JOINT INFORMATION MEETING
Town Council & County Commissioner Meeting
Monday, August 6, 2018 at 3:00 PM
County Commissioners Chambers
Chair: Mark Newcomb

NOTICE: The video and audio for this meeting are streamed to the public via the internet and mobile devices with views that encompass all areas, participants, and audience members. Please silence all electronic devices during the meeting.

I. CALL TO ORDER, ROLL CALL, AND ANNOUNCEMENTS

II. PUBLIC COMMENT

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

III. CONSENT CALENDAR

   A. Minutes
      1. July 2, 2018 regular JIM
      2. July 9, 2018 special JIM
      3. July 16, 2018 special JIM
   B. Airport Access Road Rehabilitation Grant

Documents:

   070218-JIM-Mins.pdf
   070918-SpJIM-Mins.pdf
   071618-SpJIM-Mins.pdf
   AirportAccessRoadRehabilitationGrant.pdf

IV. DISCUSSION AND/OR ACTION ITEMS

   A. SPET Process Discussion ... This item will be continued indefinitely
   B. Housing Supply Plan (April Norton, 60 Minutes)
   C. Parks and Recreation Completed Strategic Plan Presentation (Steve Ashworth, 50 Minutes)

Documents:

   IVA SPETProcess.pdf
   IVB HousingSupplyPlan.pdf
   IVC ParksRecStrategicPlan.pdf

V. MATTERS FROM COUNCIL, COMMISSION, AND STAFF

VI. UPCOMING PROPOSED AGENDA ITEMS

   A. 9/6 Community Health Needs Assessment (Jodie Pond, 30 Minutes)
   B. 9/6 START Joint Powers Agreement (30 Minutes)
   C. 9/6 Housing Deed Restriction Templates (April Norton, Housing)
   D. 11/5 Updates to the Fire/EMS Joint Powers Agreement (30 Minutes)

VII. EXECUTIVE SESSION (JOINT)

   The executive session is being requested pursuant to Wyoming Statute §16-4-405(a) (vii) to consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price.

VIII. ADJOURN
A. County Commission Adjourns.
B. Town Council adjourns to executive session to consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price in accordance with Wyoming Statute 16-4-405(a)(vii) – held at Town Hall.

Please note that at any point during the meeting, the Chairman or Mayor may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.
The Jackson Town Council met in conjunction the Teton County Commission in a regular joint information session in the Commissioners Chambers located at 200 S. Willow Street at 2:00 P.M. Upon roll call the following were found to be present:

Chair & Commissioners: Chairman Mark Newcomb, Natalia Macker, Paul Vogelheim, Smokey Rhea, and Greg Epstein.
Mayor & Council: Mayor Pete Muldoon, Jim Stanford, Hailey Morton Levinson, Bob Lenz, and Don Frank.

Public comment was given by Ian Geister on behalf of JH Conservation Alliance Interns, thanking the Commissioners for approving the Wildlife Crossings Master Plan.

Consent Calendar. On behalf of the County, a motion was made by Paul Vogelheim and seconded by Greg Epstein to approve item A as presented on the Consent Calendar. On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Bob Lenz to approve item A as presented on the Consent Calendar.

A. Meeting Minutes. To approve the June 4, 2018 regular joint meeting minutes, and special joint meeting minutes dated June 6-7 and June 18, 2018 as presented.

Chairman Newcomb called for the vote. The vote showed all in favor and the motion carried on behalf of the County. Mayor Muldoon called for the vote. The vote showed 4-1 in favor with Councilman Frank opposed and the motion carried on behalf of the Town.

Housing Department Rules and Regulations.

The Town Council will consider the Housing Rules and Regulations on Third Reading. The Board of County Commissioners will consider adoption of the Housing Rules and Regulations.

There was no public comment.

On behalf of the County, a motion was made by Natalia Macker and seconded by Paul Vogelheim to approve the Jackson/Teton County Housing Department Rules and Regulations as presented to be effective July 4, 2018. Chairman Newcomb called for the vote. The vote showed 4-1 in favor with Commissioner Epstein opposed and the motion carried.

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Jim Stanford to read Ordinance G in short title. Mayor Muldoon called for the vote. The vote showed 4-1 in favor with Councilman Lenz opposed and the motion carried on behalf of the Town.

Town Ordinance. Housing Director April Norton read Ordinance G in Short Title.

ORDINANCE G

AN ORDINANCE ADDING A NEW TITLE 16 TO THE TOWN OF JACKSON MUNICIPAL CODE REGARDING HOUSING WITH A NEW CHAPTER 16.10 ENACTING THE TOWN OF JACKSON HOUSING RULES AND REGULATIONS; AND PROVIDING FOR AN EFFECTIVE DATE.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF JACKSON, WYOMING, IN REGULAR SESSION DULY ASSEMBLED THAT:

On behalf of the Town, a motion was made by Hailey Morton Levinson and seconded by Don Frank to approve Ordinance G on third reading as presented to be designated as Ordinance 1195. Mayor Muldoon called for a vote. The vote showed 3-2 in favor, with Councilman Stanford and Councilman Lenz opposed. The motion carried.
Housing Mitigation Requirements Land Development Regulations (LDRs) Updates.

Tyler Sinclair, Planning Director, presented to the Joint Board for consideration to replace Division 6.3 and delete Division 7.4 of the Land Development Regulations, pursuant to Section 8.7.1, LDR Text Amendments, to update the housing mitigation requirements on new development; and make other related changes throughout the LDRs.

Alex Norton, Long Range Planner, addressed the Joint Board regarding the two key issues as previously discussed. Key Issue #1: Mitigation Rate: straw poll to reduce the mitigation rate for nonresidential, non-lodging uses from 73% of year-round employees. The weighted year-round mitigation rate for all uses is 60% after applying a 55% mitigation rate to non-residential and 73% mitigation rate to lodging, and residential. Key Issue #2: Independent Calculation for Institutional Uses: straw poll direction to exempt daycare and early childhood education use from the housing mitigation rates and apply an independent calculation requirement to other private education uses. The adoption draft staff has made all institutional uses an independent calculation, with daycare and early childhood education calculation and public/semi-public development entirely exempt from the requirements.

Discussion between the Joint Board and staff included county/town direction based on straw polls, is independent calculation the only method, independent calculation for private schools, daycare/school clustered together, why is public/semi-public development exempt, town direction vs. county direction, county did not approve straw poll as direction, undefined use on building permit: highest mitigation rate, K8-K9, mitigate at high rate – will not have to change uses, chart expanded but not filled in, residential development with commercial development, redevelopment increases the cost of space decreasing affordable housing, no net loss requirements is legally impermissible, types of demand: job growth/retirement/catch-up, mitigation can only address the job growth demand, tools other than mitigation include allowances/incentives/funding, work towards same mitigation rate between county and town, average across the industry vs. independent calculation, and burden on existing business owners.

Public comment was given by Stefan Fodor, Kelly Lockhart, Sandy Hessler, Diana Waycott, Jason Ochs, Wes Gardner, Courtney Marvin, Mark Barron, Skye Schell, and John Carney.

The meeting was recessed at 3:50pm and reconvened at 3:58pm.

Discussion between the Joint Board and staff included independent calculation for institutional uses with exemptions of private, licensed, non-profit K-12 educational institutions in addition to preschools/daycare, mitigation rates, policy rushed through, no changes in 25 years, rate increase should be incrementally, phased approach, policy requiring new developments pay for its impacts, and how the phased approach would work.

On behalf of the Town, a motion was made by Jim Stanford and seconded by Hailey Morton Levinson to read Ordinance L in short title again. Mayor Muldoon called for the vote. The vote showed 4-1 in favor with Councilman Frank opposed and the motion carried on behalf of the Town.

Town Ordinance. Town Attorney Audrey Cohen Davis read Ordinance L in Short Title.

Town of Jackson Ordinance L. AN ORDINANCE AMENDING AND REENACTING SECTION 1 OF TOWN OF JACKSON ORDINANCE NO. 1074 AS AMENDED (PART) TO DELETE DIVISION 7.4 AND SECTION 9.5.V., AND AMEND DIVISIONS 6.3, 1.4, AND SECTIONS 1.9.3.B.2, 1.9.3.C.2, 2.2.2.C.2, 2.2.2.D.2, 2.2.3.C.2, 2.2.3.D.2, 2.2.4.C.2, 2.2.4.D.2, 2.2.5.C.2, 2.2.5.D.2, 2.3.1.B.1, 2.3.1.C.2, 2.3.1.D.2, 2.3.2.B.1, 2.3.2.C.2, 2.3.2.D.2, 2.3.10.B.1, 2.3.10.C.2, 2.3.10.D.2, 3.3.1.C.2, 3.3.1.D.2, 4.2.1.C.2, 4.2.1.D.2, 4.2.2.C.2, 4.2.2.D.2, 4.3.1.D.3, 4.3.1.F.6, 4.3.1.F.11.f, 6.1.3.8.2.d.1.b, 6.1.5.2.c.2c, 6.1.11.3.B.3c, 6.2.2.B.1, 7.8.3, 7.8.4, 9.5.A, 9.5.B, 9.5.E, 9.5.I, AND 9.5.N OF THE TOWN OF JACKSON LAND DEVELOPMENT REGULATIONS REGARDING THE AFFORDABLE WORKFORCE HOUSING REQUIRED TO BE PROVIDED WITH DEVELOPMENT, AND PROVIDING FOR AN EFFECTIVE DATE.

BE IT ORDAINED BY THE GOVERNING BODY OF THE TOWN OF JACKSON, WYOMING, IN REGULAR SESSION DULY ASSEMBLED THAT:
On behalf of the Town, a motion was made by Jim Stanford and seconded by Hailey Morton Levinson to approve Ordinance L on second reading. Mayor Muldoon called for a vote. The vote showed 3-2 in favor, with Councilman Lenz and Councilman Frank opposed. The motion carried.

On behalf of the County, a motion was made by Paul Vogelheim and seconded by Smokey Rhea to continue AMD2017-0004 to a Special JIM meeting on July 16 at 1:00pm, and direct staff to make the Board of County Commissioners directed modifications from the June 6-7 hearing and this hearing including the ideas and comments on a phasing approach, requesting staff fill in the Mitigation Rate K7-K13 Chart. Chair Newcomb called for a vote. The vote showed 4-1 in favor with Commissioner Epstein opposed and the motion carried.

**SPET Process.** This item was postponed to the August 6, 2018 meeting.

**Adjourn.** On behalf of the County, a motion was made by Natalia Macker and seconded by Greg Epstein to adjourn. The vote showed all in favor and the motion carried.

On behalf of the Town, a motion was made by Bob Lenz and seconded by Hailey Morton Levinson to adjourn to executive session to consider the selection of a site or the purchase of real estate when the publicity regarding the consideration would cause a likelihood of an increase in price in accordance with Wyoming Statute 16-4-405(a)(vii). The vote showed all in favor and the motion carried.

The meeting adjourned at 5:05 p.m.

TETON COUNTY

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ATTEST: Mark Newcomb, Chair

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Sherry L. Daigle, County Clerk
The Jackson Town Council met in conjunction with the Teton County Commission in a special joint information session in the County Commissioners Chamber located at 200 S. Willow at 1:32pm. Upon roll call the following were found to be present:

MAYOR & COUNCIL: Mayor Pete Muldoon, Jim Stanford, Bob Lenz, Hailey Morton Levinson and Don Frank were absent.

CHAIR & COMMISSIONERS: Chairman Mark Newcomb, Natalia Macker, Smokey Rhea, Greg Epstein, and Paul Vogelheim.


II. Workshop – Visitor Impacts

Chair Newcomb opened the workshop stating this meeting is not about the Travel and Tourism Board or the Chamber of Commerce. It is about how the visitors impact this community and how they benefit this community. It is also about how visitors are being presented with the opportunities in our community such as transportation - START Bus / START Bikes, pathways, minimize wildlife deaths with Wildlife Crossings Master Plan and slower driving zones, and recycling - Road to Zero Waste.

Rick Howe, Vice President-Jackson Hole Chamber of Commerce (JHCoC), addressed the Joint Board regarding the Chamber’s strategic plan. In 2017, the JHCoC was visited by over 515,000 visitors, over 26,000 phone calls, 16,000 emails, and mailed information to over 12,600 people. The website receives over 1,000,000 views. The Jackson Hole Visitor Sustainability Practices are followed by Jackson Hole Chamber of Commerce, US Fish and Wildlife Service, Grand Teton National Park, Bridger-Teton National Forest, and the Grand Teton Association.

Discussion between the Joint Board and Mr. Howe included maintaining a sustainable community and natural environmental resources, website does not show START Bus, START Bike.

John Eastman, Jackson Hole Airport Board member, addressed the Joint Board regarding sustainability efforts at the airport. These efforts include wastewater treatment system, re-engineered the old storm drainage system. The board has a park committee, Park Environmental, ensuring all work at the airport is participating in sustainable efforts.

Discussion between the Joint Board and Mr. Eastman included website has no mention of START.

Heather Overholser, Superintendent of Solid Waste and Recycling, addressed the Joint Board regarding Road to Zero Waste. The initial goal is to reach 60% waste diversion by 2030. They reach visitors mainly through business: airport, hotels, the Chamber, retail, resorts, restaurants, tour companies, public land managers, and Grand Teton National Park. There are programs in place to support this initiative. The Zero Landfill Initiative, Grand Teton National Park is one of the three pilot programs in parks, along with Yosemite National Park and Denali National Park, has done a lot to expand recycling infrastructure in the park. Infrastructure is expanding around the Town of Jackson.

Discussion between the Joint Board and Ms. Overholser included conveying message about reduce and reuse, how to engage those who don’t participate in RRR, overview of recycling and composting, other counties in Wyoming doing composting.

Mari Allan Hanna, Waste Diversion and Outreach Coordinator, addressed the Joint Board regarding the crossroads between ISWR programs, Chamber programs, and other community programs. This effort includes sharing logos on each other’s websites and a collaborative newsletter.

