructure.
- 4.2.3 Support housing programs tied to property tax reduction (including review of current deed restrictions).
- 4.2.4 Identify opportunities to integrate mitigation requirements into new development approvals and permitting.
- 4.2.5 Advocate for incentives for current homeowners who may be retiring and/or leaving the community to sell homes to the local workforce.

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

PARTNER ORGANIZATIONS:

JHCC; JHTTB; Jackson Hole Community Housing Trust; Teton County Housing Authority; Teton Habitat for Humanity; Town of Jackson and Teton County program administrators and elected officials; Community Foundation of Jackson Hole and other applicable partner organizations; neighboring communities.

POTENTIAL RESOURCES:

- Teton County Housing Authority Administration, Assessments, Plans, and Programs
- Teton Habitat for Humanity
- Teton County Specific Purpose Excise Tax (SPET)
- JH Chamber Membership Campaigns
- JHTTB funding
- Other community housing models (e.g., Truckee/Lake Tahoe)

KPIS:

- Minimum 65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%
- Actions have supported the completion of related strategies within the 2020 Jackson/Teton County Comprehensive Plan
- Private-sector employers with over 100 employees secure and make available housing for 10% of their employees by 2024 and 20% by 2028
- A tax incentive fund is developed for private sector to convert underutilized infrastructure for employee housing (e.g., hotels)

RELATED FOCUS AREAS:

Education & Communications, Workforce Recruitment & Retention, Mobility, Governance



Initiative 4.3: Incentivize employers to provide seasonal and year-round housing

There are several feasible approaches and mechanisms identified in the 2020 Jackson/Teton County Comprehensive Plan, specifically Principles 5.1–5.4, to advance creative approaches to the development of workforce housing. As discussed, several of the supporting strategies will be slow to achieve without greater community engagement, especially within the private sector and specifically tourism-related businesses. Stakeholders identified the need for more incentives for businesses to provide greater leadership in securing and developing workforce housing. This initiative frames objectives and actions that align strongly with identified priorities and provides another mechanism to support the community in achieving these commitments.

INITIATIVE 4.3: Incentivize employers to provide seasonal and year-round housing

Implementation Timeline: Years 3–5

OBJECTIVES:

1. Incentivize flexible options to repurpose infrastructure, e.g., seasonal campgrounds (permanent sites) and older hotels and historic structures.
2. Establish incentives and financing options to improve current or potential rental properties with a “reasonable remodel” or adaptive reuse fund.

PRIORITY ACTIONS:

- 4.3.1 Create tax benefits for individuals and businesses to establish housing allocations within existing and new/planned developments.
 - To support this effort, modify deed restrictions in all areas of Teton County (including West Bank) to support diversity of unit and housing types.
 - 4.3.2 Create incentives to repurpose older hotels for workforce housing.
 - 4.3.3 Identify opportunities to support 2020 Comprehensive Plan – 5.4.S.9: Actively enforce short-term rental prohibition in the county.
- See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.*

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson and Teton County program administrators and elected officials; Community Foundation of Jackson Hole.

POTENTIAL RESOURCES:

- Teton County Housing Authority (Administration and Programs)
- Housing Preservation Program
- Teton Habitat for Humanity
- Teton County Specific Purpose Excise Tax (SPET)
- JH Chamber Membership Campaigns
- JHTTB funding

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

KPIS:

- Actions support completion of related strategies within the 2020 Jackson/Teton County Comprehensive Plan
- Minimum 65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%
- Private-sector employers with over 100 employees secure and make available housing for 10% of their employees by 2024 and 20% by 2028

RELATED FOCUS AREAS:

Workforce Recruitment & Retention, Transportation & Mobility, Governance



GOAL 5:

Advocate for and support destination mobility solutions

In other world-class destinations—small and large, rural and urban—cultural and recreational offerings are complemented by easy and efficient transit access from airports and points of entry throughout the destination.

Throughout the SDMP process, residents and visitors have mentioned traffic challenges and raised the need for improved mobility and transportation networks. Specific references were captured in the resident sentiment survey responses and online visitor reviews, and reinforced through stakeholder meetings and consultations.

As discussed in the SDMP Situation Analysis Report, the average commuter from Teton County, Idaho, to Teton County, Wyoming, drives about 10,750 per year and pays roughly \$6,300 per year in transportation costs. The commute from North Lincoln County costs more, averaging 17,500 miles and \$10,260 per person per year. Excessive commutes impact residents' quality of life by taking time away from family, friends, and recreation and relaxation. Other critical environmental, resource, and health and safety impacts are considerable—vehicle emissions, risk to area wildlife, and road hazards throughout the year. Although the 2020 Jackson/Teton County Comprehensive Plan calls for fewer greenhouse gas emissions than the community produced in 2012, emissions have trended upward for the past eight years.²⁰

For visitors, especially during the summer season, slow downs through central corridors, congestion, and lack of parking at key attractions can compromise the overall visitor experience.

The SDMP development process identified initial priorities to support increased tourism industry involvement in addressing destination transportation and traffic congestion issues.

An overarching objective is to identify and frame tourism advocacy and stable funding sources for transportation infrastructure and public transit expansion—local and regional. To maximize outcomes, initiatives align to existing and planned transportation and traffic congestion mitigation initiatives in the 2020 Jackson/Teton County Comprehensive Plan, the Town of Jackson and Teton County Integrated Transportation Plan, and Southern Teton Area Rapid Transit (START) Bus strategic plans.

Measuring Success

Successful implementation of these initiatives can be identified by monitoring the following KPIs drawn directly from the 2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan and other key indicators raised through the SDMP development process:

1. Reduction per capita of Vehicles Miles of Travel in Jackson Hole - Goal: 525,000,000 in 2024/≤ 560 million target 2035 (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan)^{20, 21}
2. Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)^{21, 22}
3. Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)^{20, 21}
4. Reduced commuter times and visual impacts of vehicle traffic with further verification through ongoing surveying of resident sentiment regarding traffic congestion and mobility options.





Initiative 5.1: Support expansion of affordable public transit around mobility hubs

Together, the priority initiatives build a dynamic network of solutions to mobility and traffic challenges in Teton County. The community can draw on the operations of the existing Stilson Lot (Village Road Transit Center) and planned improvements to inform the development of additional transit centers/mobility hubs. The greatest challenge in advancing this initiative will be coordinating efforts to secure critical central locations for future mobility hubs. In parallel to the three priority initiatives, community stakeholders listed several other initiatives to support existing plans and programs. In particular, community leaders hope that a more formal process is facilitated for the advocacy, development, testing, and management of core pedestrian-only areas (Deloney & Center Streets). Objectives include keeping cars out of the downtown area, enhancing the pedestrian experience and character of downtown, and reducing the environmental impacts of vehicle traffic.

INITIATIVE 5.1: Support expansion of affordable public transit around mobility hubs

Implementation Timeline: Years 2–5

OBJECTIVES:

1. Expanded transit around “mobility hubs.”

PRIORITY ACTIONS:

- 5.1.1 Identify the value of transit services to support the tourism and hospitality industry workforce, visitor services, and community special events.
- 5.1.2 Identify and prioritize opportunities for greater tourism and hospitality industry involvement in transportation planning and funding. Include pricing structures to encourage transit use by the workforce.
- 5.1.3 Support improvements to and operations of Stilson Transit Center. Construction by early 2026 and funding for ongoing Operations and Maintenance.
 - Build transit expansion around an additional 1–2 mobility hubs modeled after the Stilson Lot (Village Road Transit Center).
 - Considerations/locations for 1–2 more mobility hubs beyond the Stilson Lot:
 - Home Ranch
 - Near the Y – Wells Fargo area (addresses Idaho commuters as well)
 - Miller Park
 - Micro Park and Ride Centers

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

PARTNER ORGANIZATIONS:

START Bus; Teton County Regional Transportation Planning Administrator; JHCC; neighboring counties/communities; and Wyoming and Idaho Departments of Transportation.

POTENTIAL RESOURCES:

- JHTTB special projects funding (allocation from lodging tax revenues)
- JHCC organizational funding and member resources
- Teton County Specific Purpose Excise Tax (SPET)
- Regional Transportation Authority Property Tax (future option)
- Additional lodging, property, and sales taxes
- Federal and state transportation grants
- Wyoming Office of Tourism
- Newly formed Regional Transportation Task Force & collaborative funding request(s)

KPIS:

- Reduction per capita of Vehicles Miles of Travel in Jackson Hole - Goal: 525,000,000 in 2024/≤ 560 million target 2035 (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan)^{20, 21}
- Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)^{20, 21}
- Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)^{20, 21}
- Increased purchase of Employer Transit Passes for employees
- Number of events that rely on START Bus services to deliver attendees
- Number of events that require Town resources for street closures
- Number of events using Pathways for all or part of event

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Climate Action, Monitoring & Reporting, Governance



Initiative 5.2: Support development of transit planning applications and broader integration with advanced trip planning

This priority initiative supports the creation of the transit planning application (mobility app) that START Bus is developing. Stakeholders framed the initiative to look at opportunities to build off of the initial START Bus app to add in features for more extensive trip planning to target a reduction in single occupancy vehicle use by residents and rental car usage by visitors. A consideration within this priority is the inclusion of diversification of and promotion of visitor activities that do not require a vehicle. Key success metrics are a visible reduction in single occupancy vehicles on key county access roads and in vehicle miles traveled—priorities established in the 2020 Jackson/Teton County Comprehensive Plan, the Town of Jackson and Teton County Integrated Transportation Plan and START Bus strategic initiatives.

INITIATIVE 5.2: Support development of transit planning applications and broader integration with advanced trip planning.

Implementation Timeline: Years 1–5

OBJECTIVES:

1. Support resident and commuter utilization
2. Reduced visitor SOVs and car-free visitor itineraries

PRIORITY ACTIONS:

- 5.2.1 Support the first generation of a transit application being developed by START with education and outreach (e.g., JHCC, JHTTB, central reservations, tourism entities' booking systems).
- 5.2.2 Support and participate in a process (e.g., task force/working group) to expand app(s) for advanced trip planning building on START bus application..
- 5.2.3 Tourism industry (JHTTB, JHCC, Grand Teton National Park, and proposed permanent destination management and marketing organization) to coordinate with START and Teton County Regional Transportation Planning Administrator to develop wayfinding and educational materials.

PARTNER ORGANIZATIONS:

START Transit; Teton County Regional Transportation Planning Administrator; JHTTB; JHCC plus engagement of members; and, Jackson Hole Airport

POTENTIAL RESOURCES:

- START Bus Transit Application, first generation
- JHTTB special projects funding (allocation from lodging tax revenues)
- JH Chamber organizational funding and member resources
- Teton County Specific Purpose Excise Tax (SPET)
- Employer Transit Pass Program
- State and Federal Transportation Grants
- Wyoming Office of Tourism

KPIS:

- Reduction per capita of Vehicles Miles of Travel in Jackson Hole – Goal: 525,000,000 in 2024/≤ 560 million target 2035 (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan)^{20, 21}
- Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)^{20, 21}
- Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)^{20, 21}

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Climate Action, Monitoring & Reporting, Governance



Initiative 5.3: Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and key attractions

The SDMP process further verified the destination's long-established gap in public transit to the airport, GRTE, and key attractions such as trail heads, Town Square, and outlying locations with limited transit schedules and access. Leading sustainable destinations complement world-class attractions and amenities with comprehensive and efficient public transit solutions to create a more seamless visitor experience. This initiative is designed to create a better experience for both residents and visitors: streamlined access, fewer cars on the road, reduced congestion, and reduction of direct and indirect environmental impacts.

INITIATIVE 5.3: Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and key attractions

Implementation Timeline: Years 1–5

OBJECTIVES:

1. Support evaluation and potential resourcing of public transit to the airport, GRTE, and key attractions.
2. Reduce traffic congestion in and around key attractions, reduce single occupancy vehicles (SOVs) in and around Jackson, reduce greenhouse gas emissions, reduce parking challenges, and improve resident and visitor experience.

PRIORITY ACTIONS:

- 5.3.1 Tourism representatives (representation from the JHCC and/or the destination stewardship council) monitor and participate as appropriate in the transit feasibility study commencing in late 2022 with JH Airport, Teton County, START, GRTE, Wyoming Department of Transportation, and others.

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

- 5.3.2 Convene community and tourism stakeholders as needed to review solutions and support advocacy efforts.
- JHTTB-designated representative ensures community tourism stakeholders are kept abreast of the study's progress and have appropriate opportunities to advocate for solutions and funding.

PARTNER ORGANIZATIONS:

Teton County Teton County Regional Transportation Planning Administrator and other department leads; START; JH Airport Staff; Grand Teton National Park; JHCC; JHTTB; and Wyoming Department of Transportation

POTENTIAL RESOURCES:

- START Bus Transit Application (first generation) funding by Teton County
- JHTTB special projects funding (allocation from lodging tax revenues)
- JHCC organizational funding and member resources
- Teton County Specific Purpose Excise Tax (SPET)
- Regional Transportation Authority Property Tax (future option)
- Additional lodging, property, and sales taxes
- Federal and state transportation grants
- Wyoming Office of Tourism

KPIS:

- Reduction per capita of Vehicles Miles of Travel in Jackson Hole - Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan)^{20 21}
- Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)^{20 21}
- Public transit times are increasingly more time-efficient than SOV travel
- Reduction in carbon emissions and mitigation goals identified in the Climate Action Roadmap and related plans and programs
- Reduction in human-vehicle-wildlife impacts and collisions

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



GOAL 6:

Reduce climate risks and enhance destination resilience

Teton County is highly vulnerable to the threats of climate change. The 2021 Greater Yellowstone Climate Assessment warns of rising temperatures that will influence the hydrologic cycle and result in loss of snowpack,²³ limiting critical freshwater resources for communities and natural ecosystems. Climate change has detrimental effects on the sustainability of the natural environment and increases the risk of disasters such as droughts, flooding, avalanches, and wildfires.²⁴ The impacts of climate change on tourism in Teton County are already being felt, reducing the length and quality of the winter sport season and negatively altering water habitats and fisheries which impact nature viewing, water sports, and angling. The increasing risks and impacts of unmanageable wildfires and flooding in the popular summer months pose a significant threat to resident and visitor safety, and drive unpredictable short-term cancellations, hurting the tourism economy.

The tourism industry is not just a victim of climate change; tourism is also responsible for an estimated 8% of the world's greenhouse gas (GHG) emissions, contributing to accelerated global warming.²⁵ Teton County, local communities, and the tourism industry must increase climate action to reduce climate risks and enhance the resilience of Teton County and the Greater Yellowstone Ecosystem.

Numerous organizations across public, private, and nonprofit sectors in Teton County have made advancements in climate action. The Town of Jackson established a goal to be carbon neutral by 2030. The Jackson Hole Climate Action Collective is advancing a draft county-wide Climate Action Roadmap, and organizations throughout the County and beyond are working closely together across private, public, and nonprofit sectors to reduce carbon emissions and build resilience.

However, there is currently no formal carbon reduction goal at the county level and there is no tourism-focused collaborative climate

action strategy to monitor and address tourism's contribution to GHG emissions and climate change impacts, as well as educate and engage residents and visitors. Teton County is uniquely positioned to become a global leader in climate action, and now is the time to launch the effort.

The following strategic initiatives present a path forward for collaborative climate action for tourism in Teton County and the Greater Yellowstone Ecosystem. The four strategic initiatives provide a comprehensive approach to guide climate leaders and the tourism industry to establish Teton County as a leader in destination climate action. Alignment of these initiatives with goals and priorities from existing plans and programs (e.g., the Jackson/Teton Comprehensive Plan) are presented in Appendix B.

Measuring Success

Key measures of success are outlined below.

1. A reduction of GHG emissions in Teton County to reach carbon neutrality by 2030
2. Active partnerships that consistently advance climate action projects that are well-funded and aligned with county-wide plans and strategies
3. A science-based GHG emission monitoring and reporting program for tourism in Teton County that reports progress frequently and guides project decision-making
4. Active participation in global and regional climate action networks, exchanging knowledge and planning support with destinations around the world
5. A well-educated, active visitor base and resident community that contributes to emission reduction efforts and inspires others to take climate actions, preserve precious resources, and protect the natural environment
6. A majority of tourism businesses committed to understanding and reducing their carbon footprint, with recognition and celebration within and outside of Teton County





Initiative 6.1: Demonstrate Teton County's leadership in reducing tourism's carbon footprint

The organizations, businesses, public agencies, and communities of Teton County are well positioned collectively to become a global leader in reducing tourism's carbon footprint, building on the progress made throughout the county through an increase in renewable energy use and waste reduction programs. Human and financial resources are critical to the advancement of tourism climate projects. Given the magnitude of the challenge and necessity for collective action across a diverse range of stakeholders, the priority actions for initiative 6.1 focus on foundational needs—partnerships, funding, and alignment with existing plans—to ensure consistent and long-term effort is made to reduce tourism's carbon footprint.

INITIATIVE 6.1: Demonstrate Teton County's leadership in reducing tourism's carbon footprint

Implementation Timeline: Years 1–5

OBJECTIVES:

1. Advocate for Teton County to establish a formal carbon neutrality goal aligned with the Town of Jackson's resolution to be net zero by 2030.
2. Advance tourism climate projects and partnerships to help Teton County reach a carbon neutrality goal by 2030.
3. Participate in tourism climate networks to promote and inspire collective climate action globally.

PRIORITY ACTIONS:

- 6.1.1 Create a tourism climate action working group of diverse representatives to advance climate projects and partnerships.
 - Re-engage the tourism working group within the Teton Climate Action Partnership.
 - Create a Memorandum of Understanding for partners (town, county, public land, private sector, and nonprofit organizations) to sign confirming their commitment to implementing SDMP climate action initiatives.
 - Identify quick-win priority projects to implement in year two to gain momentum.
- 6.1.2 Support the development and implementation of the Jackson/Teton Climate Action Roadmap.
 - Advocate for Teton County to establish a formal carbon neutrality goal and support the finalization and implementation of the Climate Action Roadmap.
 - Lead on tourism-specific alignment of priorities, strategies, and projects between the Climate Action Roadmap and the SDMP.
 - Measure the success of alignment between the Climate Action Roadmap and the SDMP annually.
 - Identify and incorporate steps to maintain and create a resilient ecosystem and resilient infrastructure in the face of a changing climate.
- 6.1.3 Become an active member of tourism climate support networks to exchange knowledge and good practices.
 - Reconnect with the Travel Foundation and learn about engagement opportunities with the Glasgow Declaration global network.
 - Increase engagement with Mountain Towns 2030; explore leadership opportunities, including a potential subgroup of destinations that have sustainable management and/or climate action plans.
- 6.1.4 Identify and secure sustainable funding for tourism-related climate projects.
 - Assess all potential funding mechanisms and funders.
 - Create a short-list of the most viable funding options for identified projects.
 - Collaborate on proposals to secure funding.