Anna Olson, Jackson Hole Chamber of Commerce, spoke about green energy.

Kelly French, Jackson Curbside Recycling, addressed the Joint Board regarding getting the word out and funding the recycling bins.

Discussion between the Joint Board and Ms. French included funding towards getting the message to visitors, communication with foreign visitors, JHCoC helps get information out in packets, recycling bins at visitor centers.
Tim O’Donoghue of the Riverwind Foundation, addressed the Joint Board regarding the Teton County Sustainability Plan, guidelines needed to make this destination sustainable, resources needed to do this work, destination management, recommending a sustainability action plan.

Discussion between the Joint Board and Mr. O’Donoghue included what would the program look like, multi-disciplinary council with 10-20 members, policy direction drafted by the entities on council and adopted by the Town and County elected officials.

Jason Wilmot, Bridger Teton National Forest, addressed the Joint Board regarding interfacing with people on Shadow Mountain and in Curtis Canyon, putting out fires, human/wildlife encounters, trailhead signs – certain behaviors expected, management options to help minimize damage to landscape.

Discussion between the Joint Board and Mr. Wilmont included getting the message out – signage and patrolling, other ways to partner with other entities, JHCoC and JHTTB help get word out.

Anna Olson, Jackson Hole Chamber of Commerce, noted that the monthly board meetings have every entity represented and report to visitor services.

Denise Germann, Grand Teton National Park, addressed the Joint Board regarding the mission of the Park – to preserve and protect all the resources in the park and to keep those, not only for this generation but for another generation, increased visitation every year – 5,000,000 visitors, challenge to maintain or improve what we have, talking to the visitors and community, and walking the talk.

Discussion between the Joint Board and Ms. Germann included share best practices, close of a resource if over used, compliment the park on placing recycling bins at more locations, opportunity through ISWR – Zero Landfill Initiative.

Chair Newcomb addressed the lack of visibility of START from many of the other entities. Councilman Stanford addressed the missing of the opportunity with START. Mayor Muldoon spoke of a community-based organization and plan, help mitigate the impact of tourists, attracting a different kind of tourist, visible impacts of tourists.

Commissioner Vogelheim left the meeting at 2:49pm.

Brian Medina and Kate Sollitt, Jackson Hole Travel and Tourism Board (TTB), addressed the Joint Board regarding shopping totes branded Jackson Hole but with sustainability credo, START Bus and public transportation, possible START Bus from the airport, targeting and talking to winter visitors, have visitors sign a conservation pledge – gives them something to take home with them, how we keep Jackson wild, does not target summer visitors.

Discussion between the Joint Board, Mr. Medina, and Ms. Sollitt included reduce and reuse, being mindful of what people will actually use, infrastructure of START has to be there to make something work, local ambassadors, program funding for the JHCoC, promotional funding should be to help all programs, public transportation options.

Mayor Muldoon left the meeting at 2:57pm.

Chair Newcomb addressed the workshop speaking about who should drive the formulation of policy and what that policy should be, policy goals for mitigating visitor impacts, more effort on the part of START to help meet its commitment to the ITP, different directions visitor impacts can take, a lot of opportunity to better educate the visitor about sustainability.

Discussion among the Joint Board included ending the workshop with solid next steps, does not believe it is TTB’s responsibility to get the group together, it will take the whole group and a working meeting to plan the next steps.

Chair Newcomb asked that the group come up with a type of plan needed, is bureaucracy already in place or does it need to be created, Destination Management Plan.

Adjourn. On behalf of the County, a motion was made by Commissioner Macker and seconded by Commissioner Rhea to adjourn. The vote showed all in favor and the motion carried on behalf of the County Commission. The meeting adjourned at 3:12pm.
The Teton County Commission met in conjunction the Jackson Town Council in a special joint information session in the Commissioners Chambers located at 200 S. Willow Street at 1:01 P.M. Upon roll call the following were found to be present:

Chair & Commissioners: Chairman Mark Newcomb, Natalia Macker, Greg Epstein, and Paul Vogelheim, Smokey Rhea was absent.

Mayor & Council: Mayor Pete Muldoon, Hailey Morton Levinson, Bob Lenz, and Don Frank, Jim Stanford was absent

Staff: Larry Pardee, Tyler Sinclair, Alex Norton, Audrey Cohen-Davis, Erin Weisman, and Shelley Fairbanks.

There was no public comment.

Housing Mitigation Requirements Land Development Regulations (LDRs) Updates.

Alex Norton, Joint Long-Range Planner, reviewed with the Joint Board the process of Engage 2017 and how they have gotten to this place in the process. The purpose is to replace Division 6.3 and delete Division 7.4 of the Land Development Regulations, pursuant to Section 8.7.1, LDR Text Amendments, to update the housing mitigation requirements on new development; and make other related changes throughout the LDRs. Phasing cannot bind a future Board. Section 6.3.3.A.10 calls for an evaluation every 5 years.

Discussion between the Joint Board and staff included education and the LDRs.

Commissioner Rhea arrived at 1:12pm. Councilman Stanford arrived at 1:13pm.

Discussion between the Joint Board and staff included phasing and future Elected Boards, the Nexus study in 2020, seasonal employees (40% of workforce) are exempt from mitigation rates, mitigation rate based on employee generation can respond over time, can run proformas, inclusionary zoning, moving away from inclusionary zoning to employee generation, fee-in-lieu is still an option, re-evaluation of development requirements, as affordable housing goes up – mitigation goes down, unintended consequences of new business, justification in the increase for office and industrial due to less seasonal employees and more year round employees, if not housed through these requirement what other tools will be used to meet the requirement, development of new open space or change of type of space who will need to meet the requirement, other cities and their mitigation comparison, residential development growth occurs at the same rate of job growth, moving from inclusionary system to more of a concurrent system, last Nexus study was in 2013, Nexus study establishes the base inputs into the mitigation rate, Town of Jackson incentives, the Nexus study gives a defensible basis for which to change mitigation rates, regulations apply based on industry averages – lower mitigation rates, and industry-wide basis not business by business.

Public comment was given by Stefan Fodor, Brad Wagstaff, Ted Stark, Jennifer Ford, Don Landis, Marisa Wilson, Kelly Lockhart, Wes Gardner, Anna Olson, and Zach Padilla.

Discussion between the Joint Board and staff included how to address concerns of public if adopted today, earliest chance to address concerns would be 4-5 months from now including number errors and minor content, keep track of issues that arise and bring before the Joint Board in individual issues, remodeling on homes up to 2500 square feet is exempt, existing square footage that has been permitted (here now) is exempt, single motion with condition.

On behalf of the County, a motion was made by Commissioner Epstein to continue to a date unknown. The motion failed with no second.

On behalf of the County, a motion was made by Commissioner Macker and seconded by Commissioner Newcomb to approve AMD2017-0004, the housing mitigation requirements update, to amend Divisions 1.4, 6.3, and 7.4, and Sections 1.9.3.D.2, 1.9.3.C.2, 1.9.4.B.1, 2.3.1.C.2, 2.3.1.D.2, 2.3.2.C.2, 2.3.2.D.2, 2.3.3.B.1, 2.3.3.C.2, 2.3.3.D.2, 2.3.3.E.5.a, 2.3.3.E.6, 2.3.4.C.2,
July 16, 2018
Page 2 of 2

2.3.4.D.2, 2.3.5.C.2, 2.3.5.D.2, 3.2.2.C.2, 3.2.2.D.2, 3.2.3.C.2, 3.2.3.D.2, 3.2.4.C.2, 3.2.4.D.2, 3.3.1.C.2, 3.3.1.D.2, 3.3.2.C.2, 3.3.2.D.2, 3.3.3.C.2, 3.3.4.C.2, 3.3.4.D.2, 3.3.5.C.2, 3.3.5.D.2, 4.2.1.C.2, 4.2.1.D.2, 4.2.2.C.2, 4.2.2.D.2, 4.2.3.D.3, 4.3.1.F.6, 4.3.1.G, 6.1.3.B.2.d.i, 6.1.11.B.3.c, 6.2.2.B.1, 7.1.2.C.6.c, 7.1.5.C.5.a, 7.1.6.C.9.a, 8.10.10, 9.2.2.W, 9.2.2.X, 9.5.A, 9.5.B, 9.5.E, and 9.5.W of the Teton County Land Development Regulations, being able to make the findings of Section 8.7.1 as recommended by the Planning Director, subject to the following condition.

1. The private school exemption shall apply to “any private school meeting the definition of W.S. § 21-4-101.”

2. A single-family home shall only mitigate for the additional floor area when the addition pushes the home over 2500 square feet.

Chair Newcomb called for a vote. The vote showed 4-1 in favor with Commissioner Epstein opposed and the motion carried.

On behalf of the Town, a motion was made by Councilwoman Morton Levinson and seconded by Councilman Stanford to read Ordinance L in short title. Mayor Muldoon called for the vote. The vote showed 3-2 in favor with Councilman Frank and Lenz opposed and the motion carried on behalf of the Town.

On behalf of the Town, a motion was made by Councilman Frank and seconded by Councilman Lenz to continue this item to August 6, 2018. Mayor Muldoon called for the vote. The vote showed 2-3 in favor with Mayor Muldoon, Councilman Stanford, and Councilwoman Morton Levinson opposed and the motion failed on behalf of the Town.

Town Ordinance. Town Attorney Audrey Cohen Davis read Ordinance L in Short Title.

Town of Jackson Ordinance L. AN ORDINANCE AMENDING AND REENACTING SECTION 1 OF TOWN OF JACKSON ORDINANCE NO. 1074 AS AMENDED (PART) TO DELETE DIVISION 7.4 AND SECTION 9.5.V, AND AMEND DIVISIONS 6.3, 1.4, AND SECTIONS 1.9.3.B.2, 1.9.3.C.2, 2.2.2.C.2, 2.2.2.D.2, 2.2.3.C.2, 2.2.3.D.2, 2.2.4.C.2, 2.2.4.D.2, 2.2.5.C.2, 2.2.5.D.2, 2.3.1.B.1, 2.3.1.C.2, 2.3.1.D.2, 2.3.2.B.1, 2.3.2.C.2, 2.3.2.D.2, 2.3.10.B.1, 2.3.10.C.2, 2.3.10.D.2, 3.3.1.C.2, 3.3.1.D.2, 4.2.1.C.2, 4.2.1.D.2, 4.2.2.C.2, 4.2.2.D.2, 4.3.1.D.3, 4.3.1.F.6, 4.3.1.F.11.f, 6.1.3.B.2.d.i, 6.1.11.B.3.c, 6.2.2.B.1, 7.1.5.C.5.a, 7.1.6.C.9.a, 8.10.10, 9.2.2.W, 9.2.2.X, 9.5.A, 9.5.B, 9.5.E, and 9.5.W OF THE TOWN OF JACKSON LAND DEVELOPMENT REGULATIONS REGARDING THE AFFORDABLE WORKFORCE HOUSING REQUIRED TO BE PROVIDED WITH DEVELOPMENT, AND PROVIDING FOR AN EFFECTIVE DATE.

BE IT ORDAINED BY THE GOVERNING BODY OF THE TOWN OF JACKSON, WYOMING, IN REGULAR SESSION DULY ASSEMBLED THAT:

On behalf of the Town, a motion was made by Councilman Stanford and seconded by Councilwoman Morton Levinson to approve Ordinance L on third and final reading and designate it Ordinance 1196. Mayor Muldoon called for a vote. The vote showed 3-2 in favor, with Councilman Frank and Councilman Lenz opposed. The motion carried.

Adjourn. On behalf of the Town, a motion was made by Councilwoman Morton Levinson and seconded by Councilman Stanford to adjourn The vote showed all in favor and the motion carried.

On behalf of the County, a motion was made by Commissioner Rhea and seconded by Commissioner Macker to adjourn. The vote showed all in favor and the motion carried.

The meeting adjourned at 3:23pm.

TETON COUNTY

ATTEST: Mark Newcomb, Chair

Sherry L. Daigle, County Clerk
STATEMENT/PURPOSE   FAA has offered the Jackson Hole Airport a Grant Agreement in the amount of $2,559,086 for “Rehabilitate Access Road (Phase 1 – South Access Road), as more fully described in the grant application. The project involves not only rehabilitation of the access road running north-south in the general aviation area of the Airport, but also necessary drainage and re-grading work.

BACKGROUND/ALTERNATIVES

Grant from the FAA to rehabilitate the south on-Airport access road and perform additional grading and drainage work. Overall project cost is $8,949,217. FAA is providing this grant in the amount of $2,559,086. As a sponsor of the grant, the County and Town are agreeing to the following:

1. Money is used within 4 years of acceptance
2. May not spend the funds for ineligible or unallowable costs
3. The final amount provided by the FAA may go up or down depending on the overall cost of the project final numbers
4. Project must be built in compliance with all FAA regulations
5. Any funds spent fraudulently, wastefully or in violation of U.S. law must be paid back by the sponsor.
6. Must comply with air and water regulations
7. Must comply with all federal financial reporting requirements
8. All steel and manufactured products must be American
9. An audit upon completion must be completed
10. Standard federal contract bans on texting and human trafficking
11. It is important to understand that as a sponsor, Teton County and the Town of Jackson are jointly and severally responsible for compliance.
FISCAL IMPACT

Jackson Hole Airport will have to fund the difference between the overall cost and the FAA Grant.

STAKEHOLDER ANALYSIS

As our co-sponsors, the Jackson Hole Airport Board is scheduled to approve the grant at its August 10, 2018 meeting.

RECOMMENDATION

Approve

ATTACHMENTS

Draft version of the FAA Grant for Access Road Rehabilitation

Town of Jackson Resolution

Board of County Commissioner’s Resolution

LEGAL REVIEW

Gingery/Cohen-Davis

SUGGESTED MOTION

**Board of Teton County Commissioners**

I move adoption of the proposed Resolution, and approve the FAA Grant Agreement for Rehabilitation of the Access Road (Phase 1 – South Access Road) at the Jackson Hole Airport, with the FAA obligation under the grant being $2,559,086

**Town Council**

I move adoption of the proposed Resolution, and approve the FAA Grant Agreement for Rehabilitation of the Access Road (Phase 1 – South Access Road) at the Jackson Hole Airport, with the FAA obligation under the grant being $2,559,086
GRANT AGREEMENT

PART I – OFFER

Date of Offer  [Enter Grant Offer Date]

Airport/Planning Area  Jackson Hole Airport

AIP Grant Number  3-56-0014-059-2018 (Contract No. DOT-FA18NM-1046)

DUNS Number  12-280-0647

TO:  Town of Jackson, Wyoming; County of Teton, Wyoming; and the Jackson Hole Airport Board

(For Co-Sponsors, list all Co-Sponsor names. The word “Sponsor” in this Grant Agreement also applies to a Co-Sponsor.)

FROM:  The United States of America (acting through the Federal Aviation Administration, herein called the “FAA”)

WHEREAS, the Sponsor has submitted to the FAA a Project Application dated March 21, 2018, and amended on July 27, 2018, for a grant of Federal funds for a project at or associated with the Jackson Hole Airport, which is included as part of this Grant Agreement; and

WHEREAS, the FAA has approved a project for the Jackson Hole Airport (herein called the “Project”) consisting of the following:

Rehabilitate Access Road (Phase I – South Access Road)

which is more fully described in the Project Application.

NOW THEREFORE, according to the applicable provisions of the former Federal Aviation Act of 1958, as amended and recodified, 49 U.S.C. § 40101, et seq., and the former Airport and Airway Improvement Act of 1982 (AAIA), as amended and recodified, 49 U.S.C. § 47101, et seq., (herein the AAIA grant statute is referred to as “the Act”), the representations contained in the Project Application, and in consideration of (a) the Sponsor’s adoption and ratification of the Grant Assurances dated March 2014, and the Sponsor’s acceptance of this Offer; and (b) the benefits to accrue to the United States and the public from the accomplishment of the Project and compliance with the Grant Assurances and conditions as herein provided.

THE FEDERAL AVIATION ADMINISTRATION, FOR AND ON BEHALF OF THE UNITED STATES, HEREBY OFFERS AND AGREES to pay 93.75 percent of the allowable costs incurred accomplishing the Project as the United States share of the Project.
This Offer is made on and **SUBJECT TO THE FOLLOWING TERMS AND CONDITIONS:**

**CONDITIONS**

1. **Maximum Obligation.** The maximum obligation of the United States payable under this Offer is $2,559,086. The following amounts represent a breakdown of the maximum obligation for the purpose of establishing allowable amounts for any future grant amendment, which may increase the foregoing maximum obligation of the United States under the provisions of 49 U.S.C. § 47108(b):
   - $0 for planning
   - $2,559,086 for airport development or noise program implementation; and,
   - $0 for land acquisition.

2. **Period of Performance.** The period of performance begins on the date the Sponsor formally accepts this agreement. Unless explicitly stated otherwise in an amendment from the FAA, the end date of the period of performance is 4 years (1,460 calendar days) from the date of formal grant acceptance by the Sponsor. The Sponsor may only charge allowable costs for obligations incurred prior to the end date of the period of performance (2 CFR § 200.309). Unless the FAA authorizes a written extension, the sponsor must submit all project closeout documentation and liquidate (pay off) all obligations incurred under this award no later than 90 calendar days after the end date of the period of performance (2 CFR § 200.343).
   The period of performance end date does not relieve or reduce Sponsor obligations and assurances that extend beyond the closeout of a grant agreement.

3. **Ineligible or Unallowable Costs.** The Sponsor must not include any costs in the project that the FAA has determined to be ineligible or unallowable.

4. **Indirect Costs – Sponsor.** Sponsor may charge indirect costs under this award by applying the indirect cost rate identified in the project application as accepted by the FAA to allowable costs for Sponsor direct salaries and wages.

5. **Determining the Final Federal Share of Costs.** The United States’ share of allowable project costs will be made in accordance with the regulations, policies, and procedures of the Secretary. Final determination of the United States’ share will be based upon the final audit of the total amount of allowable project costs and settlement will be made for any upward or downward adjustments to the Federal share of costs.

6. **Completing the Project Without Delay and in Conformance with Requirements.** The Sponsor must carry out and complete the project without undue delays and in accordance with this agreement, and the regulations, policies, and procedures of the Secretary. Per 2 CFR § 200.308, the Sponsor agrees to report to the FAA any disengagement from performing the project that exceeds three months. The report must include a reason for the project stoppage. The Sponsor also agrees to comply with the assurances which are part of this agreement.

7. **Amendments or Withdrawals before Grant Acceptance.** The FAA reserves the right to amend or withdraw this offer at any time prior to its acceptance by the Sponsor.

8. **Offer Expiration Date.** This offer will expire and the United States will not be obligated to pay any part of the costs of the project unless this offer has been accepted by the Sponsor on or before August 31, 2018, or such subsequent date as may be prescribed in writing by the FAA.

9. **Improper Use of Federal Funds.** The Sponsor must take all steps, including litigation if necessary, to recover Federal funds spent fraudulently, wastefully, or in violation of Federal antitrust statutes, or misused in any other manner for any project upon which Federal funds have been expended. For the purposes of this grant agreement, the term “Federal funds” means funds however used or dispersed by the Sponsor, that were originally paid pursuant to this or any other Federal grant agreement. The Sponsor must obtain the approval of the Secretary as to any determination of the amount of the Federal share of such funds. The Sponsor must return the recovered Federal share, including funds recovered by settlement, order, or judgment, to the Secretary. The Sponsor must furnish to the Secretary, upon request, all documents and records pertaining to the determination of the amount of the Federal share or to any settlement, litigation, negotiation, or other efforts taken to recover such funds. All settlements or
other final positions of the Sponsor, in court or otherwise, involving the recovery of such Federal share require advance approval by the Secretary.

10. **United States Not Liable for Damage or Injury.** The United States is not responsible or liable for damage to property or injury to persons which may arise from, or be incident to, compliance with this grant agreement.

11. **System for Award Management (SAM) Registration And Universal Identifier.**
   
   A. Requirement for System for Award Management (SAM): Unless the Sponsor is exempted from this requirement under 2 CFR 25.110, the Sponsor must maintain the currency of its information in the SAM until the Sponsor submits the final financial report required under this grant, or receives the final payment, whichever is later. This requires that the Sponsor review and update the information at least annually after the initial registration and more frequently if required by changes in information or another award term. Additional information about registration procedures may be found at the SAM website (currently at http://www.sam.gov).

   B. Data Universal Numbering System: DUNS number means the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D & B) to uniquely identify business entities. A DUNS number may be obtained from D & B by telephone (currently 866–705–5771) or on the web (currently at http://fedgov.dnb.com/webform).

12. **Electronic Grant Payment(s).** Unless otherwise directed by the FAA, the Sponsor must make each payment request under this agreement electronically via the Delphi eInvoicing System for Department of Transportation (DOT) Financial Assistance Awardees.

13. **Informal Letter Amendment of AIP Projects.** If, during the life of the project, the FAA determines that the maximum grant obligation of the United States exceeds the expected needs of the Sponsor by $25,000 or five percent (5%), whichever is greater, the FAA can issue a letter amendment to the Sponsor unilaterally reducing the maximum obligation.

   The FAA can also issue a letter to the Sponsor increasing the maximum obligation if there is an overrun in the total actual eligible and allowable project costs to cover the amount of the overrun provided it will not exceed the statutory limitations for grant amendments. The FAA’s authority to increase the maximum obligation does not apply to the “planning” component of condition No. 1.

   The FAA can also issue an informal letter amendment that modifies the grant description to correct administrative errors or to delete work items if the FAA finds it advantageous and in the best interests of the United States. An informal letter amendment has the same force and effect as a formal grant amendment.

14. **Air and Water Quality.** The Sponsor is required to comply with all applicable air and water quality standards for all projects in this grant. If the Sponsor fails to comply with this requirement, the FAA may suspend, cancel, or terminate this agreement.

15. **Financial Reporting and Payment Requirements.** The Sponsor will comply with all federal financial reporting requirements and payment requirements, including submittal of timely and accurate reports.

16. **Buy American.** Unless otherwise approved in advance by the FAA, the Sponsor will not acquire or permit any contractor or subcontractor to acquire any steel or manufactured products produced outside the United States to be used for any project for which funds are provided under this grant. The Sponsor will include a provision implementing Buy American in every contract.

17. **Maximum Obligation Increase for Primary Airports.** In accordance with 49 U.S.C. § 47108(b), as amended, the maximum obligation of the United States, as stated in Condition No. 1 of this Grant Offer:

   A. may not be increased for a planning project;
   
   B. may be increased by not more than 15 percent for development projects;
   
   C. may be increased by not more than 15 percent for a land project.
18. **Audits for Public Sponsors.** The Sponsor must provide for a Single Audit or program specific audit in accordance with 2 CFR part 200. The Sponsor must submit the audit reporting package to the Federal Audit Clearinghouse on the Federal Audit Clearinghouse’s Internet Data Entry System at [http://harvester.census.gov/facweb/](http://harvester.census.gov/facweb/). Provide one copy of the completed audit to the FAA if requested.

19. **Suspension or Debarment.** When entering into a “covered transaction” as defined by 2 CFR § 180.200, the Sponsor must:
   
   A. Verify the non-federal entity is eligible to participate in this Federal program by:
      
      1. Checking the excluded parties list system (EPLS) as maintained within the System for Award Management (SAM) to determine if the non-federal entity is excluded or disqualified; or
      2. Collecting a certification statement from the non-federal entity attesting they are not excluded or disqualified from participating; or
      3. Adding a clause or condition to covered transactions attesting individual or firm are not excluded or disqualified from participating.
   
   B. Require prime contractors to comply with 2 CFR § 180.330 when entering into lower-tier transactions (e.g. Sub-contracts).
   
   C. Immediately disclose to the FAA whenever the Sponsor (1) learns they have entered into a covered transaction with an ineligible entity or (2) suspends or debars a contractor, person, or entity.

20. **Ban on Texting When Driving.**
    
    A. In accordance with Executive Order 13513, Federal Leadership on Reducing Text Messaging While Driving, October 1, 2009, and DOT Order 3902.10, Text Messaging While Driving, December 30, 2009, the Sponsor is encouraged to:
       
       1. Adopt and enforce workplace safety policies to decrease crashes caused by distracted drivers including policies to ban text messaging while driving when performing any work for, or on behalf of, the Federal government, including work relating to a grant or subgrant.
       2. Conduct workplace safety initiatives in a manner commensurate with the size of the business, such as:
          
          a. Establishment of new rules and programs or re-evaluation of existing programs to prohibit text messaging while driving; and
          b. Education, awareness, and other outreach to employees about the safety risks associated with texting while driving.
    
    B. The Sponsor must insert the substance of this clause on banning texting when driving in all subgrants, contracts and subcontracts.

21. **Exhibit “A” Property Map.** The Exhibit “A” Property Map dated October 5, 2007, is incorporated herein by reference or is submitted with the project application and made part of this grant agreement.

22. **Employee Protection from Reprisal.**
    
    A. Prohibition of Reprisals –
       
       1. In accordance with 41 U.S.C. § 4712, an employee of a grantee or subgrantee may not be discharged, demoted, or otherwise discriminated against as a reprisal for disclosing to a person or body described in sub-paragraph (A)(2), information that the employee reasonably believes is evidence of:
          
          a. Gross mismanagement of a Federal grant;
          b. Gross waste of Federal funds;
          c. An abuse of authority relating to implementation or use of Federal funds;
          d. A substantial and specific danger to public health or safety; or
          e. A violation of law, rule, or regulation related to a Federal grant.
       
       2. Persons and bodies covered: The persons and bodies to which a disclosure by an employee is covered are as follows:
a. A member of Congress or a representative of a committee of Congress;
b. An Inspector General;
c. The Government Accountability Office;
d. A Federal office or employee responsible for oversight of a grant program;
e. A court or grand jury;
f. A management office of the grantee or subgrantee; or

g. A Federal or State regulatory enforcement agency.

3. Submission of Complaint – A person who believes that they have been subjected to a reprisal prohibited by paragraph A of this grant term may submit a complaint regarding the reprisal to the Office of Inspector General (OIG) for the U.S. Department of Transportation.

4. Time Limitation for Submittal of a Complaint - A complaint may not be brought under this subsection more than three years after the date on which the alleged reprisal took place.

5. Required Actions of the Inspector General – Actions, limitations and exceptions of the Inspector General’s office are established under 41 U.S.C. § 4712(b)

6. Assumption of Rights to Civil Remedy - Upon receipt of an explanation of a decision not to conduct or continue an investigation by the Office of Inspector General, the person submitting a complaint assumes the right to a civil remedy under 41 U.S.C. § 4712(c).

23. Co-Sponsor. The Co-Sponsors understand and agree that they jointly and severally adopt and ratify the representations and assurances contained therein and that the word “Sponsor” as used in the application and other assurances is deemed to include all co-sponsors.

24. Current FAA Advisory Circulars for AIP Projects. The sponsor will carry out the project in accordance with policies, standards, and specifications approved by the Secretary including but not limited to the advisory circulars listed in the Current FAA Advisory Circulars Required For Use In AIP Funded and PFC Approved Projects, dated February 20, 2018, and included in this grant, and in accordance with applicable state policies, standards, and specifications approved by the Secretary.

25. Assurances. The Sponsor agrees to comply with the Assurances attached to this offer, which replaces the assurances that accompanied the Application for Federal Assistance.