PARTNER ORGANIZATIONS:

Town of Jackson; Teton County; JH Climate Action Collective; Teton Climate Action Partnership (facilitated by LegacyWorks Group); Yellowstone-Teton Clean Cities; Greater Yellowstone Coordinating Committee; Lower Valley Energy; Teton Conservation District; Riverwind Foundation; Energy Conservation Works; JHTTB; Voices JH; Sunrise Movement Jackson Hole; Vista 360; Jackson Hole Airport; Hole Food Rescue; Straw Free Jackson Hole; Wyoming Outdoor Council; JHCC; Public Land Management Organizations; tourism businesses—Sustainability Leaders and BEST program; and community experts

POTENTIAL RESOURCES:

- Staff time from partner organizations
- Specific Purpose Excise Tax (SPET)
- Lodging Tax (events and education campaigns)
- Federal and state grants
- Foundation grants (e.g., Patagonia, Community Foundation of Jackson Hole)
- Private-sector impact investing
- Public-sector financing

KPIs:

- Carbon neutrality goals formally established by Teton County
- Number and frequency of meetings of the tourism climate action working group
- Percentage and frequency of partners who participate in the working group
- Number of projects adopted and implemented by the working group
- Number of potential funding resources identified for climate projects
- Amount of funding secured for tourism climate projects
- Percentage and frequency of participation in meetings and events with global and regional climate support networks

RELATED FOCUS AREAS:

Education & Communications, Climate Action, Monitoring & Reporting, Governance



Initiative 6.2: Establish science-based reduction targets for the tourism economy aligned with net-zero climate goals

Initiative 6.2 presents priority actions that measure and disclose all travel and tourism-related emissions in Teton County. Destinations around the world are finding innovative ways to measure their carbon footprint and take science-based actions to reach global goals to reach net-zero as soon as possible before 2050.²⁶ Teton County is uniquely positioned to lead in tourism carbon emission measurement and reporting: sustainability commitments have already been made and advanced by numerous sophisticated organizations, agencies, and tourism businesses and support for climate action within the community is strong.

The actions described below outline steps that can be taken within the first year of plan implementation to advance tourism climate measuring and reporting. This will hold partners accountable to their climate action commitments and contribute to global understanding of emission reduction within the tourism industry.

INITIATIVE 6.2: Establish science-based reduction targets for the tourism economy aligned with net-zero climate goals	Implementation Timeline: Years 2–5
OBJECTIVES: 1. Create a science-based GHG emission monitoring and reporting program for tourism in Teton County that reports progress frequently and guides project decision-making. PRIORITY ACTIONS: 6.2.1 Create a framework to assess tourism's carbon emissions across the destination and set reduction targets. • Identify all existing data and gaps for tourism's carbon emissions and create agreements with organizations and agencies to contribute information regularly. • Assess Teton County's unique tourism industry value chain carbon (scope 1, 2, and 3 emissions) emissions across the destination with all tourism businesses including air travel, ground transportation, accommodations, attractions, tours, restaurants, and service facilities. • Determine realistic, science-based reduction targets for the local tourism economy to achieve with initial targets established for 2030 and 2050. • Establish a schedule to review the metrics and methods used for analysis and make necessary adjustments. 6.2.2 Create a tourism climate impact dashboard that reports carbon emissions, impacts, and progress toward reduction targets. • Support the Teton Climate Action Partnership (facilitated by LegacyWorks Group) to leverage their climate dashboard to present tourism-specific data. • Coordinate reporting with the overall SDMP data monitoring framework. 6.2.3 Establish participation in climate accountability networks to provide regular reports on reduction progress. • Identify potential climate networks dedicated to holding communities accountable to reporting on and reaching climate goals (e.g., ICLEI, Carbon Disclosure Project). • Join a climate network and implement consistent reporting processes. PARTNER ORGANIZATIONS: Teton Climate Action Partnership (facilitated by LegacyWorks Group); Town of Jackson; Teton County; Jackson Hole Airport; Yellowstone-Teton Clean Cities; Energy Conservation Works; Teton Conservation District; JH Climate Action Collective; Greater Yellowstone Coordinating Committee; Lower Valley Energy, Wyoming Department of Transportation; Riverwind Foundation; JHTTB; Voices JH; Sunrise Movement Jackson Hole; Vista 360; Hole Food Rescue; Straw Free Jackson Hole; Wyoming Outdoor Council; JHCC; Public Land Management organizations; tourism businesses (Sustainability Leaders and BEST program); and community experts. POTENTIAL RESOURCES: • Staff time from partner organizations • Specific Purpose Excise Tax (SPET) • Federal and state grants • Foundation grants (e.g., Patagonia, Community Foundation of Jackson Hole) • Private-sector impact investing • Public-sector financing KPIs: • Measurable progress toward science-based carbon reduction targets • Frequency of reporting tourism GHG emissions on local dashboard • Frequency of reporting to and participating in climate accountability networks RELATED FOCUS AREAS: Education & Communications, Monitoring & Reporting, Governance	



Initiative 6.3: Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint

Increasingly, visitors are interested in traveling to sustainability-minded destinations and want to help protect the places they visit. Equally, residents recognize the need for collective climate action but may have a hard time understanding where to start. The priority actions for initiative 6.3 present opportunities to educate visitors and residents about tourism's role in climate change and provide easy and inspiring ways for visitors and residents to act on climate and protect the Greater Yellowstone Ecosystem.

INITIATIVE 6.3: Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint

Implementation Timeline: Years 2–5

OBJECTIVES:

1. Create education and action campaigns and itineraries that enable and incentivize visitors to easily learn about and help reduce their carbon footprint.
2. Educate and engage Teton County residents, particularly short-term rental owners and part-time homeowners, to understand and reduce their carbon footprint and provide input on destination climate projects.
3. Increase donations to local organizations effectively that are reducing or absorbing carbon emissions.

PRIORITY ACTIONS:

- 6.3.1 Develop education and action campaigns that inspire and effectively enable visitors to reduce carbon emissions. Review current campaigns by JHTTB, JHCC, Jackson Hole Airport and tourism businesses about how visitors can help reduce their carbon footprint (carbon offsets, resource use, waste management, low-emission experiences, transportation behavior, etc.).
 - Identify all activities that visitors can participate in or contribute to that reduce carbon emissions and support local programs.
 - Create education and action campaigns and materials that inspire and incentivize visitors to act on climate and promote Teton County as a sustainable destination.
- 6.3.2 Expand opportunities for visitors to give carbon offset donations to local organizations that are effectively reducing emissions, conserving resources, or protecting the environment.
 - Catalog all existing and potential options for visitors to give carbon offset donations to local organizations (e.g., Good Traveler Program and YTCC), identifying gaps and opportunities.
 - Create more opportunities for visitors to give carbon offset donations easily through technology, partnerships, and booking processes.
- 6.3.4 Utilize existing community resources to educate short-term rental owners and part-time resident homeowners on how to reduce carbon emissions year-round.
 - Distribute the Mountain Neighbor Handbook and related materials with short-term rental owners and part-time resident homeowners.
 - Create and distribute a short guide about home and landscape management improvements for short-term rental owners and part-time homeowners.
 - Organize in-person and virtual sessions to educate new homeowners.
- 6.3.5 Create a communications framework that provides transparent updates and elicits resident input.
 - Provide regular updates to residents about tourism climate action efforts.
 - Establish avenues for resident input/feedback (e.g., Engage Teton County).

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Jackson Hole Airport; Vista 360; Public Land Management Organizations; Tourism Businesses; Riverwind Foundation; Teton Climate Action Partnership; Yellowstone-Teton Clean Cities; Energy Conservation Works; Teton Conservation District; JH Climate Action Collective; Town of Jackson; Teton County; Greater Yellowstone Coordinating Committee; Voices JH; START Bus; Teton County Housing Authority; Teton Habitat for Humanity; Community Foundation of Jackson Hole and, neighboring communities

POTENTIAL RESOURCES:

- Staff time from partner organizations
- Specific Purpose Excise Tax (SPET)
- Lodging Tax (events and education campaigns)
- Federal and state grants
- Foundation grants (e.g., Patagonia, Community Foundation of Jackson Hole)
- Good Traveler Program (hosted by the Jackson Hole Airport)

KPIs:

- Number of campaigns that educate and inspire visitors to act on climate
- Number of and amounts for carbon offset donations by visitors to local organizations
- Number of low/no-carbon itineraries, promotional metrics, and the number of visitors who participated in them
- Number of short-term rental owners and part-time resident owners who receive education materials
- Number of short-term rental and part-time resident owners who participate in informational events and report on changes they are making
- Engagement numbers on Engage Teton County website

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



Initiative 6.4: Guide, support, and incentivize tourism businesses to reduce their carbon footprint

The private sector plays a critical role in reducing GHG emissions. They are the main interface with visitors and are responsible for all amenities and services for a quality visitor experience. From fueling air and ground transportation to providing accessible accommodations and hosting entertainment through tours, events, shopping, and culinary experiences, a tourism business's carbon footprint can grow quickly. Initiative 6.4 outlines steps that tourism businesses and support organizations/agencies can take to understand the private sector's carbon footprint and take practical actions to reach sustainability goals. Coordination across the destination and with associated industries, particularly transportation and agriculture, will be critical for successful initiative implementation.

INITIATIVE 6.4: Guide, support, and incentivize tourism businesses to reduce their carbon footprint

Implementation Timeline: Years 2–5

OBJECTIVES:

1. Increase the number of tourism businesses participating in sustainability programs and reducing their carbon emissions.
2. Measure and celebrate tourism private sector progress in reducing carbon emissions.

PRIORITY ACTIONS:

- 6.4.1 Help tourism businesses calculate their carbon footprint, establish reduction targets and create realistic action plans.
 - Identify resources, guidelines, and toolkits for businesses to calculate their carbon footprint, establish reduction targets, and create realistic action plans.
 - Fund and coordinate climate change experts to mentor tourism businesses in calculating their carbon footprint and reducing it with creative solutions.
- 6.4.2 Encourage tourism businesses to participate in the Sustainable Business Leaders and BEST programs.
 - Identify tourism businesses who have not participated or who have not remained active in the programs and target promotional efforts to them.
 - Celebrate participating businesses more widely.
- 6.4.3 Motivate tourism businesses to participate in waste reduction/diversion programs from the Road to Zero Waste movement.
 - Coordinate with Teton County Integrated Solid Waste and Recycling to promote and engage in the movement through food waste composting, zero-waste events, and green purchasing initiatives.
 - Identify and celebrate successful agritourism collaborations (farm-to-table and sustainably-sourced culinary experiences); increase local food sourcing through strategic partnerships and knowledge sharing.
- 6.4.4 Create regional partnerships to decarbonize the tourism supply chain through coordinated sustainable procurement.
 - Using GHG emission data, conduct an assessment to identify opportunities for large tourism businesses (ski resorts, accommodations, tour operators, and restaurants) to coordinate procurement.
 - Establish multi-business partnership agreements to coordinate sustainable procurement processes.
- 6.4.5 Educate and enable tourism businesses and services that use vehicles to switch to fully-electric fleets (electric cars, sleds, maintenance trucks)
 - Analyze the current use of electric/hybrid vehicles for all tourism-related businesses in Teton County and categorize businesses by their level of readiness to switch to being fully electric.
 - Identify all current leaders in electric/hybrid vehicle use and celebrate their progress and share their methods with other businesses seeking to shift.
 - Work with partner organizations to educate and incentivize tourism businesses to create a plan and increase their electric vehicle use.