26. Final Project Documentation. The Sponsor understands and agrees that in accordance with 49 USC 47111, and with the Airport District Office’s (ADO) concurrence, that no payments totaling more than 90.0 percent of United States Government’s share of the project’s estimated allowable cost may be made before the project is determined to be substantially complete. Substantially complete means the following: (1) The project results in a complete, usable unit of work as defined in the grant agreement; and (2) The sponsor submits necessary documents showing that the project is substantially complete per the contract requirements, or has a plan (that FAA agrees with) that addresses all elements contained on the punch list. Furthermore, no payments totaling more than 97.5 percent of the United States Government’s share of the project’s estimated allowable cost may be made until: (1) The sponsor submits all necessary closeout documentation and (2) The sponsor receives final payment notification from the ADO.

27. Pavement Maintenance Management Program. The Sponsor agrees that it will implement an effective airport pavement maintenance management program as required by Grant Assurance Pavement Preventive Management. The Sponsor agrees that it will use the program for the useful life of any pavement constructed, reconstructed, or repaired with federal financial assistance at the airport. The Sponsor further agrees that the program will

A. Follow FAA Advisory Circular 150/5380-6, “Guidelines and Procedures for Maintenance of Airport Pavements,” for specific guidelines and procedures for maintaining airport pavements, establishing an effective maintenance program, specific types of distress and its probable cause, inspection guidelines, and recommended methods of repair;

B. Detail the procedures to be followed to assure that proper pavement maintenance, both preventive and repair, is performed;
C. Include a Pavement Inventory, Inspection Schedule, Record Keeping, Information Retrieval, and Reference, meeting the following requirements:

1. Pavement Inventory. The following must be depicted in an appropriate form and level of detail:
   a. location of all runways, taxiways, and aprons;
   b. dimensions;
   c. type of pavement, and;
   d. year of construction or most recent major rehabilitation.

2. Inspection Schedule.
   a. Detailed Inspection. A detailed inspection must be performed at least once a year. If a history of recorded pavement deterioration is available, i.e., Pavement Condition Index (PCI) survey as set forth in the Advisory Circular 150/5380-6, the frequency of inspections may be extended to three years.
   b. Drive-By Inspection. A drive-by inspection must be performed a minimum of once per month to detect unexpected changes in the pavement condition. For drive-by inspections, the date of inspection and any maintenance performed must be recorded.

D. Record Keeping. Complete information on the findings of all detailed inspections and on the maintenance performed must be recorded and kept on file for a minimum of five years. The type of distress, location, and remedial action, scheduled or performed, must be documented. The minimum information is:

1. inspection date;
2. location;
3. distress types; and
4. maintenance scheduled or performed.

E. Information Retrieval System. The Sponsor must be able to retrieve the information and records produced by the pavement survey to provide a report to the FAA as may be required.

28. Projects Which Contain Paving Work in Excess of $500,000. The Sponsor agrees to:

A. Furnish a construction management program to the FAA prior to the start of construction which details the measures and procedures to be used to comply with the quality control provisions of the construction contract, including, but not limited to, all quality control provisions and tests required by the Federal specifications. The program must include as a minimum:

1. The name of the person representing the Sponsor who has overall responsibility for contract administration for the project and the authority to take necessary actions to comply with the contract;
2. Names of testing laboratories and consulting engineer firms with quality control responsibilities on the project, together with a description of the services to be provided;
3. Procedures for determining that the testing laboratories meet the requirements of the American Society of Testing and Materials standards on laboratory evaluation referenced in the contract specifications (D 3666, C 1077);
4. Qualifications of engineering supervision and construction inspection personnel;
5. A listing of all tests required by the contract specifications, including the type and frequency of tests to be taken, the method of sampling, the applicable test standard, and the acceptance criteria or tolerances permitted for each type of test; and
6. Procedures for ensuring that the tests are taken in accordance with the program, that they are documented daily, and that the proper corrective actions, where necessary, are undertaken.

B. Submit at completion of the project, a final test and quality assurance report documenting the summary results of all tests performed; highlighting those tests that indicated failure or that did not meet the applicable test standard. The report must include the pay reductions applied and the reasons for accepting any out-of-tolerance material. Submit interim test and quality assurance reports when requested by the FAA.
C. Failure to provide a complete report as described in paragraph b, or failure to perform such tests, will, absent any compelling justification, result in a reduction in Federal participation for costs incurred in connection with construction of the applicable pavement. Such reduction will be at the discretion of the FAA and will be based on the type or types of required tests not performed or not documented and will be commensurate with the proportion of applicable pavement with respect to the total pavement constructed under the grant agreement.

D. The FAA, at its discretion, reserves the right to conduct independent tests and to reduce grant payments accordingly if such independent tests determine that sponsor test results are inaccurate.
The Sponsor’s acceptance of this Offer and ratification and adoption of the Project Application incorporated herein shall be evidenced by execution of this instrument by the Sponsor, as hereinafter provided, and this Offer and Acceptance shall comprise a Grant Agreement, as provided by the Act, constituting the contractual obligations and rights of the United States and the Sponsor with respect to the accomplishment of the Project and compliance with the assurances and conditions as provided herein. Such Grant Agreement shall become effective upon the Sponsor’s acceptance of this Offer.

**UNITED STATES OF AMERICA**
**FEDERAL AVIATION ADMINISTRATION**

__________________________
(Signature)

John P. Bauer
(Typed Name)

Manager, Denver Airports District Office
(Title of FAA Official)

**PART II - ACCEPTANCE**

The Sponsor does hereby ratify and adopt all assurances, statements, representations, warranties, covenants, and agreements contained in the Project Application and incorporated materials referred to in the foregoing Offer, and does hereby accept this Offer and by such acceptance agrees to comply with all of the terms and conditions in this Offer and in the Project Application.

I declare under penalty of perjury that the foregoing is true and correct.¹

Executed this ___________ day of _________________, ______________.

**TOWN OF JACKSON, WYOMING**

__________________________
(Name of Sponsor)

__________________________
(Signature of Sponsor’s Authorized Official)

By: ____________________________
(Printed Name of Sponsor’s Authorized Official)

Title: ____________________________
(Title of Sponsor’s Authorized Official)

**CERTIFICATE OF SPONSOR'S ATTORNEY**

I, ____________________________, acting as Attorney for the Sponsor do hereby certify:

That in my opinion the Sponsor is empowered to enter into the foregoing Grant Agreement under the laws of the State of Wyoming. Further, I have examined the foregoing Grant Agreement and the actions taken by said Sponsor and Sponsor’s official representative has been duly authorized and that the execution thereof is in all respects due and proper and in accordance with the laws of the said State and the Act. In addition, for grants involving projects to be carried out on property not owned by the Sponsor, there are no legal impediments that will prevent full performance by the Sponsor. Further, it is my opinion that the said Grant Agreement constitutes a legal and binding obligation of the Sponsor in accordance with the terms thereof.

Dated at ___________ (location) this ___________ day of _________________, ______________.

By ____________________________
(Signature of Sponsor’s Attorney)

¹ Knowingly and willfully providing false information to the Federal government is a violation of 18 U.S.C. Section 1001 (False Statements) and could subject you to fines, imprisonment, or both.
The Sponsor does hereby ratify and adopt all assurances, statements, representations, warranties, covenants, and agreements contained in the Project Application and incorporated materials referred to in the foregoing Offer, and does hereby accept this Offer and by such acceptance agrees to comply with all of the terms and conditions in this Offer and in the Project Application.

I declare under penalty of perjury that the foregoing is true and correct. ²

Executed this __________ day of ________________, ______________.

COUNTY OF TETON, WYOMING

(Name of Sponsor)

(Signature of Sponsor’s Authorized Official)

By: ____________________________

(Printed Name of Sponsor’s Authorized Official)

Title: ____________________________

(Title of Sponsor’s Designated Authorized Official)

CERTIFICATE OF SPONSOR’S ATTORNEY

I, _________________________________, acting as Attorney for the Sponsor do hereby certify:

That in my opinion the Sponsor is empowered to enter into the foregoing Grant Agreement under the laws of the State of Wyoming. Further, I have examined the foregoing Grant Agreement and the actions taken by said Sponsor and Sponsor’s official representative has been duly authorized and that the execution thereof is in all respects due and proper and in accordance with the laws of the said State and the Act. In addition, for grants involving projects to be carried out on property not owned by the Sponsor, there are no legal impediments that will prevent full performance by the Sponsor. Further, it is my opinion that the said Grant Agreement constitutes a legal and binding obligation of the Sponsor in accordance with the terms thereof.

Dated at _____________ (location) this ___________ day of ________________, ______________.

By _____________________________

(Signature of Sponsor’s Attorney)

² Knowingly and willfully providing false information to the Federal government is a violation of 18 U.S.C. Section 1001 (False Statements) and could subject you to fines, imprisonment, or both.
The Sponsor does hereby ratify and adopt all assurances, statements, representations, warranties, covenants, and agreements contained in the Project Application and incorporated materials referred to in the foregoing Offer, and does hereby accept this Offer and by such acceptance agrees to comply with all of the terms and conditions in this Offer and in the Project Application.

I declare under penalty of perjury that the foregoing is true and correct. 3

Executed this ___________ day of _________________, ______________.

JACKSON HOLE AIRPORT BOARD

(Name of Sponsor)

(Signature of Sponsor’s Authorized Official)

By:

(Printed Name of Sponsor’s Authorized Official)

Title:

>Title of Sponsor’s Designated Authorized Official)

CERTIFICATE OF SPONSOR’S ATTORNEY

I, _________________________________, acting as Attorney for the Sponsor do hereby certify:

That in my opinion the Sponsor is empowered to enter into the foregoing Grant Agreement under the laws of the State of Wyoming. Further, I have examined the foregoing Grant Agreement and the actions taken by said Sponsor and Sponsor’s official representative has been duly authorized and that the execution thereof is in all respects due and proper and in accordance with the laws of the said State and the Act. In addition, for grants involving projects to be carried out on property not owned by the Sponsor, there are no legal impediments that will prevent full performance by the Sponsor. Further, it is my opinion that the said Grant Agreement constitutes a legal and binding obligation of the Sponsor in accordance with the terms thereof.

Dated at _____________ (location) this ___________ day of _________________, ______________.

By _________________________________

(Signature of Sponsor’s Attorney)

3 Knowingly and willfully providing false information to the Federal government is a violation of 18 U.S.C. Section 1001 (False Statements) and could subject you to fines, imprisonment, or both.
RESOLUTION NO. 18-______

TETON COUNTY, WYOMING BOARD OF COUNTY COMMISSIONERS
APPROVAL OF GRANT AGREEMENT WITH THE
FEDERAL AVIATION ADMINISTRATION

AIP Grant No. 3-56-0014-059-2018

August 6, 2018

The Board of County Commissioners of Teton County, Wyoming, hereby finds as follows:

WHEREAS, Teton County and the Town of Jackson formed the Jackson Hole Airport Board on January 17, 1968 pursuant to Wyoming Statute §10-5-202 and 16-1-105; and

WHEREAS, as such the Jackson Hole Airport Board is authorized to receive certain grants from Federal Aviation Administration (“FAA”) from time-to-time for planning and/or improvements to the Jackson Hole Airport (the “Airport”); and

WHEREAS, FAA has notified the Jackson Hole Airport Board that the below referenced grant offer for planning and/or improvements to the Airport is to be made, in the amount of Two Million Five Hundred Fifty-Nine Thousand Eighty Six Dollars ($2,559,086); and

WHEREAS, approval and acceptance by Teton County, the Town of Jackson and the Jackson Hole Airport Board, each as a co-sponsor under FAA requirements, are all required before any FAA grant will be made; and

WHEREAS, the Teton County Board of County Commissioners desires as a co-sponsor to approve and accept such grant in such amount, and to authorize the appropriate officers of Teton County to execute the associated grant agreement, in the form annexed hereto as Exhibit A.

NOW, THEREFORE, it is resolved by the Teton County Board of County Commissioners, in open and public meeting as follows:

1. Teton County, as a co-sponsor hereby approves and accepts FAA AIP Grant Number 3-56-0014-059-2018 in the amount of Two Million Five Hundred Fifty Nine Thousand Eighty Six Dollars ($2,559,086) and in the form annexed hereto as Exhibit A, for the purpose of Rehabilitating the Access Road (Phase 1 – South Access Road) at the Airport, as more fully described in the Project Application.
2. The Board of County Commissioners of Teton County hereby designate and approve the Chair of the Teton County Board of County Commissioners to execute said Grant Agreement on behalf of the Board, and ratifies and approves any such execution whether made before or after the date of this Resolution.

Adopted by the Board in open and public meeting this 6th day of August, 2018

TETON COUNTY BOARD OF COUNTY COMMISSIONERS

____________________________________
Mark Newcomb, Chair

Attest:

____________________________________
Sherry L. Daigle, Teton County Clerk
TOWN COUNCIL OF THE TOWN OF JACKSON, WYOMING
RESOLUTION 18-____

A RESOLUTION PROVIDING APPROVAL FOR A GRANT FOR
REHABILITATION OF AIRPORT ACCESS ROAD (PHASE 1)
AIP GRANT NO. 3-56-0014-059-2018

WHEREAS, the Jackson Hole Airport Board (the “Board”) was organized as an airport board on January 17, 1968 pursuant to Wyoming Statute §10-5-202; is deemed a joint power board pursuant to Wyoming Statute §16-1-105; and is the owner and operator of a public use airport known as the Jackson Hole Airport (“Airport”); and

WHEREAS, as such the Board is authorized to receive grants from the Federal Aviation Administration (“FAA”) for planning and/or improvements to the Airport; and

WHEREAS, the Board has received a grant offer from FAA for the “Rehabilitate Access Road (Phase 1-South Access Road) at the Airport in the amount of $2,559,086, and the Board desires to accept such grant; and

WHEREAS, the FAA requires a resolution of approval from the Town of Jackson in order for the Airport to receive such a grant.

NOW, THEREFORE, be it resolved by the Town Council of the Town of Jackson, Wyoming that it hereby provides approval for the Board to accept FAA AIP Grant Number 3-56-0014-059-2018 in the amount of $2,559,086, for the purpose of the Rehabilitation of the Access Road (Phase 1 – South Access Road), as more fully described in the Project Application.

This Resolution shall become effective upon adoption.

PASSED, APPROVED, AND ADOPTED this ___ day of August 2018

ATTEST:

______ Sandra P. Birdyshaw, Town Clerk

______ By: Pete Muldoon, Mayor
At the Joint Town Council and County Commission retreat held earlier this year, the Council and Commission asked staff to present a process for proceeding with a SPET election for their consideration.

Prior to the process being initiated, the Town Council and County Commission would need to provide some initial direction to the committee. Specifically the Council and Commission would need to determine:

A. **Target Collection Period/Amount.** If the Council and Commission want to initiate a SPET process that would place items on the ballot that, if successful, would be satisfied in a specified period of time, they would need to indicate a target amount. A 1% SPET at current collection rates brings in approximately $15 Million each year. So for example if the target collection period was 3 years or $45 Million, one of the outcomes from the committee would be a recommendation for projects that would be satisfied in 3 years. *Please note that should the economy slow down, collections would take longer for the projects to be satisfied.*

B. **Project Type.** The Council and Commission will need to provide direction to the committee on whether they are only going to consider Town and County infrastructure projects or whether they are going to consider community projects as well such as those related to the schools, hospital, culture, higher education, or other.

C. **Election Date.** The Council and Commission will need to consider when they would like to propose SPET projects to the voters. Pursuant to Wyoming Statute, revenue generating elections can only occur in May, August or November. The Council and Commission may also wish to be sensitive to other items that may be on the ballot at the same time as proposed SPET initiatives. New regulations from the Wyoming legislature have changed the requirements to get a ballot resolution to the County Clerk and it is now a standard 110 days. The table below details upcoming windows of opportunity. *However please understand that these deadlines could change with any legislative changes.*
<table>
<thead>
<tr>
<th>Election Date</th>
<th>Election Type</th>
<th>110 Day Deadline to Provide Ballot Resolution to County Clerk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday, November 06, 2018</td>
<td>General</td>
<td>Wednesday, July 18, 2018</td>
</tr>
<tr>
<td>Tuesday, May 07, 2019</td>
<td>Special</td>
<td>Wednesday, January 16, 2019</td>
</tr>
<tr>
<td>Tuesday, August 20, 2019</td>
<td>Special</td>
<td>Wednesday, May 01, 2019</td>
</tr>
<tr>
<td>Tuesday, November 05, 2019</td>
<td>Special</td>
<td>Wednesday, July 17, 2019</td>
</tr>
<tr>
<td>Tuesday, May 05, 2020</td>
<td>Special</td>
<td>Wednesday, January 15, 2020</td>
</tr>
<tr>
<td>Tuesday, August 18, 2020</td>
<td>Primary</td>
<td>Wednesday, April 29, 2020</td>
</tr>
<tr>
<td>Tuesday, November 03, 2020</td>
<td>General</td>
<td>Wednesday, July 15, 2020</td>
</tr>
</tbody>
</table>

Once these initial discussions have occurred, the committee process would then begin. The steps identified by staff that would be part of the committee process are listed below.

1. **Committee Makeup.** The Committee would include the County Commissioner’s Administrator, the Town Manager, the County Clerk, the County Treasurer, and the Town Finance Director. There would not be elected officials on the committee that would also be final decision makers for the ballot initiatives selected.

2. **Committee Role.** The role of the Committee will be to vet the applications and make recommendations to the Town Council and County Commission.

3. **Timeline Identified.** Based on the direction provided by the Council and Commission, the committee would create a timeline for the Council and Commission that sets forth the application period, the review period, the target date for a recommendation to the Council and Commission, and a sufficient time period for the Council and Commission to consider, deliberate, decide on ballot initiatives, and allow time for legal staff to work with the Commissioner’s Administrator and Town Manager to craft ballot language prior to the ballot resolution deadline.

4. **Application.** An application will be finalized that will be a required submittal by the application deadline in order to be considered by the Town Council and County Commission. The application would be very similar to the one utilized in 2010 with some additional questions and a draft is attached to this staff report. It includes information about project costs, location, inflationary factors, other revenue sources, time frames for the project, cash flow, operating and maintenance budget and funding, community benefit, alignment with the comp plan, etc.

5. **Criteria Review.** The Committee will meet with a project representative for each application to understand the project being requested for consideration. The Committee will review each application and as a group will score the projects based on pre-established criteria that includes areas such as critical service, budget and funding sources, project readiness, fiscal and staff impacts on Town and/or County operations, economic impacts, meeting identified needs, statutory compliance, alignment with comprehensive plan goals, etc.

6. **Committee Outcomes.** As noted above, the Committee will make a recommendation to the Council and Commission. Based on the initial direction provided, the Committee will recommend whether projects should be considered or not considered and for those recommended for consideration, the committee will provide a prioritized list with recommended amounts. If the Council and Commission gave direction to consider both Town and County infrastructure projects as well as community projects, the Committee would prioritize these separately within each group but would also include a final list with amounts.

As noted in the draft application, the Town Council and County Commission can take the recommendation from the committee or make a different determination.

Staff recommends the Town Council and County Commission consider the recommendation from staff and adopt the process as outlined in the staff report.
The Town Council and County Commission have options available to them including:

1. Adopt the SPET process as outlined in the staff report.
2. Discuss the proposed SPET process and delay action on approving the process until such time that the Council and Commission want to pursue placing SPET initiatives on the ballot.
3. Make changes to the process and adopt as amended.
4. Take no action.
5. Other.

**ATTACHMENTS**

Draft Application.

**FISCAL IMPACT**

There is no fiscal impact of adopting a process for SPET initiatives that provides for vetting of the project submittals prior to the Town Council and County Commission being asked to deliberate and vote on the initiatives. There is a significant fiscal impact of conducting a special election for SPET initiatives. There is also a significant capital and operating fiscal impact of passage of projects that improve, replace, or add Town or County infrastructure or facilities.

**STAFF IMPACT**

Staff impact of approving this process is significant in that it would require a significant amount of time from the executive level personnel in both organizations including two elected officials. It would also require notable staff time from support staff personnel for records retention purposes for the documents submitted. However, it is staff’s opinion that it is more reasonable to expect staff and the elected Clerk and Treasurer to spend necessary staff time vetting projects rather than having the Town Council and County Commission directly review and analyze projects submitted. Even though a significant amount of staff time would be expended on this process, staff’s position is that these duties are integral to each position and would not create an undue burden to perform. The following table is an estimate of the staff impact of initiating a SPET application process utilizing the process proposed. Please note the following table does not address the staff impact of conducting a special or general election – that would need to be addressed at such time that the Council and Commission decide to move forward with conducting an election.

<table>
<thead>
<tr>
<th>Item</th>
<th>Responsible</th>
<th>Time Needed Per Person (in Hours)</th>
<th>Total Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare Timeline</td>
<td>Asst Town Mgr</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Finalize Application</td>
<td>Asst Town Mgr</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Finalize Criteria Scoring</td>
<td>Asst Town Mgr</td>
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<td>1</td>
</tr>
<tr>
<td>Compile Full Set of Applications</td>
<td>Administrative Assistant</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Coordinate Committee Meetings</td>
<td>Administrative Assistant</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Schedule Meeting Time for Committee with Each Applicant</td>
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<td>2</td>
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<tr>
<td>Committee Reading and Review of Applications Submitted and Scoring</td>
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<tr>
<td>Committee Meeting with Applicant Representatives</td>
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<tr>
<td>Committee Deliberation and Recommendation Prep</td>
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<tr>
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<td>Town and County Attorneys</td>
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<td><strong>Total</strong></td>
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<td><strong>223</strong></td>
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</tr>
</tbody>
</table>
STAKEHOLDER ANALYSIS
There are multiple stakeholders involved including the Town and County, Town and County staff and elected officials, residents and guests of Teton County and the Town of Jackson that would enjoy the benefits of improved, expanded, or new Town and County infrastructure and/or facilities, residents and guests that would enjoy the benefits of community projects, and residents and guests that would pay SPET taxes.

LEGAL REVIEW
Complete.

RECOMMENDATION
Staff recommends the Town Council and County Commission adopt the SPET process as outlined in the staff report.

SUGGESTED MOTION
Should the Town Council and County Commission be ready to take action on this item, one possible motion would be:

I move to adopt the SPET process as outlined in the staff report.

Synopsis for PowerPoint (120 words max):

Purpose:
At the Joint Town Council and County Commission retreat held earlier this year, the Council and Commission asked staff to present a process for proceeding with a SPET election for their consideration.
TETON COUNTY AND TOWN OF JACKSON

SPECIFIC PURPOSE TAX

PROJECT APPLICATION INSTRUCTIONS

Pursuant to Wyoming Statutes, the Teton County Commissioners and the Jackson Town Council are authorized to approve tax initiatives to be placed on the ballot for voter consideration. Completed applications must be submitted by the deadline and will be reviewed by a committee appointed by the County Commission and Town Council. The governing bodies may choose one, several, all or none of the proposals they deem to be appropriate to be placed on the ballot.

Criteria: Applications will be reviewed, scored and prioritized based in part on the following criteria and by the information provided in the application.

1. All applicants must be a local government entity or sponsored by a local government. If the applicant is seeking local government sponsorship from the Town of Jackson or Teton County, contact the government entity prior to XDate. Consideration of sponsorship of must be approved in a regular Town Council or Teton County Board of County Commission public meeting prior to the application deadline of XDate.

2. Projects that will benefit the residents of the community through critical service provision or that support or promote the health, safety, and welfare of the community will be most favorably considered. Projects should clearly demonstrate the needs, desires, and benefit to the public. Projects will also be scored on relationship to current infrastructure, funding, project readiness, fiscal and staff impact on TOJ or TC operations, ability for timely completion, economic impact, meeting identified needs, compliance with applicable regulations and laws, previous community support identified, and alignment with the adopted comprehensive plan.

3. Applications should include all project costs, have well documented future costs (operations and maintenance costs, and reserve funds for replacement of equipment and major components). The cost sections should include time schedules for the project and draw down schedules for funding. Applications should be complete and accurate.

4. Applications shall include proposed SPET Ballot language describing the amount of revenue to be collected and the purpose or purposes for which it is proposed to be used.

Process: The following committee vetting process has been adopted by the Town Council and County Commission to make a recommendation to the Town Council and County Commission.

1. **Committee Makeup.** The Committee includes the County Commissioner’s Administrator, the Town Manager, the County Clerk, the County Treasurer, and the Town Finance Director.

2. **Committee Role.** The role of the Committee will be to vet the applications and make recommendations to the Town Council and County Commission.

3. **Timeline.**
<table>
<thead>
<tr>
<th>SPET Timeline</th>
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</thead>
<tbody>
<tr>
<td>Applications Period</td>
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</tr>
<tr>
<td>Application Deadline</td>
<td>Xdate</td>
</tr>
<tr>
<td>Application Review Period by Committee</td>
<td>Xdate through Xdate</td>
</tr>
<tr>
<td>Recommendation to Council &amp; Commission</td>
<td>Xdate</td>
</tr>
<tr>
<td>Council &amp; Commission Deliberation</td>
<td>Xdate through Xdate</td>
</tr>
<tr>
<td>Council &amp; Commission Ballot Resolution Adoption</td>
<td>Not later than Xdate</td>
</tr>
<tr>
<td>Election</td>
<td>Xdate</td>
</tr>
</tbody>
</table>

The Review Committee may select one, several, all, or none of the applications for submission to the Town Council and County Commission for approval.

The Town Council and County Commission may select one, several, all, or none of the applications for submission to the voters at the election on Xdate.

**All applicants must be a local government entity or sponsored by a local government.**

If the applicant is seeking local government sponsorship from the Town of Jackson or Teton County, contact the government Administration Office prior to Xdate. Consideration of sponsorship of must be approved in a regular Town Council or Teton County Board of County Commission public meeting prior to the application deadline of Xdate.

Town of Jackson Administration       733-3932
Office of the County Commission    733-8094

**Application Instructions:** Please submit six (6) hard copies of the application in the prescribed format. Applicant must also submit a .pdf version of the application that contains all of the application materials. Applications not fully completed will not be considered.

Additional information about the project may be submitted as an addendum to the application.

**Application Deadline:** Application must be received no later than **noon on Xdate at the Office of the County Commissioners, 200 S. Willow** both in hard copy and .pdf electronic format on a flash drive (hard copy applications may be mailed to: P.O. Box 3594, Jackson, WY 83001).

**Application Questions:** Please complete every question in a short concise manner. If a response to a question is not necessary, please indicate with “N/A”.

<table>
<thead>
<tr>
<th><strong>Applications Period</strong></th>
<th>Xdate through Xdate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Application Deadline</strong></td>
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</tr>
<tr>
<td><strong>Election</strong></td>
<td>Xdate</td>
</tr>
</tbody>
</table>
SPECIFIC PURPOSE TAX

PROJECT APPLICATION

1. Project Name

2. Name of applicant (and name of sponsoring government entity if applicable)

3. Name, address, and phone number of contact person for the applicant

4. Is the applicant a
   a) governmental entity _________________________
   b) government sponsored entity _________________________
   (Please attach resolution of sponsorship)

5. Provide a brief description of the project (100 words or fewer).

6. Location of the proposed project.

7. If there is land required for the project, please indicate whether the land is owned, under contract, etc., and indicate the zoning of the property.