PARTNER ORGANIZATIONS:

Riverwind Foundation; JHCC; Teton County Integrated Solid Waste and Recycling; Public Land Management Organizations; Tourism Businesses; Town of Jackson; Teton County; JH Climate Action Collective; Teton Climate Action Partnership; Yellowstone-Teton Clean Cities; Greater Yellowstone Coordinating Committee; Teton Conservation District; Energy Conservation Works; JHTTB; Voices JH; Jackson Hole Airport; Hole Food Rescue; Straw Free Jackson Hole; Wyoming Department of Transportation.

POTENTIAL RESOURCES:

- Staff time from partner organizations
- Specific Purpose Excise Tax (SPET)
- Lodging Tax (events and education campaigns)
- Federal and state grants
- Foundation grants (e.g., Patagonia, Community Foundation of Jackson Hole)
- Private-sector impact investing
- Public-sector financing

KPIs:

- Number of tourism businesses that calculate their carbon footprint, set reduction targets, and create action plans
- Number of tourism businesses that participate in the Sustainable Business Leaders and BEST programs
- Number of tourism business that participate in the Road to Zero Waste movement and their specific metrics on reduction/diversion efforts
- Number of tourism businesses participating in coordinated procurement processes and the GHG emission reduction metrics
- Number of businesses that have switched from gas/diesel vehicles to electric/hybrid and associated emission reduction metrics
- Number of agritourism and locally-sourced culinary experiences

RELATED FOCUS AREAS:

Education & Communications, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

GOAL 7:

Monitor tourism and its impacts on people and place (all lands, all communities)

Impact monitoring is an essential part of sustainable destination management. The SAR revealed that there is a lack of holistic monitoring of tourism-related impacts across all lands and all communities. For example, the Jackson Hole Comprehensive Plan Indicator Report measures several tourism indicators related to managing growth, but it doesn't reflect on how tourism growth could affect quality of life or quality of environment.

The following initiatives do not aim to supplant any current monitoring efforts, but rather to build upon them by adding tourism-oriented indicators, monitoring the trends identified in the SAR, and reporting specifically on the identified issues areas.

Ultimately, the intended outcome of the comprehensive monitoring initiative is to provide pertinent, unquestionably valid, and necessary data to support decision-making for the adaptation, regeneration, and sustainability of Teton County, its attractions, its neighboring communities, and the Greater Yellowstone Ecosystem.

Measuring Success

Key measures of success are outlined below.

1. An appropriately resourced working group of highly engaged stakeholders will convene regularly and oversee a wealth of data that can be used to tell a factual yet compelling story that can inform the public and direct evidence-based decision-making. As this monitoring data accumulates, a validated trend report will be published showing improving trends across all identified critical issue areas.
2. The community at large will have confidence that community managers are taking an active role in managing tourism.
3. The results of the monitoring lead to evidence-based decision-making.
4. Long-term trends are improving and backed by validated monitoring.





Initiative 7.1: Establish an accessible and regularly updated destination data bank

Numerous community stakeholders are currently collecting valuable data points about various impacts throughout the destination.

The objective of this initiative is to convene these stakeholders and establish a collaborative, comprehensive, and accessible destination data bank.

INITIATIVE 7.1: Establish an accessible and regularly updated destination data bank

Implementation Timeline: Years 2–5

OBJECTIVE:

1. Establish an accessible destination data bank that is regularly updated with comprehensive and valid data from a diverse group of community stakeholders.

PRIORITY ACTIONS:

7.1.1 Convene an Destination Stewardship Council action team that consists of diverse community organizations (e.g., ecosystem stewardship, community health and safety, public services, private industry) to organize destination data sources and establish protocols.

- Determine which sectors need to be represented in a monitoring action team.
- Identify at least one representative organization for each sector, invite them to participate, and confirm their availability to participate in ongoing meetings.
- **Coordinate an initial meeting to define the scope of the monitoring and reporting, determine the working group oversight, identify indicators and data sources, and define protocols for data collection, validation, interpretation, and reporting.

7.1.2 Identify and catalog all pertinent impact indicators, including data sources and contact information for participating organizations.

- Identify and catalog any additional impact indicators not found in the SAR that are relevant to the SDMP Focus Areas (e.g., workforce housing, climate impacts, public land visitation).
- Identify and catalog intangible community livability indicators (e.g., tourism sentiment, wait time at restaurants, workforce commute time).
 - 2020 Jackson/Teton County Comprehensive Plan Indicator Report
 - Riverwind Foundation Sustainability Report Card
 - Riverwind Foundation Destination Certification Master Database

7.1.3 Engage with contributing organizations through interviews and surveys to better understand the following:

- What issue areas is their organization working on within their sector?
- What data is being collected to monitor those issues?
- What challenges do they have with existing data collection?
- Are they willing to regularly provide data to the destination data bank?
- Are they willing to adhere to destination data bank and reporting protocols?

7.1.4 Determine an appropriate platform for hosting the destination data bank.

- This could be a highly effective and simple worksheet (e.g., Google Sheet) or a more interactive and productive application (e.g., Tableau, AirTable).
- Provide access to an interactive tool for the general public.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; JH AIR; Riverwind Foundation; Teton Conservation District; Teton County Housing Authority; Community Health Assessment; JH Wildlife Foundation; Teton and Star Valley Communities; WY Department of Transportation; Charture Institute

POTENTIAL RESOURCES:

- Staff time from lead partner organizations
- Lodging Tax funds
- Grants

KPIs:

- Number of working group meetings held
- Accuracy and timeliness of data collected and reported
- Percentage and frequency of partners who participate in the working group
- Number of projects adopted and implemented by the working group

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



Initiative 7.2: Publish an annual indicator report

Once stakeholders have established a destination data bank, the next step is to interpret the data trends and analyze the potential impacts. The objective of this initiative is to work with an independent facilitator who specializes in data interpretation and can facilitate a discussion around the collected data. The independent facilitator can provide an objective voice, which can build greater confidence within the community that efforts are being made to identify recurring themes and address any significant impacts.

INITIATIVE 7.2: Publish an annual indicator report

Implementation Timeline: Years 3–5

OBJECTIVE:

1. To transparently report on tourism impacts and build confidence that those impacts are being actively addressed.

STRATEGIC INITIATIVES AND PRIORITY ACTIONS:

7.2.1 Interpret data and analyze trends to communicate the complex story of tourism to the general public in a simple way.

- On an annual basis, convene the established action team to ensure all identified data has been collected and validated.
- Hire an independent contractor to facilitate a group discussion on data interpretation and analysis of trends during the past season and previous years..
- Hire an independent contractor to draft an objective report of data findings and group discussion.
- At a minimum, the report should include
 - Updates and trends on impact indicators found in the SAR
 - Updates and trends on how SDMP strategic initiatives are being implemented
 - Updates and trends on how the destination is performing on GSTC-D best practices
 - A compelling story on the complex intersections of community, tourism, and sustainability, told through data, infographics, and narrative.

7.2.2 Publish the report annually through readily accessible media channels.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; JH AIR; Riverwind Foundation; Teton Conservation District; Teton County Housing Authority; Community Health Assessment; JH Wildlife Foundation; Teton and Star Valley communities; WY Department of Transportation; Charture Institute.

POTENTIAL RESOURCES:

- Staff time from lead partner organizations
- Lodging Tax funds
- Grants

KPIs:

- Number of reports published
- Number of visits to report online; number of report downloads
- Number of instances the report is referenced in other publications

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



GOAL 8:

Maintain effective all-lands tourism governance, collaboration, and plan implementation

The journey toward sustainable tourism will require long-term coordination across all lands and all communities. The destination management principles guiding this plan are critical to the long-term health and competitiveness of the tourism industry in Teton County.

A solid foundation needs to be laid in order to realize the community vision for tourism in the Tetons: to become a leader in balancing the needs and aspirations of community members, businesses, and visitors by actively integrating the viability of the tourism economy with the regeneration of the Greater Yellowstone Ecosystem and enhancement of community quality of life.

Laying a solid foundation means establishing an effective governance structure for destination management and plan implementation; raising awareness and understanding of the SDMP among tourism businesses, public sector agencies, the NGO community and the wider community; and ensuring alignment and coordination with other local

and regional plans and strategies, such as the Comprehensive Plan and transportation and housing plans, that intersect with the goals outlined in this plan. This foundational work underpins all other goals in the SDMP.

Measuring Success

Key measures of success are outlined below.

1. Effective interim and permanent structures for destination management and SDMP implementation are established.
2. Improved coordination and collaboration across all jurisdictions (public lands, Jackson, Teton County) and all communities (private sector, public sector, civic sector, and the wider community).
3. Destination management structures communicate regularly with the private sector, public sector, civic sector, and the wider community to manage change and expectations about destination management outcomes.
4. High level of buy-in for the SDMP in the private sector, public sector, civic sector, and the wider community.





Initiative 8.1: Establish an interim destination stewardship council to guide SDMP implementation in the near term

Establishing a permanent governance structure for destination management will take time. While that work proceeds, an interim network is needed to maintain the momentum created by the SDMP participatory planning process and to foster ongoing communication and engagement with and between key stakeholder groups. The community will be eager to see changes occur quickly, so the interim network will need to manage expectations as well. A destination stewardship council can serve as an interim governance option to bridge the gap between the current situation and the establishment of a permanent destination management and marketing organization.

The existing 18-member SDMP Steering Committee, which includes representation from all key stakeholder groups, can serve as the starting point for the destination stewardship council. There are advantages to this approach. First, the SDMP Steering Committee members have a good understanding of the issues, which may make it easier for them to agree on actions to be taken and establish implementation methods and boundaries. The SDMP Steering Committee also has a broad spectrum of community-specific expertise.

This interim option offers the JHTTB an opportunity to test what works and what doesn't before creating a longer-term governance structure for destination management. It is important not to get stuck on this interim step, though. The interim network will need to develop a plan to establish the long-term destination management governance structure, and clearly communicate that plan to tourism stakeholders and the wider community.

INITIATIVE 8.1: Establish an interim destination stewardship council to guide SDMP implementation in the near term	Implementation Timeline: Year 1
OBJECTIVE: 1. Establish an interim structure for plan implementation that maintains momentum and a sense of shared responsibility for SDMP implementation. PRIORITY ACTIONS: 8.1.1 Design network structure and scope of work for the destination stewardship council. • Network structure recommendations: JHTTB will convene and chair the network; a subset of network members will serve as a core/executive group to expedite decision-making; a network manager will be contracted to manage the network; network members will be organized into action teams based on agreed upon quick-win priority actions; network members can choose to join one or more action teams; organizations not currently involved in the network can be invited by the JHTTB to join it. • Network scope of work recommendations: The destination stewardship network will guide implementation and monitoring of the SDMP in the near term; support collective action around quick-win priority actions; support ongoing communications with key stakeholder groups about progress; foster trust, knowledge sharing, and learning among network participants; encourage key stakeholders to engage with and participate in the network; and remain accountable for SDMP implementation to tourism stakeholders and the wider community. 8.1.2 Form a destination stewardship council that builds on the existing SDMP Steering Committee. • Build on the current SDMP Steering Committee to form the destination stewardship network. Representatives from missing stakeholder groups will need to be added to the destination stewardship network. • Dedicate funds for a consultant to manage the destination stewardship network. • Finalize the interim structure in tandem with the formal launch of the SDMP. 8.1.3 Define year one SDMP quick wins and guide implementation of priority actions. • The destination stewardship council will select 2–3 quick-win SDMP priority actions for implementation. This approach will help to demonstrate tangible and measurable results within the first year. These quick wins can be instrumental in garnering support for more complex initiatives. • The destination stewardship council will work with the JHTTB to secure funding for year one priority actions. • Destination stewardship council members will be organized into action teams based on agreed quick-win priority actions, and network members will be able to join one or more action teams. • The destination stewardship council should be involved in guiding all priority actions outlined in <i>Strategic Initiative 8.3: Raise awareness and understanding of the plan among all key stakeholder groups</i>.	
PARTNER ORGANIZATIONS: JHTTB; destination stewardship council network organizations; town and county elected officials.	
POTENTIAL RESOURCES: • Time and effort of all key organizations participating in the destination stewardship network • Resources to recruit and contract a destination stewardship network manager • JHTTB's time and effort involved in chairing the network	
KPIs: • Functioning destination stewardship network that has representation from all key stakeholder groups. • Two or three quick-win SDMP priority actions implemented in year one.	
RELATED FOCUS AREAS: Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance	

**Initiative 8.2: Establish a permanent governance structure for destination management and SDMP implementation**

The establishment of a permanent destination management organization underpins successful implementation of the community vision and stewardship goals outlined in the SDMP. The destination management organization should support the core values and guiding principles of the SDMP. It should also subscribe to good governance practices that prioritize building trust within all communities, ensure inclusion of all key stakeholder groups, demonstrate transparency, and maintain accountability to all communities across all lands.

The destination management organization's mandate will encompass destination management and marketing, since these work hand-in-hand. From a destination management perspective, the SDMP

community vision and stewardship goals will form the foundation of the destination management organization's main responsibilities. The SDMP stewardship goals support destination quality assurance and the improvement of the visitor and resident experience.

From a destination marketing perspective, a determination will need to be made about which activity areas—including but not limited to sales, trade show marketing, events, fulfillment, and FAM trips—will form part of the destination management organization's responsibilities. Recent surveys of tourism stakeholders and residents indicate that the community feels the ideal responsibilities would balance management and marketing.





INITIATIVE 8.2: Establish a permanent governance structure for destination management and SDMP implementation

Implementation Timeline: Year 1–2

OBJECTIVES:

1. Agree on the ideal organizational structure for the destination management and marketing organization.
2. Obtain buy-in for a permanent destination management and marketing organization from all key stakeholder groups.
3. Secure funding for start up and ongoing operation of the destination management and marketing organization.

PRIORITY ACTIONS:

8.2.1 Design and implement a comprehensive change management process to establish a permanent destination management and marketing organization.

- Explore and discuss possible pathways toward building a permanent governance structure and select a preferred option.
- Agree on the preferred pathway and timeline for building a permanent governance structure.

Pathway 1: Establish a new public-sector entity.

- How it works: Existing Joint Powers Agreement for JHTTB would be replaced with a new agreement outlining new scope and terms.
- Advantages: Public-sector entity has stronger convening power; may be perceived as having more authority; may be more easily trusted by the broader community.
- Disadvantages: It will need majority support from Town and County elected officials; it is uncertain what would happen if this is not achieved; this structure could be bureaucratic and not sufficiently agile; procurement processes, hiring staff, may limit access to some funding sources for SDMP actions.
- Considerations: Governance guidelines need to be defined—including the ideal composition of the board, selection process, term limits, and subcommittees.

Pathway 2: Establish a new organization.

- How it works: JHTTB will contract with new private corporation through an RFP process; the Terms of Reference will outline specific terms for the new entity, including programmatic priorities drawn from the SDMP and guidelines for organizational structure and governance; oversight by the JHTTB will include approval of annual work plan and budget as well as periodic and comprehensive annual reporting.
- Advantages: Clear mandate and one agenda (SDMP); allows community to bring in expertise as appropriate; clear picture of leadership skills needed to run the organization successfully; could help with wider community credibility; may be able to access a wide range of funding sources for SDMP actions.
- Disadvantages: Start-up costs and time; this option could encounter political difficulties without adequate guidelines and controls.
- Considerations:
 - What are the specific issues to outline in Terms of Reference for establishment of this new private corporation, including organizational structure preferences (e.g., 501c4 or B-Corp), to permit greatest flexibility in accessing diverse funding; determine the best way to ensure public land managers have a seat at the table (e.g., ex-officio representation or MOU).
 - Prioritize the desired vision of the community to balance management and marketing.
 - Make the Wyoming Office of Tourism part of the process; the Jackson Hole Travel and Tourism Board could serve as the/ a “funding arm” distributing the lodging tax to various organizations working toward the goals of the SDMP.

8.2.2 Build capability and capacity of the JHTTB to oversee the change management process, including the interim and permanent governance structures

- Capacity-building of JHTTB staff on destination stewardship and management; there are many professional certificate programs available on destination stewardship.
- Maintaining dialogue with other destinations, such as Sedona and Breckenridge, that are further along in the process of prioritizing destination management.

8.2.3 Secure funding to implement strategic initiatives.

- Advocate for increase in lodging tax to fund SDMP priority actions.
- Develop fundraising strategy that identifies high-priority funding sources at the local, state, and federal levels and take action to secure them.

PARTNER ORGANIZATIONS:

JHTTB; Town Council; Board of County Commissioners; JHCC; JH AIR; public land managers; Senator Barrasso

POTENTIAL RESOURCES:

- Financial and human resources to fund start up and ongoing operation of a destination management organization that could potentially be provided by the JHTTB

KPIs:

- The JHTTB to publish requests for proposals from groups willing to form a new destination management and marketing organization based on terms outlined in the RFP
- Functioning destination management and marketing organization by year two of SDMP implementation

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance



Initiative 8.3: Raise awareness and understanding of the plan among all key stakeholder groups

Raising awareness about the SDMP goals and expected outcomes may help to enlist support and buy-in from the wide range of stakeholders needed for plan implementation.

INITIATIVE 8.3: Raise awareness and understanding of the plan among all key stakeholder groups

Implementation Timeline: Year 1

OBJECTIVE:

1. Garner widespread buy-in for the SDMP from the tourism industry and wider community.

PRIORITY ACTIONS:

- 8.3.1 Implement a comprehensive SDMP launch campaign that engages tourism businesses, public-sector agencies, the NGO community, and the wider community.
 - Coordinate launch planning and events through the interim destination stewardship network.
- 8.3.2 Present the SDMP to Teton County Commissioners and members of the Town Council and seek formal adoption of the plan by elected officials
- 8.3.3 Publish quarterly SDMP status reports that update key stakeholders and the wider community on goals, initiatives, and progress to date.
 - Coordinate quarterly reports through the interim destination stewardship network.
 - Establish two-way communications mechanism for tourism stakeholders and all communities.
- 8.3.4 Coordinate with the main organizations responsible for local, regional, and state-level plans and strategies associated with the SDMP goals.
 - Coordinate with entities spearheading plans in the following areas: the Comprehensive Plan, transportation, housing, climate action.

PARTNER ORGANIZATIONS:

JHTTB; elected officials, organizations that form part of the interim destination stewardship council.

POTENTIAL RESOURCES:

- Funding for outreach and education campaigns

KPIs:

- Quarterly public reporting of progress toward SDMP goals
- Increase in funding for permanent destination management organization
- Public-, private-, and civic-sector support for the SDMP and its implementation

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

5. Governance & Implementation Plan

Are we getting there?

This section of the report provides an overview of the proposed implementation schedule for priority initiatives. It also provides additional information to guide further community discussions on the possible governance options for sustainable destination management.



Shared Responsibility for Implementation

This SDMP serves as a framework that outlines a common agenda, shared vision, stewardship goals, and strategic initiatives that aim to inspire mutually reinforcing efforts and continuous communication across all communities and jurisdictions.

Destination management is a shared responsibility among all key stakeholder groups—tourism businesses, public sector, civic sector, and the wider community. Collective action and impact is therefore the backbone of the SDMP. The establishment of interim and permanent governance structures for destination management underpins successful SDMP implementation. The following diagram illustrates how the interim and permanent structures can interact and build on each other.