8. Project costs (please include all costs).

   a) land acquisition _________________________
   b) all design costs _________________________
   c) construction costs _________________________
   d) furnishings, fixtures & equipment _________________________
   e) contingency _________________________
   f) Operation & Maintenance Escrow _________________________
   g) other (please explain) _________________________

   TOTAL _________________________

   For each category listed in number eight (8), please provide a concise description of how costs are derived, how firm they are, and any contributions, such as land ownership, to the project.

9. Have any inflationary factors been included for time value for construction costs? If so, please explain how they are calculated and how they affect the project costs.

10. What alternative sources of revenue are available to the applicant and what sources have been explored for this project? (for example, property taxes, dues, etc.)

11. What dollar amount is being requested from Specific Purpose tax proceeds for this project?

12. Please list time frames for each phase of the proposed project.

13. Prepare and list as an addendum to this question, a preliminary cash flow showing disbursements and dates to match the schedule in Number 12.
14. Will any bond financing be necessary for this project?

15. Please provide as an addendum, a proposed operating and maintenance budget (pro forma income statement) for the first five (5) years following completion of the project.

16. What is the proposed method of providing future ongoing operating and maintenance costs? Describe the impact of this project on Town and/or County operating budgets in terms of fiscal impact and staff impact, be specific.

17. How will reserve funds be accumulated for replacement or repair of major equipment or components and what is the source of the funds?

18. What annual amount is projected for this reserve fund?

19. How many residents will benefit from this project?

20. What, if any, economic benefit will accrue to the community as a result of this project?

21. Are there any social or cultural benefits to the community?

22. Describe how your project is connected to current infrastructure.

23. Describe the level of project readiness, design, construction documents, etc.

24. If the project meets an identified community need, describe how that need is evident or has been documented or how it has been identified.

25. If SPET funds are needed to complete a previously approved/authorized project due to a shortfall, describe in detail.

26. Describe how your project provides a critical service related to health, safety, and welfare of the community.

27. Describe how the project will impact transportation (vehicle, bus, bike, highway, intersection, pathway), traffic, or congestion in the community either positively or negatively.

28. Describe the impact the project will have on employee and/or affordable housing in the community either positively or negatively and how the impact will be mitigated.

29. Describe how your project is in alignment with the comprehensive plan.

30. Provide as an addendum, an affidavit in agreement to participate in the public Planning & Review process for development and construction of the project.

31. Additional comments

________________________________________  ______________________________________
Date                                   Applicant
STATEMENT/PURPOSE

The purpose of this item is to review and approve the Housing Supply Plan 2018-2022. The Supply Plan includes Town tasks, County tasks, and Joint tasks with the goal of providing workforce housing. Workforce housing includes employee housing for Town and County employees and housing for our community workforce employed by local businesses.

Councilors and Commissioners should come prepared to discuss any changes or modifications to the plan. If no modifications are made, staff will pursue the tasks in the draft Housing Supply Plan. All funding requests and development proposals will be brought back before the appropriate board(s) for final approval prior to implementation.

BACKGROUND/ALTERNATIVES

In 2015, the Workforce Housing Action Plan (HAP) was adopted by the Town Council and BCC. This plan set in motion corrective actions to regain our resident workforce goal, including creating the joint affordable housing department, hiring a housing director, and drafting a 5-year workforce housing supply plan that is updated annually.

The plan is attached to this staff report. Below, staff identifies one key issue for consideration.

Key Issue 1: Possible Repeal of Districts 3-6 Zoning

In July 2018, after 16 months of public outreach and meetings, the Town Council approved an update to Districts 3-6 zoning. The new zoning provides incentives and allowances for workforce housing and utilization of these new tools is assumed in the Housing Supply Program. Should a referendum succeed in repealing these new zoning updates, staff will need to reprioritize projects based on the old zoning.

Projects, Acquisitions that will be affected:

1) 255 & 257 West Kelly Avenue, 360 & 380 South Jackson Street (Jackson/Kelly). This County-owned property located downtown may provide up to 30,000 square feet in workforce housing, based on the proposed NH-1 zoning and utilizing the “fill the box” 2 for 1 workforce housing tool. An opportunity to partner with an adjacent landowner could result it up to 140,000 square feet of residential housing. Should a referendum on the Districts 3-6 zoning update succeed, this project will need to go through the Planned Unit Development (PUD) process if
one exists, which will push back the timeline by three to six months and reduce the amount of square footage possible on the County-owned land by half (CR-2 zoning exists on the adjacent property and will not be affected by the referendum). If the PUD process does not exist and there is no NH-1 zoning, staff recommends reevaluating the highest and best use for the property.

2) Eastern Portion of Karns Meadow Tract 4. The Town of Jackson owns this property, which is located on the east side of Karns Meadow and is not yet platted. Staff recommends zoning the property NH-1 to match the surrounding neighborhood. The “fill-the-box” 2 for 1 workforce housing tool may also be utilized in NH-1 zones and staff estimates that 12-24 units could be built. Should a referendum on the Districts 3-6 zoning update succeed, this project will be zoned Suburban and could yield up to 6 units.

3) Maple Way & Simon Lane Land Consolidation. Consolidating ownership in the Maple Way and Simon Lane corridor will maximize development potential based on NH-1 zoning, which requires a minimum of three units per lot and allows the utilization of the “fill the box” 2 for 1 workforce housing tool. Should a referendum on the Districts 3-6 zoning update succeed, consolidation makes less sense as the lots will remain NC and will only allow one dwelling unit plus one accessory residential unit.

4) Future Land Acquisition. Staff will need to wait to see what happens with the referendum before acquiring any newly zoned land for future workforce housing development.

ATTACHMENTS
Housing Supply Plan 2018-2022

FISCAL IMPACT
Fiscal impact will vary, depending on responses to RFPs, partnership opportunities, land cost, etc.

STAFF IMPACT
Plan implementation will require most of the Housing Director’s time. The other three members of the Housing Department team will spend some time implementing the plan, but the expectation is that their work is primarily focused on management of the over 800 units currently in the Housing Department portfolio. This work is already built into the Housing Department’s annual work plan that was provided to Town and County elected officials as part of the budget process and is available online at jhaffordablehousing.org. Planning, legal, public works, and administration staff will also spend time executing the plan.

LEGAL REVIEW
Audrey Cohen-Davis and Keith Gingery reviewed this staff report.

RECOMMENDATION
Staff recommends that the Town Council and BCC approve the Supply Plan as drafted, which directs the Housing Director to pursue this fiscal year:

- Three workforce housing projects (105 Mercill, Kelly/Jackson, Karns Meadow Tract 4),
- Three capital programs (ARU Revolving Loan Fund, Restriction Fund, Down Payment Assistance Fund),
- Selling the 260 W. Broadway property,
- Consolidating ownership in the Maple Way & Simon Lane corridor,
- Working with other Town and County staff to master plan 400 West Snow King Avenue and including 55 Karns Meadow Drive in the process,
- Organizing a working group of regional employers to discuss opportunities to coordinate and partner with one another to create more workforce housing,
- Acquiring land for future workforce housing development,
- Pursuing nontraditional opportunities to create workforce housing, and
- Publishing four reports annually.

SUGGESTED MOTION
I move to approve the Housing Supply Plan 2018-2022.
Jackson/Teton County Housing Department
Housing Supply Plan 2018-2022
Draft August 2018

“Stabilizing our community by providing healthy housing solutions”
How We Got to Now: 2012 Comprehensive Plan to 2018 Housing Supply Plan

2012 Comprehensive Plan - community first, resort second
• 3 Common Values:
  • Ecosystem Stewardship
  • Growth Management
  • Quality of Life

2015 Workforce Housing Action Plan (HAP) - corrective actions to regain our local workforce
• Housing Supply
• Housing Management
• Funding for Housing
• Zoning for Housing

Implementation - 2016 to present
• July 2016 - Housing Director hired
• November 2016 - Compliance Specialist hired
• November 2016 - Supply Plan #1 approved
• November 2016 - One-cent tax for housing/transportation rejected; 1 of 3 housing measures on SPET approved
• December 2016 - Grove 3 development agreement approved (24 units)
• February 2017 - Redmond St. Rental development agreement approved (28 units)
• June 2017 - Housing Department customer service survey
• October 2017 - Supply Plan #2 approved
• November 2017 - 174 N. King Street RFP released
• January 2018 - Online Intake Form launched
• March 2018 - Developer chosen for 174 N. King Street workforce housing project (30 units)
• March 2018 - Teton County employee housing needs assessment
• May 2018 - First annual report released
• June 2018 - 174 N. King St. project receives DRC approval
• July 2018 - Housing Rules & Regulations adoption
• August 2018 - Supply Plan #3 consideration

This document outlines the rolling 5-year Housing Supply Plan, which includes:
• developing government-owned property for workforce housing,
• purchasing land for workforce housing development,
• implementing capital programs that will preserve existing housing stock and catalyze new ideas for increasing new supply,
• educating the community to increase understanding, and
• developing and implementing technical assistance programs that support or result in increased workforce housing.

The plan consists of six distinct parts:
1. Community Indicators, Pipeline + Goals;
2. Budget;
3. Capital Projects;
4. Capital Programs, which include both production and preservation;
5. Zoning and Planning; and
Community Indicators

Annually, the Jackson/Teton County long range planning department releases an indicator report that presents and analyzes 19 indicators related to our community’s three Common Values (growth management, ecosystem stewardship, and quality of life).

Key indicators from the 2018 report include:

- The percentage of the workforce living locally rose 1%, from a low of 57% in 2014, to 58% in 2015, and to 59% in 2016.
- In 2016 the median home sale was $785,000 and the median income was $91,400. This means the median home sale was 859% of median income (333% is considered affordable).

While one concern is that the resort character, as measured by the economic growth indicators listed below, is outpacing our community character, data from 2016 shows a higher percentage of resident workforce, higher median incomes, and more housing stock being used by the workforce.

- Economic growth indicators: Since 2012, Teton County has experienced a 3.5% annual job growth, 2.2% growth in Summer Effective Population, 2.1% growth in Shoulder Season Effective Population, 3.4% growth in Winter Effective Population, and 2.9% growth in Vehicle Miles Traveled.
- Community character indicators: Since 2012, Teton County has experienced a 1.1% growth in residential units, 1.2% growth in permanent population, a -0.9% growth in median income.

The Engage 2017 efforts to provide more workforce housing in the Town of Jackson through zoning incentives and allowances will help create the opportunity to build workforce housing. Providing the incentive to do so may require reductions in parking requirements and additional subsidy.
Intake Form Data

Beginning in January 2018, the Housing Department is requiring all households that wish to apply for restricted housing to complete its online Intake Form. This form serves multiple purposes, including data collection so that the department and community can have a better understanding of the types of units desired by the local workforce. In November 2016, the Housing Department led a meeting with the Jackson Hole Community Housing Trust (JHCHT), Habitat for Humanity, and the long-range planning department for the purposes of determining what questions to ask households seeking workforce housing. The ultimate goal, as laid out in the HAP, is to have a one-stop shop for any household who wishes to apply for workforce housing. While we are not there yet, ensuring that the Intake Form includes questions that both JHCHT and Habitat seek answers to is a necessary step to reaching this goal.

The information provided here reflects the data collected from January through June 2018. A full report that includes detailed reporting and analysis will be released by the Housing Department later this year.

Key takeaways from the Intake Form data collected to-date:
- Most households earn less than 120% of median income and over 50% of all households earn less than 80% of median income.
- 71% of households are one or two people.
- 34% of households include at least one child. Single-parent households account for 8% of households.

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<th>50-80%</th>
<th>80-100%</th>
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<td>15.22%</td>
<td>5.53%</td>
<td>6.32%</td>
<td>0.40%</td>
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</table>

# of Households Reporting in Each Income Range
## Goals

The 2015 HAP assessed the current condition of housing in the Town of Jackson and Teton County, established projected housing supply and need, and identified what will have to be done to close the gap. The numbers presented were estimates meant to inform policy decisions and to help the community understand what direction it needs to take to increase the resident workforce and were based on the 2014 Regional Needs Assessment and Census data.

The plan estimates that the community needs about 280 units annually. Of those 280 units, 30 result from catching-up from our current deficit, 200 are the result of employment growth (measured at 2.1% annual growth; last year we saw 3.5% job growth), and 50 are the result of the pending retirement of baby boomers.

The proportion of units needed based on income ranges in the HAP does not match the initial Intake Form data collected. Staff believes that this may indicate a need to broaden the reach of the Intake Form and will work to do so this year.

| Annual Workforce Housing Stock Need Based on 10-Year Projection w/Pipeline Assumptions |
|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|                                   | Rental                          | Ownership                       | Ownership                       | Ownership                       | Ownership                       | Ownership                       |
| 60 units per year                 | 10 units per year               | 20 units per year               | 20 units per year               | 80 units per year               | 15 units per year               | 25 units per year               |
| 10 units per year                 | 20 units per year               | 20 units per year               | 50 units per year               | 5 units per year                | 10 units per year               | 30 units per year               |
| <50% AMI                         | <50% AMI                        | 50-80% AMI                      | 80-120% AMI                     | 120-150% AMI                    | >150% AMI                       | >150% AMI                       |
| <$49,250 for family of 4          | <$78,800 for family of 4        | <$118,200 for family of 4       | <$147,750 for family of 4       | <$147,750 for family of 4       | <$147,750 for family of 4       | <$147,750 for family of 4       |
Pipeline + Goals

As of January 1, 2018 over 700 residential units were in the pipeline. Of those units, we anticipate that at least 280 will serve as workforce housing.

Highlights as of January 1, 2018:

- 31% of units that have received a building permit are restricted
- Almost 60% of all units that have received development plan approval are restricted\(^1\)
- Around 45% of units that have received sketch plan approval are restricted\(^2\)

Comparing the pipeline with our estimated annual workforce housing stock need based on 10-year projections, the largest gaps are units serving households earning <120% of median income. No units for households earning <50% of median income have been built in the past two years.

In 2018, the Town Council approved the 174 North King Street Project which will serve 30 low income households earning <60% of median income.