Implementation Schedule

The following implementation schedule provides a recommended timeline for the rollout of the strategic initiatives. A phased approach to implementation is recommended. It is important to note that many strategic initiatives are interrelated and others are linked to other existing and related plans. It is expected that the timelines may be adjusted to better align with implementation schedules of related plans (housing and transportation in particular), as well as the actual launch of an interim destination stewardship network and permanent structure for tourism governance.

This section of the SDMP includes an overarching strategic initiatives implementation schedule and a Year 1 implementation plan detailing priority actions. Please see Appendix A for recommended implementation schedules for Year 2 and Year 3.

Goal	Strategic Initiative	Years
	1.1 Maintain community engagement in tourism	1–5
	1.2 Expand existing programs that promote sustainable operating practices	2–5
	1.3 Devise a visitor education strategy that influences responsible behavior in the destination	1–2
	1.4 Implement a tourism marketing and communications strategy that informs visitors and community members about their shared responsibilities	2–3
	2.1 Establish a visitor management action team	1
	2.2 Establish community-defined acceptable thresholds for change	2–3
	2.3 Develop a collaborative visitor management strategy to manage spaces and mitigate impact across all lands	4–5
	3.1 Build a robust and diverse tourism workforce pipeline	1–3
	3.2 Improve recruitment and retention of workforce	2–5
	3.3 Prioritize workforce development	3–5
	4.1 Advocate for funds to develop community housing	2–5
	4.2 Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing	2–5
	4.3 Incentivize employers to provide seasonal and year-round housing	3–5
	5.1 Support expansion of affordable public transit around mobility hubs	2–5
	5.2 Support development of transit planning applications and broader integration with advanced trip planning	1–5
	5.3 Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and other key attractions	1–5
	6.1 Demonstrate Teton County's leadership in reducing tourism's carbon footprint	1–5
	6.2 Establish science-based reduction targets for the tourism economy aligned with the community's net-zero climate goals	2–5
	6.3 Educate visitors and residents about carbon emissions and create opportunities to collectively reduce their carbon footprint	2–5
	6.4 Guide, support, and incentivize tourism businesses to reduce their carbon footprint	2–5
	7.1 Establish an accessible and regularly updated destination data bank	2–5
	7.2 Publish an annual indicator report	3–5
	8.1 Establish an interim destination stewardship council to guide SDMP implementation in the near term	1
	8.2 Establish a permanent governance structure for destination management and SDMP implementation	1–2
	8.3 Raise awareness and understanding of the plan among all key stakeholder groups	1

Year 1 Implementation Priorities

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
 8.1.1 Design network structure and scope of work for the destination stewardship council.					Jackson Hole Travel and Tourism Board
 8.1.2 Form a destination stewardship council that builds on the existing SDMP Steering Committee.					Jackson Hole Travel and Tourism Board, destination stewardship council organizations
 8.3.2 Present SDMP to County Commissioners and Town Council Members and seek formal adoption of SDMP from County Commissioners and Town Council.					Jackson Hole Travel and Tourism Board, elected officials
 8.3.1 Implement a comprehensive SDMP launch campaign that engages tourism businesses, public-sector agencies, the NGO community, and the wider community.					Jackson Hole Travel and Tourism Board
 8.1.3 Destination stewardship council defines year one SDMP quick wins and guides implementation of priority actions. Action teams will need to be formed to oversee implementation of quick-win projects. Some quick win projects could include:					Destination stewardship council organizations
 1.3.3 Develop a “How to JH” guide that outlines “know before you go” trip planning, principles of responsible recreation and environmental stewardship, respectful interactions with the community including frontline workers, and general local etiquette and tips.					1.3.3: Jackson Hole Travel and Tourism Board
 3.1.1 Create industry-level workforce pipeline development programs.					3.1.1 & 3.1.3: Jackson Hole Chamber of Commerce, other key trade associations, Wyoming Department of Workforce Services in Jackson, universities
3.1.3 Advocate for immigration reform that enables the recruitment of immigrant and international workers.					
 5.2.1 Support the first generation of a transit application being developed by START.					5.2.1 & 5.3.1: Teton County Regional Transportation Planning Administrator START Bus Board of Directors and Program Administrator
5.3.1 Tourism representatives (representation from the JHCC and/or the destination stewardship council) monitor and participate as appropriate in the transit feasibility study commencing in late 2022 with JH Airport, Teton County, START, Grand Teton National Park, Wyoming Department of Transportation, and others.					
 2.1.1 Establish visitor management action team. First step will involve determining which sectors, organizations, and community stakeholders need to be represented on the action team and identify at least one representative from each group to participate in regularly scheduled meetings.					2.1.1 & 2.1.2: Destination stewardship council organizations

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
 2.1.2 Coordinate initial meeting(s) to define the scope of the action team and collective agreements (e.g., governance, process agreement, and public.  6.1.2 Support the development and implementation of the Jackson/Teton Climate Action Roadmap.					6.1.2: JH Climate Action Collective, Teton Climate Action Partnership
 1.1.3 Maintain the recently launched community engagement platform on tourism via Engage Teton County, developing this site as a hub for information releases.					Jackson Hole Travel and Tourism Board
 1.3.1 Establish a Responsible Visitor Education Taskforce of tourism stakeholders that will meet quarterly to oversee education programs and outreach campaigns and ensure education is integrated into destination marketing efforts targeting the community as well as tourists.					Jackson Hole Travel and Tourism Board, GTNP, YNP, Bridger-Teton National Forest, Jackson AIR, Jackson Hole Mountain Resort
 1.3.2 Develop content distribution strategies to ensure consistency and continuity of responsible visitor messaging and campaigns among frontline stakeholder groups, and use platforms that reach visitors throughout their experience (at the planning stage, pre-arrival, and while in the destination).					Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, GTNP, YNP, Bridger-Teton National Forest, Jackson AIR, Jackson Hole Mountain Resort
 8.2.2 Build capability and capacity of the JHTTB to oversee the change management process, including the interim and permanent governance structures.					Jackson Hole Travel and Tourism Board
 8.2.1 Design and implement a comprehensive change management process to establish a permanent destination management and management organization.					Jackson Hole Travel and Tourism Board, elected officials, destination stewardship council organizations

*See Section 4: Action Plan for detailed description of initiatives and full list of implementation organizations

Appendices

Appendix A - Implementation Priorities for Year 2 and Year 3

Appendix B - SDMP Alignment to Existing Teton County Plans and Programs



Appendix A Implementation Priorities for Year 2 and Year 3

Year 2 Priority Actions

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
 1.1.1 Create a community engagement manager role within the JHTTB (or permanent destination management and marketing organization) that can manage and implement continued outreach and education programming and act as a community liaison.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
 1.1.2 Conduct bi-annual (every two years) resident sentiment and tourism stakeholder surveys to maintain input and measure the benchmark of sentiment.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
 1.1.5 Improve community knowledge about the broader value of tourism and the visitor economy. Develop communication tools for tourism stakeholders to amplify information dissemination and ensure wider educational opportunities.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
 1.4.2 Develop an integrated marketing and communications strategy that prioritizes visitor and resident education and communication.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
 1.4.3 Ensure that the new integrated marketing and communications strategy is aligned with efforts of the visitor education taskforce that can provide oversight on messaging, and support campaign dissemination.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
 1.1.4 Host an annual state of Teton County tourism community town hall event to present data monitoring and tourism performance indicators, solicit feedback and engagement from community attendees on tourism performance, and build trust in the community.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
 1.3.4 Provide local businesses with training and a toolkit for disseminating responsible visitor education and messaging among their employees, including frontline workers and guide services. Include local businesses and frontline workers in tourism ambassador program opportunities.					Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce
 1.4.5 Draft a policy to formalize a marketing budget that prioritizes ratio which skews toward visitor and resident educational communications versus destination promotion.					Jackson Hole Travel and Tourism Board
 3.1.2 Ensure greater inclusion of youth, Native American, retiree, and immigrant communities to ensure the workforce better represents the region's diverse population.					Jackson Hole Chamber of Commerce, Wyoming Department of Workforce Services in Jackson, Voices JH, universities
 3.2.1 Establish ongoing industry-level workforce recruitment programs.					Jackson Hole Chamber of Commerce, Wyoming Department of Workforce Services in Jackson, Voices JH, universities

Year 2 Implementation

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
 4.1.1 Work with Teton County, housing NGOs, and federal and state agencies to inventory existing projects, funding mechanisms, and opportunities for additional housing sources.					Teton County Housing Authority, Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce
 4.1.2 Engage with state legislators and others currently leading lobbying for the passage of a statewide real estate transfer tax to establish collaborative opportunities to advance efforts.					Jackson Hole Chamber of Commerce, Teton County Commissioners, Wyoming state representatives and senators, Jackson Hole Travel and Tourism Board, Teton Board of Realtors
 4.2.1 Create a complementary education and outreach campaign leveraging existing efforts to promote the importance of workforce housing.					Teton County Housing Authority, Jackson Hole Chamber of Commerce, Jackson Hole Travel and Tourism Board, Community Foundation of Jackson Hole
 4.2.2 Educate the community about housing challenges and solutions and promote zoning and regulations to support tiny homes and other creative reuse of infrastructure.					Teton County Housing Authority and Teton County Housing NGOs, Jackson Hole Chamber of Commerce, Jackson Hole Travel and Tourism Board
 5.1.1 Identify the value of transit services to support the tourism and hospitality industry workforce, visitor services, and community special events.					Teton County Regional Transportation Planning Administrator, START Bus Board of Directors and Program Administrator, Jackson Hole Chamber of Commerce
 5.1.2 Identify and prioritize opportunities for greater tourism and hospitality industry involvement in transportation planning and funding. Include pricing structures to encourage transit use by the workforce.					Teton County Regional Transportation Planning Administrator, START Bus Board of Directors and Program Administrator, Jackson Hole Chamber of Commerce
 5.2.2 Support and participate in a process (e.g., task force/working group) to expand app(s) for advanced trip planning building on START bus application.					Teton County Regional Transportation Planning Administrator, START Bus Board of Directors and Program Administrator, Jackson Hole Chamber of Commerce
 5.3.2 Convene community and tourism stakeholders as needed to review solutions and support advocacy efforts.					Teton County Regional Transportation Planning Administrator, START Bus Program Administrator, Jackson Hole Chamber of Commerce
 6.2.1 Create a framework to assess tourism's carbon emissions across the destination and set reduction targets.					Teton Climate Action Partnership, Town of Jackson, Teton County, Energy Conservation Works
 6.2.2 Create a tourism climate impact dashboard that reports carbon emissions, impacts, and progress toward reduction targets.					Teton Climate Action Partnership, Town of Jackson, Teton County, Energy Conservation Works
 6.3.4 Utilize existing community resources to educate short-term rental owners and part-time resident homeowners on how to reduce carbon emissions year-round.					Jackson Hole Travel and Tourism Board, Town of Jackson, Teton County Housing Authority