<table>
<thead>
<tr>
<th>Project</th>
<th># Units</th>
<th>Restriction</th>
<th>Rent/Own</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teton Science Schools</td>
<td>4</td>
<td>Employer</td>
<td>Rent</td>
</tr>
<tr>
<td>60 Rosencrans - Hidden Hollow</td>
<td>96</td>
<td>None</td>
<td>Own</td>
</tr>
<tr>
<td>60 Rosencrans - Hidden Hollow</td>
<td>45</td>
<td>Workforce</td>
<td>Rent</td>
</tr>
<tr>
<td>60 Rosencrans - Hidden Hollow</td>
<td>27</td>
<td>&lt;120%</td>
<td>Own</td>
</tr>
<tr>
<td>Webster Plaza - JHMR Dorms</td>
<td>24</td>
<td>Employer</td>
<td>Rent</td>
</tr>
<tr>
<td>Shooting Star West</td>
<td>9</td>
<td>None</td>
<td>Own</td>
</tr>
<tr>
<td>Center Street Hotel</td>
<td>4</td>
<td>&lt;120%</td>
<td>Rent</td>
</tr>
<tr>
<td>Sagebrush Apartments</td>
<td>32</td>
<td>Workforce</td>
<td>Rent</td>
</tr>
<tr>
<td>Sagebrush Apartments</td>
<td>58</td>
<td>None</td>
<td>Rent</td>
</tr>
<tr>
<td>Total Sketch Plan Units</td>
<td>299</td>
<td>Total Restricted</td>
<td>136</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project</th>
<th># Units</th>
<th>Restriction</th>
<th>Rent/Own</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teton Science Townhouses</td>
<td>6</td>
<td>None</td>
<td>Own</td>
</tr>
<tr>
<td>Teton Science Employee Housing</td>
<td>4</td>
<td>Employer</td>
<td>Rent</td>
</tr>
<tr>
<td>Hidden Hollow</td>
<td>8</td>
<td>None</td>
<td>Own</td>
</tr>
<tr>
<td>400 W Snow King (Parks &amp; Rec)</td>
<td>21</td>
<td>Employer</td>
<td>Rent</td>
</tr>
<tr>
<td>Grove Phase 3</td>
<td>8</td>
<td>&lt;80%</td>
<td>Own</td>
</tr>
<tr>
<td>1255 W Highway 22</td>
<td>4</td>
<td>None</td>
<td>Own</td>
</tr>
<tr>
<td>1255 W Highway 22 Forest</td>
<td>16</td>
<td>Master Lease</td>
<td>Rent</td>
</tr>
<tr>
<td>Pine Glades PUD</td>
<td>16</td>
<td>None</td>
<td>Own</td>
</tr>
<tr>
<td>Total Dev. Plan Units</td>
<td>83</td>
<td>Total Restricted</td>
<td>49</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Building Permits Issued as of 3/1/2018</th>
<th># Units</th>
<th>Restriction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Hill Lofts</td>
<td>4</td>
<td>&lt;120%</td>
</tr>
<tr>
<td>Grove Phase 3</td>
<td>12</td>
<td>&lt;80%</td>
</tr>
<tr>
<td>Hidden Hollow</td>
<td>18</td>
<td>&lt;120%</td>
</tr>
<tr>
<td>Hidden Hollow</td>
<td>18</td>
<td>Workforce</td>
</tr>
<tr>
<td>Hidden Hollow</td>
<td>19</td>
<td>None</td>
</tr>
<tr>
<td>Hotel Jackson</td>
<td>4</td>
<td>&lt;120%</td>
</tr>
<tr>
<td>Kismet II</td>
<td>2</td>
<td>&lt;120%</td>
</tr>
<tr>
<td>Kismet II 2:1 Bonus</td>
<td>1</td>
<td>Workforce</td>
</tr>
<tr>
<td>Kismet II 2:1 Bonus</td>
<td>1</td>
<td>None</td>
</tr>
<tr>
<td>3950 S. Antelope Ln</td>
<td>3</td>
<td>ARU</td>
</tr>
<tr>
<td>Redmond Street Rentals</td>
<td>26</td>
<td>&lt;150%</td>
</tr>
<tr>
<td>Marriott Hotel</td>
<td>4</td>
<td>&lt;120%</td>
</tr>
<tr>
<td>3275 W Village Drive</td>
<td>2</td>
<td>&lt;120%</td>
</tr>
<tr>
<td>265 E Broadway</td>
<td>1</td>
<td>&lt;120%</td>
</tr>
<tr>
<td>Apartments</td>
<td>15</td>
<td>None</td>
</tr>
<tr>
<td>Detached Single Family Dwelling</td>
<td>165</td>
<td>None</td>
</tr>
<tr>
<td>Attached Single Family Dwelling</td>
<td>20</td>
<td>None</td>
</tr>
<tr>
<td>Total Building Permit Units</td>
<td>315</td>
<td>Total Restricted</td>
</tr>
</tbody>
</table>

\(^1\) Single family homes are not required to submit a development plan and therefore are not included in these numbers.

\(^2\) Single family homes are not required to submit a sketch plan and therefore are not included in these numbers.

Since 1994, about 80 units of workforce housing have been built per year. Our current demand based on job growth, retirement, and catching up to our resident workforce goal is about 280 workforce units per year.
The Housing Supply Program is funded by Town and County general fund dollars and fees paid by developers in-lieu of building the required workforce housing generated by their development. The Jackson/Teton County Housing Authority (JTCHA) also owns assets that it can sell or develop when directed by the Town Council and Board of County Commissioners.

In 2016, the JTCHA sold the Mantey Property for $2.1M. Those funds were then used to fund a portion of the Redmond Street Rentals Project.

Currently, JTCHA owns two properties: 1) 260 West Broadway, which is a commercial property that is currently listed for sale for $895,000; and 2) the 5-acre Raines property on Moose-Wilson Road that is vacant.

- Staff recommends continuing efforts to sell the West Broadway property.
- For the Raines property, staff recommends a rezone of the property to allow for the development of workforce housing. A more detailed discussion of this potential future project is provided on page 12.

### Budget

#### Supply Program Fund Balance: FY18/19

<table>
<thead>
<tr>
<th>Source</th>
<th>Description</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teton County</td>
<td>General Fund</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Teton County</td>
<td>Existing Mitigation Fees</td>
<td>$2,421,613</td>
</tr>
<tr>
<td>Town of Jackson</td>
<td>General Fund</td>
<td>$1,548,526</td>
</tr>
<tr>
<td>Town of Jackson</td>
<td>Existing Mitigation Fees</td>
<td>$174,872</td>
</tr>
<tr>
<td><strong>Total Existing</strong></td>
<td></td>
<td><strong>$6,145,011</strong></td>
</tr>
<tr>
<td>Teton County</td>
<td>Projected Mitigation Fees</td>
<td>$500,000</td>
</tr>
<tr>
<td>Town of Jackson</td>
<td>Projected Mitigation Fees</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Total Existing + Projected</strong></td>
<td></td>
<td><strong>$6,695,011</strong></td>
</tr>
</tbody>
</table>

#### Supply Program Proposed Expenditures: FY18/19

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>Description</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Purchase</td>
<td>Land acquisition for workforce housing development</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Capital Programs</td>
<td>ARU Fund, Down Payment Assitance Fund, Restriction Fund</td>
<td>$2,000,000</td>
</tr>
<tr>
<td><strong>Total Proposed Expenditures</strong></td>
<td></td>
<td><strong>$6,000,000</strong></td>
</tr>
<tr>
<td>Estimated Balance</td>
<td></td>
<td><strong>$695,011</strong></td>
</tr>
</tbody>
</table>
Capital Projects

Current Projects, 2018/2019

Four capital projects are currently underway (table in Appendix A provides per unit pricing and affordability):

1) Redmond Street Rentals – a partnership with the Jackson Hole Community Housing Trust that will provide 28 rental units. The Town and JTCHA provided a total of $5,700,000 in funding for this project. Public investment is estimated at $203,571/unit. Once the long-term debt for the project is retired, the Town, JTCHA, and Housing Trust will share project revenues and expenses based on their project percentage, which is estimated at 55% public and 45% Housing Trust.

2) Grove Phase 3 – a partnership with Habitat for Humanity that will result in 24 low-income ownership units. The JTCHA provided $1,128,000 in land for the project and Teton County will provide up to $1,300,000 in funding for infrastructure at the site. Public investment is estimated at $101,167/unit.

3) 400 West Snow King – employee housing for the Town and County that will result in 26 rental units. The total project cost is $4,100,000 with $2,900,000 coming from the 2016 SPET and the remaining $1,200,000 from the Town and County general funds. Public investment is estimated at $157,692/unit.

4) 174 North King Street – a partnership with Westmount Development Group that will result in 30 low-income rental units. The Town of Jackson provided approximately $2,000,000 in land for the project and Westmount is seeking Low Income Housing Tax Credits (LIHTC) to fund the balance of the project cost. LIHTC allocations will be announced in January 2019. Public investment is estimated at $66,667/unit, assuming LIHTC allocation. The “fill the box” 2 for 1 workforce housing tool is being used to develop this site.

Public investment in these projects is approximately $14,228,000 for 108 units, 54 of which are guaranteed to serve households earning less than 80% of median income.
**Proposed Projects, 2018/2019**

**105 Mercill Avenue.** This Teton County-owned property is located on the corner of Mercill Avenue and Glenwood Street. The western portion of the property was developed by Children’s Learning Center (CLC) and is owned by Teton County.

- CR-2 zoning will allow for the utilization of the “fill the box” workforce housing tool.
- The site is constrained by the drive aisle and lack of access to the alley on the west side of the property, but the opportunity for a shared parking program with CLC does exist. Parking will be the limiting factor for this project.
- Up to 8,000 square feet of commercial space may be located on site and could be beneficial from a parking perspective.

Staff anticipates a housing program that provides 20-30 workforce housing units.

**Timeline**

- Develop RFP  2019 Q1
- Release RFP  2019 Q1
- Award Project  2019 Q2
- Project Complete  2021 Q3
255 & 257 West Kelly Avenue, 360 & 380 South Jackson Street. This Teton County-owned property has NH-1 zoning, which allows for the utilization of the “fill the box” workforce housing tool.

Preliminary analysis indicates that the County’s four lots could provide up to 30,000 square-feet in workforce housing, based on height limits, parking, and setback requirements.

An opportunity exists for the County to partner with the adjacent property owner to the north, which could allow for up to 140,000 square feet of workforce housing to be constructed. Staff continues to negotiate with the northern property owner and if an agreement cannot be reached by the end of the year, staff recommends moving forward with a project on the County-owned land only.

Timeline – County land only
Develop RFP 2018 Q4
Release RFP 2019 Q1
Award Project 2019 Q2
Project Complete 2021 Q4

Timeline – Partnership
Term Sheet 2018 Q3
Develop RFP 2018 Q4
Release RFP 2019 Q1
Award Project 2019 Q2
Project Complete 2022 Q4
Karns Meadow Tract 4. The Town of Jackson owns this property, which is located on the east side of Karns Meadow, across from the Fairgrounds on Flat Creek Drive. The property is not yet platted.

An environmental assessment (EA) is currently underway for the entire Karns Meadow property – of which this is a very small portion. The assessment will consider housing at this site. Once the results from the EA are received, and assuming the analysis suggests that housing is an appropriate use at this site, staff recommends that Town plat the property as three lots and zone it NH-1 to match the surrounding neighborhood.

NH-1 zoning allows for the utilization of the “fill the box” workforce housing tool.

Timeline
- Complete Environmental Assessment: 2018 Q4
- Plat Property: 2019 Q1
- Develop RFP: 2019 Q1
- Release RFP: 2019 Q2
- Award Project: 2019 Q3
- Project Complete: 2021 Q4
Future Projects, 2019-2022

3590 North Kennel Lane (Raines). This 5-acre JTCHA-owned property is located on Moose-Wilson Road next to the Aspens Complete Neighborhood, mass transit, and close to Teton Village. It was purchased in 2006 using SPET funds for the development of affordable housing. At the time of purchase, the Affordable Housing PUD tool existed. A moratorium on PUD-AH development was put in place on May 6, 2008 and the tool was removed by the BCC on March 26, 2010.

The property is currently zoned Neighborhood Conservation (NC) and is surrounded by Business Conservation, NC, and Auto-Urban Commercial (AC) zoning. As it is currently zoned, the property allows for a single-family residence.

A zoning update is scheduled for FY19/20. Staff recommends that the BCC rezone the property to allow for workforce housing development.

- If zoned Suburban, a maximum of 20, quarter-acre lots could be created with up to one house allowed on site (20 units).
- If zoned AR, an AR subdivision that allows for one house and two ARUs per 7500 SF lot could result in a maximum of 29 lots (87 units).
- If zoned AC, dormitory use is by-right and could result in a maximum of 150 rooms.

If the BCC does not rezone the property, staff recommends swapping the land for more appropriately zoned land. If a land swap is not possible, staff recommends selling the property and using the sales proceeds for future workforce housing.

Timeline

<table>
<thead>
<tr>
<th>Rezone</th>
<th>2020 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop RFP</td>
<td>2020 Q3</td>
</tr>
<tr>
<td>Release RFP</td>
<td>2020 Q4</td>
</tr>
<tr>
<td>Award Project</td>
<td>2021 Q1</td>
</tr>
<tr>
<td>Project Complete</td>
<td>2023 Q3</td>
</tr>
</tbody>
</table>
Public Lands Inventory, Land Acquisition, & Other Opportunities

The model set forth in the 2015 HAP is predicated on purchasing land, partnering with the private sector to develop workforce housing on that land, and preserving existing housing stock. Since the HAP’s adoption, staff has focused on developing Town and County owned property, while also looking for potential property to purchase.