Year 2 Implementation

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
 6.4.2 Encourage tourism businesses to participate in the Sustainable Business Leaders and BEST programs.					Riverwind Foundation, Jackson Hole Chamber of Commerce
 6.4.3 Motivate tourism businesses to participate in waste reduction/diversion programs from the Road to Zero Waste movement.					Teton County Integrated Solid Waste and Recycling, Jackson Hole Chamber of Commerce
 7.1.1 Convene an Destination Stewardship Council action team that consists of diverse community organizations to organize destination data sources and establish protocols.					Destination stewardship council organizations
 7.1.2 Identify and catalog all pertinent impact indicators, including data sources and contact information for participating organizations.					Destination stewardship council organizations
 7.2.1 Interpret data and analyze trends to communicate the complex story of tourism to the general public in a simple way.					Destination stewardship council organizations
 8.2.3 Secure funding to implement strategic initiatives.					Jackson Hole Travel and Tourism Board, destination stewardship council
 8.3.3 Publish quarterly SDMP status reports that update key stakeholders and the wider community on goals, initiatives, and progress to date.					Jackson Hole Travel and Tourism Board, destination stewardship council
 8.3.4 Coordinate with the main organizations responsible for local, regional, and state-level plans and strategies associated with the SDMP goals.					Destination stewardship council

Year 3 Priority Actions

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
 1.2.1 Promote tourism sector businesses that are BEST certified to visitors. Provide information via visitjacksonhole.com and other content platforms. Develop visitor-facing communication that highlights sustainability success stories and can be incorporated into a JH Guide, social media, the website, and other platforms to inform visitors who want to support BEST certified businesses.					Jackson Hole Travel and Tourism Board, Riverwind Foundation, Jackson Hole Chamber of Commerce
 1.2.2 Promote certification opportunities for a wider variety of business types including and beyond BEST, such as the University of Wyoming outdoor guide certification program.					Jackson Hole Travel and Tourism Board, Riverwind Foundation, Jackson Hole Chamber of Commerce
 1.2.3 Incorporate BEST-certified business identification icons on visitor information guides such as trail maps, including icons to indicate sustainability practices.					Jackson Hole Travel and Tourism Board, Riverwind Foundation, Jackson Hole Chamber of Commerce
 1.2.4 Re-engage with a globally recognized sustainable tourism destination certification program.					Jackson Hole Travel and Tourism Board
 1.3.5 Develop visitor-contribution and voluntourism opportunities for the public to give back to the community, such as resilience, sustainability, and regeneration initiatives, and climate offset donations to local organizations. Develop communications to promote these opportunities. Develop a visitor (and resident) contribution fund (opt-out or opt-in) for supporting local sustainability and destination management actions.					Jackson Hole Travel and Tourism Board
 1.4.1 Conduct ongoing monitoring of marketing and promotion to understand the impact of destination marketing on visitor demand generation. This should be conducted using a marketing research vendor such as Nielson, for a comprehensive analysis of JHTTB and other brand sales and marketing efforts. This should also include a compilation of a destination marketing inventory of all tourism industry and partner campaigns and reach.					Jackson Hole Travel and Tourism Board
 1.4.4 Ensure the existing JHTTB marketing committee represents all community interests, including residents and tourism stakeholders and potential outreach partners including realtors, lodging and accommodation sectors.					Jackson Hole Travel and Tourism Board

Year 3 Implementation Priorities

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
 3.2.2 Create a more inclusive community that is responsive to workforce needs, in particular housing and wages.					Jackson Hole Chamber of Commerce, Wyoming Department of Workforce Services in Jackson, Voices JH, universities
 3.3.1 Provide training and professional education opportunities to the tourism workforce.					Jackson Hole Chamber of Commerce, Voices JH, universities
 4.1.4 Evaluate opportunities for private sector tourism advocacy to build public awareness and engagement around diversified funding and the benefits of a real estate transfer tax to support development of workforce housing.					Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, Teton County Board of Realtors, Teton County Commissioners, Town of Jackson Council
 4.3.3 Identify opportunities to support 2020 Comprehensive Plan – 5.4.5.9: Actively enforce short-term rental prohibition in the county.					Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, Teton County Board of Realtors
 5.3.2 Convene community and tourism stakeholders as needed to review solutions and support advocacy efforts.					Teton County Regional Transportation Planning Administrator, START Bus Program Administrator, Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce
 6.3.1 Develop education and action campaigns that inspire and effectively enable visitors to reduce carbon emissions.					Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, Jackson Hole Airport, Tourism Businesses
 6.3.2 Expand opportunities for visitors to give carbon offset donations to local organizations that are effectively reducing emissions, conserving resources, or protecting the environment.					Jackson Hole Airport, Yellowstone-Teton Clean Cities, Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, Tourism Businesses
 6.4.5 Educate and enable tourism businesses and services that use vehicles to switch to fully-electric fleets (electric cars, sleds, maintenance trucks).					Energy Conservation Works, Jackson Hole Chamber of Commerce, Riverwind Foundation
 7.2.2 Publish the report annually through readily accessible media channels.					Destination stewardship council organizations

*See Section 4: Action Plan for detailed description of initiatives and full list of implementation organizations



Appendix B SDMP Alignment to Existing Teton County Plans and Programs

The following table illustrates alignment of SDMP goals and strategic initiatives with known plans and programs. The intention is to identify further resources to support the implementation of SDMP initiatives and priority actions and reinforce existing destination commitments, goals/targets, monitoring, and reporting efforts.

SDMP STRATEGIC INITIATIVE	Associated Community Goal/Target	2020 Jackson/Teton County Comprehensive Plan	Other Plans, Programs or Policies
 2.2 Establish community-defined acceptable thresholds for change		Section 1: Stewardship of Wildlife, Natural Resources, and Scenery Section 3: Responsible Growth Management	Interagency Visitor Use Management Framework National Visitor Use Monitoring Program (USFS)
 4.1 Advocate for funds to develop workforce housing	65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%	5.4.S.5: Explore a sales tax, property tax, or other reliable funding sources to allow for the creation of affordable, deed-restricted workforce housing. Continue attempts to institute a real estate transfer tax.	Workforce Housing Action Plan Workforce Housing Indicator Report 2021/22 – Jackson & Teton County Annual Housing Supply Plan 2021/22 – Jackson & Teton County Housing Needs Assessment Housing Authority Annual Work Plan 2022 Employee Generation by Land Use Study (Nexus Study)
 4.2 Advocate for and expand incentives (and resources) to allocate land and repurpose infrastructure for housing.	65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%	Principle 5.1 – Strategies to house a diverse population locally 5.1.S.2: Seek opportunities to improve the public perception of workforce housing through Principle 5.1 – Strategies to house a diverse population locally 5.1.S.2: Seek opportunities to improve the public perception of workforce housing through education about the value of workforce housing. 5.1.S.3: Evaluate moving from standard deed restriction back to the modifiable template through the annual Rules and Regulations Update. Principle 5.2 – Strategies to predictably locate a variety of housing types. ✓ 5.2.S.1: Identify appropriate areas for the provision of all housing types in the Town and County, with a particular focus on multifamily housing. 5.2.S.2: Evaluate and update guesthouse and accessory residential unit regulations. 5.2.S.3: Make impactful investments in infrastructure and catalyst investments in housing projects located in transitional subareas. 5.2.S.4: Explore allowances for temporary housing and tiny homes.	Workforce Housing Action Plan Workforce Housing Indicator Report 2021/22 – Jackson & Teton County Annual Housing Supply Plan 2021/22 – Jackson & Teton County Housing Needs Assessment Housing Authority Annual Work Plan 2022 Employee Generation by Land Use Study (Nexus Study)

SDMP Alignment to Existing Teton County Plans and Programs

SDMP STRATEGIC INITIATIVE	Associated Community Goal/Target	2020 Jackson/Teton County Comprehensive Plan	Other Plans, Programs or Policies
 4.2 Advocate for and expand incentives (and resources) to allocate land and repurpose infrastructure for housing.	65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%	Principle 5.4 – Strategies to establish a balanced housing program 5.4.S.3: Evaluate and update land development regulations to remove barriers and provide appropriate exemptions for the provision of workforce housing. ✓5.4.S.4: Evaluate and update existing workforce housing incentives. 5.4.S.5: Explore a sales tax, property tax, or other reliable funding source to allow for the creation of deed-restricted workforce housing. Continue attempts to institute a real estate transfer tax. 5.4.S.7: Increase awareness among the region's employers about opportunities for collaborative approaches to increase the supply of workforce housing. 5.4.S.8: Develop an outreach program for landlords to encourage long-term rentals instead of short-term rentals. 5.4.S.9: Actively enforce short-term rental prohibition in the county. Additional reference: Chapter 7 – Multimodal Transportation Principles	Workforce Housing Action Plan Workforce Housing Indicator Report 2021/22 – Jackson & Teton County Annual Housing Supply Plan 2021/22 – Jackson & Teton County Housing Needs Assessment Housing Authority Annual Work Plan 2022 Employee Generation by Land Use Study (Nexus Study)
 5.1 Support expansion of affordable public transit around mobility hubs	Reduction per capita of Vehicles Miles of Travel in Jackson Hole Goal: 525,000,000 in 2024/≤ 560 million target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan) Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan) Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton County Comprehensive Plan)	Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit, and micro-mobility infrastructure 7.1.a: Increase capacity for walking, biking, carpooling, and riding transit 7.1.c: Interconnect all modes of transportation 7.1.d: Establish a permanent funding source for an alternative transportation system Principle 7.3 – Coordinate transportation planning regionally 7.3.a: Implement the Integrated Transportation Plan 7.3.b: Coordinate transportation network decisions 7.3.c: Establish a regional transportation strategy 7.3.d: Develop a land use pattern based on transportation connectivity	Town of Jackson & Teton County Integrated Transportation Plan and supporting resources START Bus Strategic Plan START 2020–2025 Routing Plan Pathways Master Plan Wilson-Multimodal Transportation Study Wyoming's State Transportation Improvement Program 2023-2028

SDMP Alignment to Existing Teton County Plans and Programs

SDMP STRATEGIC INITIATIVE	Associated Community Goal/Target	2020 Jackson/Teton County Comprehensive Plan	Other Plans, Programs or Policies
 5.2 Support development of transit planning applications (mobility app) and broader integration with advanced trip planning.	Reduction per capita of Vehicles Miles of Travel in Jackson Hole Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan) Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan) Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)	Chapter 7: Multimodal Transportation; several priorities supported through reduced use of single occupancy vehicles (SOVs)	Town of Jackson & Teton County Integrated Transportation Plan and supporting resources START Bus Strategic Plan START 2020–2025 Routing Plan
 5.3 Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and other key attractions	Reduction per capita of Vehicles Miles of Travel in Jackson Hole Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan) Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)	Principle 7.2 – Reduce greenhouse gases from vehicles to below 2012 levels 7.2.b: Discourage use of single occupancy vehicles 7.2.c: Explore and pilot innovative transportation solutions 7.2.d: Reduce wildlife and natural and scenic and resource transportation impacts Principle 7.3 – Coordinate transportation planning regionally 7.3.b: Coordinate transportation network decisions 7.3.c: Establish a regional transportation strategy	Town of Jackson & Teton County Integrated Transportation Plan START 2020–2025 Routing Plan 2022/23 Transit Feasibility Study 2018 Teton County Wildlife Crossing Master Plan

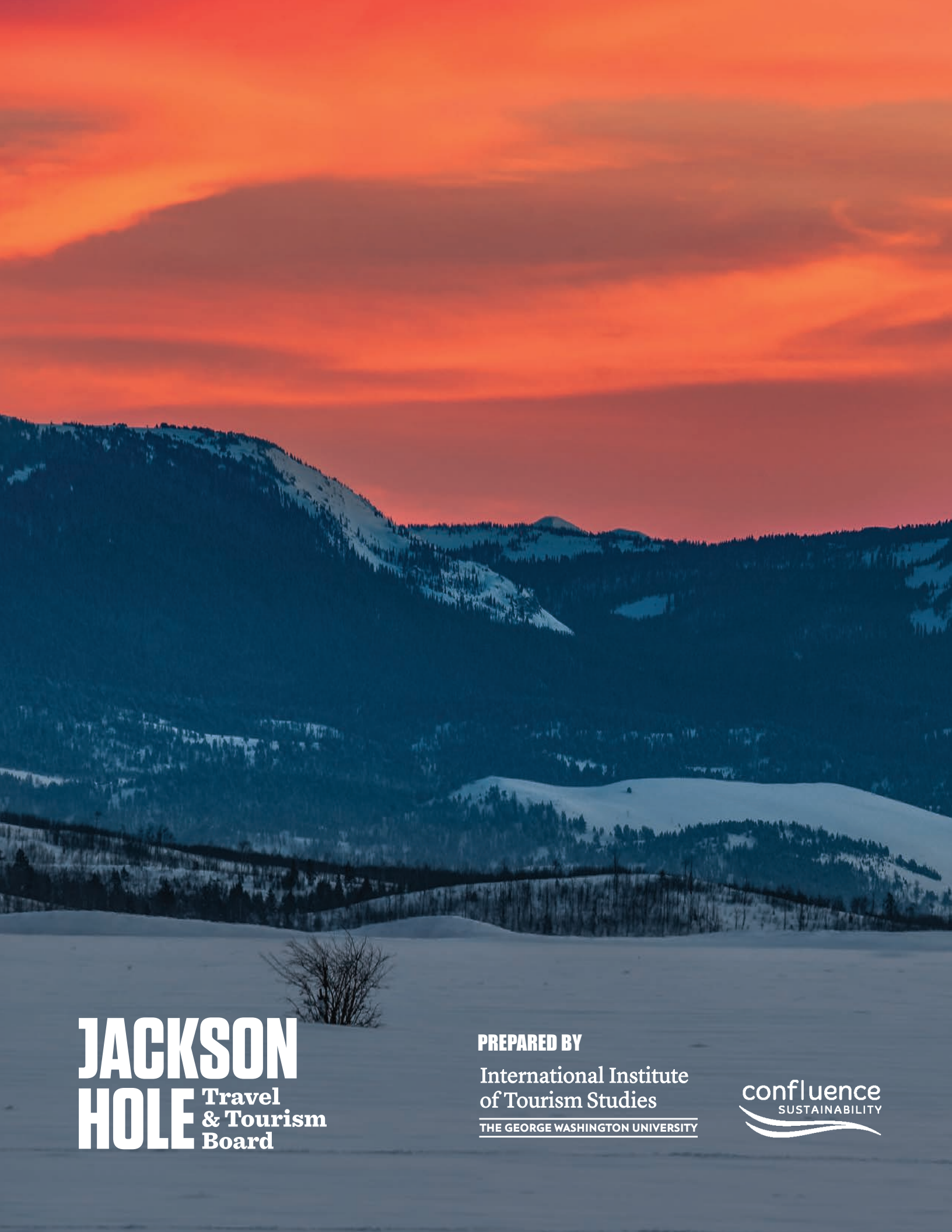
SDMP Alignment to Existing Teton County Plans and Programs

SDMP STRATEGIC INITIATIVE	Associated Community Goal/Target	2020 Jackson/Teton County Comprehensive Plan	Other Plans, Programs or Policies
 6.1 Demonstrate Teton County's leadership in reducing tourism's carbon footprint.	Town of Jackson goal of net-zero by 2030 Teton County Zero Waste Goal of 60% diversion by 2030	Principle 1.1 – Maintain healthy populations of all native species Principle 1.2 – Preserve and enhance surface water and groundwater quality Principle 1.3 – Maintain the scenic resources of the community Principle 1.4 – Protect and steward open space	Climate Action Roadmap (in development) Greater Yellowstone Coordinating Committee Projects Teton Climate Action Partnership working groups Energy Conservation Works Programs Glasgow Declaration Global Network
 6.2 Establish science-based reduction targets for the tourism economy aligned with the community's net-zero climate goals.	Town of Jackson goal of net zero by 2030 Teton County Zero Waste Goal of 60% diversion by 2030	Principle 2.1 – Reduce the consumption of non-renewable energy Principle 2.2 – Reduce greenhouse gas emissions through land use Principle 2.3 – Reduce greenhouse gas emissions through transportation	Teton Climate Action Partnership Dashboard Energy Conservation Works Programs Climate Action Roadmap (in development)
 6.3 Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint.	Town of Jackson goal of net zero by 2030 Teton County Zero Waste Goal of 60% diversion by 2030	Principle 2.1 – Reduce the 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 – Conserve energy through waste management and water conservation	Energy Conservation Works Programs Climate Action Roadmap (in development) The Good Traveler Program (partnership with JH Airport) The Mountain Neighbor Handbook
 6.4 Guide, support, and incentivize tourism businesses to reduce their carbon footprint.	Town of Jackson goal of net zero by 2030 Teton County Zero Waste Goal of 60% diversion by 2030	Principle 2.1 – Reduce the 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 – Conserve energy through waste management and water conservation	Energy Conservation Works Programs Climate Action Roadmap (in development) Sustainable Leaders and BEST program administered by the Riverwind Foundation
 7.1 Establish an accessible and regularly updated destination data bank		Principle 9.2 – Monitor indicators annually	
 7.2 Publish an annual indicator report		Principle 9.2 – Monitor indicators annually	



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JACKSON HOLE

**Travel
& Tourism
Board**

PREPARED BY

International Institute
of Tourism Studies

THE GEORGE WASHINGTON UNIVERSITY

confluence
SUSTAINABILITY

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)	

JULY	AUGUST	SEPTEMBER
TOWN MTGS.	TOWN MTGS.	TOWN MTGS.
Sustainability Plan Update	Strategic Budgeting (Special Mtg.)	Strategic Budgeting
Strategic Comms Plan & Language Access	Ecosystem Health Indicators	Develop Sworn Mounted Patrol Unit
	Public Art Allocation	Interim Parking Action Plan Update
JM	JM	JM
Joint Powers Agreement Timelines	Joint Powers Agreement Updates Fire/EMS & EM	Housing Supply Plan & Preservation Program
Transportation System Monitoring: Traffic Impact Study Update	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
Revaluation of 2:1 Workforce Housing Bonus	Mobility Hubs	
Strategic Budgeting	Strategic Budgeting	
	Rodeo Grounds Lease	
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
Public Art Allocation Moved from July to August		Create 21st Century Operating System
Adjust Management of Grand Targhee Grant Program removed, Council input not needed		
County Water/Wastewater Service Level Connections & Policy moved from May to October		DURING BUDGETING PROCESS
Transportation Impact Study and LDR amendment moved from June to TBD		Staff Benefit Package Review
Fire/EMS Standards of Cover/Levels of Service moved from July JM to TBD		Grant Management Staff member or consultant
Rodeo Grounds Lease moved from July to September to November		
Interim Parking Action Plan moved from August to September		
5 Year Strategic Transit Development Plan moved from JM to TBD		
Snow King/Maple Way moved to TBD in 2026		
Housing Supply Plan & Preservation Program moved from August to September		
Town Employee Housing Strategy moved to TBD		
Legislative Approach moved from October to December		