A Town/County lands inventory has been conducted (Appendix B) and staff has identified properties as potential locations for future workforce housing development. Staff recognizes that some of these options are potentially controversial and will require other considerations and that others simply may not be a fit for workforce housing.

Staff has also been pursuing nontraditional opportunities to develop workforce housing. These are at the concept level.

- Workforce Housing State Park – If built, this would be the first of its kind in the nation. Preliminary project partners include the Bridger-Teton National Forest Service; Wyoming State Parks, Historic Sites & Trails; Wyoming Pathways; Teton Village Association; and the Housing Department.
- Farmstead – This agrihood would create a mixed-use development that incorporates farming, education, and workforce housing. This project is in the early stages and could include partnerships with the Jackson Hole Land Trust and Slow Food in the Tetons.

Recommended Next Steps for FY 18/19:

- Consolidate ownership in the Maple Way & Simon Lane corridor to maximize development potential.
- Work with other Town and County staff to master plan 400 West Snow King Avenue and include 55 Karns Meadow Drive in this process.
- Organize a working group of regional employers – U.S. Forest Service, St. John’s Medical Center, Teton County School District, Town of Jackson, Teton County, Jackson Hole Mountain Resort, Snow King Resort, and the Jackson Hole Chamber of Commerce to discuss opportunities to coordinate and partner with one another to create more workforce housing.
- Acquire land for future workforce housing development.
- Continue pursuing nontraditional opportunities to create workforce housing.
Capital Programs

Proposed Programs, 2018/2019

Three capital programs are identified for possible implementation this year. Staff will work with the Housing Supply Board (HSB) and legal to develop each of these programs and determine their viability.

ARU Revolving Loan Fund
Purpose: Increase workforce housing by catalyzing Accessory Residential Unit (ARU) development in the Town of Jackson.

This five-year pilot project is a strategy for achieving the community’s stated goal of housing a minimum of 65% of the workforce locally and will ultimately help to increase workforce housing supply and diversify the housing options available to our resident workforce. This will also provide owners with an opportunity to more efficiently utilize their property and may result in the loss of fewer existing workforce units to leakage or redevelopment. Staff will work with local lenders (banks), the HSB, and legal to develop the program.

Timeline
Develop Program 2018 Q3-Q4
Implement 2019 Q1

Down Payment Assistance Fund
Purpose: Preserve existing housing stock by providing down payment assistance to local, working households.

This fund will provide a portion of the down payment required to secure a mortgage in return for a share of the equity appreciation on a pro-rata basis with the homeowner. Staff will work with local lenders, the HSB, and legal to develop the program.

Timeline
Develop 2018 Q3-Q4
Implement 2019 Q1

Restriction Fund
Purpose: Increase new workforce housing stock and preserve existing workforce housing stock.

This sinking/revolving fund is a strategy for workforce housing preservation and creation. By purchasing restrictions on new units, the public can avoid the role of developer and still take advantage of new, appropriate developments. By purchasing restrictions on existing units, the public can preserve existing workforce housing stock and protect community character.

Timeline
Develop Program 2018 Q3-Q4
Implement 2019 Q1
Future Programs, 2019-2022

Two programs focused on ARUs are identified for implementation in future years. Per the LDRs, ARUs may be occupied by three types of occupants: 1) a member of the local workforce; 2) a family member of the landowner; or 3) an intermittent non-paying guest of the landowner. Staff will work with partners, the Housing Supply Board, and legal to develop these programs.

Standard ARU Program
The program is a collaboration between the housing and planning departments and will result in a streamlined process for developing ARUs on properly zoned land.

Next Steps: Develop program working with planning department to identify possible process efficiencies and standard ARU design guidelines and/or plans. Research similar approaches used in other communities.

Timeline
Develop Program  2019 Q4-2020 Q1
Release RFP     2020 Q2
Award           2020 Q3
Implement       2020 Q4

Historic ARU Program
The Jackson Hole Historic Preservation Board receives requests to move or demolish historic cabins regularly. This collaboration between the JH Historic Preservation Board and the Housing Department will create opportunities to save these historic structures by partnering with local landowners to place cabins as ARUs on properly zoned properties within the Town of Jackson. The ARUs will then be used for workforce housing.

Next Steps: JHHPB will submit a text amendment to the Town of Jackson to make an allowance for a slight increase in the size of an ARU so long as it meets certain criteria set forth by JHHPB.

Timeline
Text Amendment   TBD 2019
Develop Program Q4 2019
Implement       Q2 2020
Zoning & Planning

The Town and County’s planning departments’ work on updating land development regulations and mitigation rates significantly impacts the Housing Supply Program.

Town Zoning Updates
The current zoning in Character Districts 3-6 is almost 25-years old. Since the second quarter of 2017, planning staff has been working to update this zoning to achieve the vision set forth in the 2012 Comprehensive Plan. The Town Council adopted the new zoning in July 2018.

Joint Housing Mitigation Updates
Housing requirements on new developments have been in place since 1995. The purpose of this update is to ensure new development is providing housing that is in line with current trends and community goals. The Town Council and County Commission adopted new mitigation requirements in July 2018.

Teton County Zoning Updates
In 2019 the County planning department will begin to update zoning in the Aspens Character District to implement the desired future character for the area as described in the Comprehensive Plan.

Timeline
<table>
<thead>
<tr>
<th>Area</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspens Zoning</td>
<td>2019 Q1 – 2020 Q2</td>
</tr>
<tr>
<td>Hog Island</td>
<td>2021 Q1 – 2022 Q1</td>
</tr>
<tr>
<td>Business Park</td>
<td>2021 Q1 – 2022 Q1</td>
</tr>
<tr>
<td>Wilson</td>
<td>2021 Q1 – 2022 Q1</td>
</tr>
</tbody>
</table>

Historically, about 58% of all workforce housing units have been built through zoning allowances and incentives.

Historically, about 27% of all workforce housing units have been built through mitigation requirements.
Education & Outreach

Education and outreach programming are essential elements for the success of the Housing Supply Program. The department regularly provides educational presentations for employers and their employees and housing 101 and supply presentations to civic and business groups. Over the past year and a half, the department has increased its online presence through social media, a new website, and increased email communication with homeowners and tenants.

Annually the Housing Department will publish four reports:

1. **Intake Form Report.** The Housing Department released a new online intake form in January 2018 that all prospective homeowners and tenants are required to complete annually to remain eligible for Housing Department units. Data collected from the form will be synthesized and used to inform the Housing Supply Program. The data will also be provided to the community in the third quarter of each year.

2. **Restricted Housing Stock Portfolio.** The Housing Department will release an annual Restricted Housing Stock Portfolio that will detail all restricted units in Teton County. The first portfolio will be released in the third quarter of this year. Subsequent updates to the portfolio will be provided in the second quarter annually and released online.

3. **Apartment Annual Report.** The Housing Department will collect data about residential rental units in the community, including market and restricted units. This data will be published in the second quarter of each year.

4. **Housing Department Annual Report.** During the first quarter of each year the department will release an annual report detailing the department’s work during the previous year (January-December).
Appendix A: Current Capital Projects

<table>
<thead>
<tr>
<th>Project</th>
<th># Units</th>
<th>Public $</th>
<th>Public $/Unit</th>
<th>Own/Rent</th>
<th>Income Ranges Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redmond Street Rentals</td>
<td>28</td>
<td>$5,700,000</td>
<td>$203,571.43</td>
<td>Rent</td>
<td>&lt;150%</td>
</tr>
<tr>
<td>Grove Phase 3</td>
<td>24</td>
<td>$2,428,000</td>
<td>$101,166.67</td>
<td>Own</td>
<td>&lt;80%</td>
</tr>
<tr>
<td>400 West Snow King</td>
<td>26</td>
<td>$4,100,000</td>
<td>$157,692.31</td>
<td>Rent</td>
<td>&lt;120%</td>
</tr>
<tr>
<td>174 North King Street</td>
<td>30</td>
<td>$2,000,000</td>
<td>$66,666.67</td>
<td>Rent</td>
<td>&lt;60%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>108</td>
<td><strong>$14,228,000</strong></td>
<td><strong>$131,740.74</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Appendix B: Town & County Public Lands Inventory

<table>
<thead>
<tr>
<th>Address</th>
<th>Size</th>
<th>Future Zoning</th>
<th>Owner</th>
<th>Other Info</th>
<th>Recommended Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBD</td>
<td>TBD</td>
<td>CR-1, CR-2, CR-3, NH-1, NM-2</td>
<td>JTCHA, ToJ, TC</td>
<td>Future land purchase, location TBD.</td>
<td>Acquire appropriately zoned land on which workforce housing can be built.</td>
</tr>
<tr>
<td>105 Mercill Ave</td>
<td>0.52 acres</td>
<td>CR-2</td>
<td>Teton County</td>
<td>CR-2 zoning will allow for the utilization of the “fill the box” 2 for 1 workforce housing tool.</td>
<td>In early 2019, release an RFP to develop workforce housing on the site.</td>
</tr>
<tr>
<td>255 &amp; 257 West Kelly Ave, 360 &amp; 380 South Jackson St.</td>
<td>0.68 acres</td>
<td>NH-1</td>
<td>Teton County</td>
<td>CR-2 zoning will allow for the utilization of the “fill the box” 2 for 1 workforce housing tool. Potential to partner with an adjacent landowner exists.</td>
<td>Release an RFP to develop workforce housing on the site in late 2018.</td>
</tr>
<tr>
<td>Eastern Portion of Karns Meadow Tract 4</td>
<td>0.65 acres</td>
<td>Suburban</td>
<td>Town of Jackson</td>
<td>An EA is currently underway.</td>
<td>Assuming EA suggests that housing is an appropriate use at this site, rezone to NH-1 and release RFP to develop workforce housing in early 2019.</td>
</tr>
<tr>
<td>3590 North Kennel Lane</td>
<td>5 acres</td>
<td>NC</td>
<td>JTCHA</td>
<td>Current zoning allows for a single-family residence.</td>
<td>Rezone to allow for the construction of workforce housing or sell/trade property.</td>
</tr>
<tr>
<td>955 Maple Way</td>
<td>0.12 acres</td>
<td>NH-1</td>
<td>Town of Jackson</td>
<td>Purchased for new road alignment. No plans for new alignment exist today. New zoning requires minimum of 3 units.</td>
<td>Consolidate ownership to maximize development potential.</td>
</tr>
<tr>
<td>930 &amp; 940 Simon Ln</td>
<td>0.24 acres</td>
<td>NH-1</td>
<td>Town of Jackson</td>
<td>Purchased for new road alignment. No plans for new alignment exist today. These two lots are adjacent and offer an opportunity to build at least 6 new units.</td>
<td>Consolidate ownership to maximize development potential.</td>
</tr>
<tr>
<td>915 Simon Ln</td>
<td>0.12 acres</td>
<td>NH-1</td>
<td>Town of Jackson</td>
<td>Purchased for new road alignment and roundabout. No plans for new alignment/roundabout exist today. New zoning requires minimum of 3 units.</td>
<td>Consolidate ownership to maximize development potential.</td>
</tr>
<tr>
<td>410 Scott Ln</td>
<td>0.21 acres</td>
<td>NL-2</td>
<td>Town of Jackson</td>
<td>Purchased for new road alignment and roundabout. Potential executive housing w/1 ARU.</td>
<td>Consolidate ownership to maximize development potential.</td>
</tr>
<tr>
<td>55 Karns Meadow Drive</td>
<td>5.75 acres</td>
<td>P/SP</td>
<td>Town of Jackson</td>
<td>START Facility. Potential for 26 units based on current design.</td>
<td>Include site as part of the master planning process for 400 West Snow King Avenue.</td>
</tr>
<tr>
<td>400 West Snow King Avenue</td>
<td>6 acres</td>
<td>P/SP</td>
<td>Town of Jackson</td>
<td>Public Works, TC Parks and Rec housing and maintenance. Opportunity to master plan the property for all future uses.</td>
<td>Master plan site this year and bring recommendations to Town Council.</td>
</tr>
<tr>
<td>305 West Snow King Avenue</td>
<td>17.5 acres</td>
<td>P/SP</td>
<td>Town of Jackson</td>
<td>Fairgrounds. Lease expires in December 31, 2026.</td>
<td>2020: Master plan site.</td>
</tr>
<tr>
<td>270 W Deloney Ave</td>
<td>0.32 acres</td>
<td>P/SP</td>
<td>Town of Jackson</td>
<td>Parking lot - potential to build parking garage, housing</td>
<td>After parking study is complete, analyze efficacy of redeveloping site to include housing.</td>
</tr>
<tr>
<td>230 W Deloney Ave</td>
<td>0.48 acres</td>
<td>P/SP</td>
<td>Town of Jackson</td>
<td>Parking lot - potential to build parking garage, housing</td>
<td>After parking study is complete, analyze efficacy of redeveloping site to include housing.</td>
</tr>
<tr>
<td>195 E Deloney Ave</td>
<td>0.45 acres</td>
<td>P/SP</td>
<td>Town of Jackson</td>
<td>Parking lot - potential to build parking garage, housing</td>
<td>After parking study is complete, analyze efficacy of redeveloping site to include housing.</td>
</tr>
<tr>
<td>9800 S Highway 89</td>
<td>2.4 acres</td>
<td>2019</td>
<td>Teton County</td>
<td>Future Fire Station. Potential for 5-10 housing units.</td>
<td>Include site as part of the master planning process for 400 West Snow King Avenue.</td>
</tr>
<tr>
<td>125 Virginian Lane</td>
<td>3.72 acres</td>
<td>P/SP</td>
<td>Teton County</td>
<td>Library - potential to build parking garage, housing</td>
<td>With current zoning, highest and best use is to sell and reinvest funds into housing - whether employee or community workforce.</td>
</tr>
<tr>
<td>140 E Simpson Ave</td>
<td>0.21 acres</td>
<td>OR</td>
<td>Teton County</td>
<td>Parking lot - potential to build parking garage, housing</td>
<td>With current zoning, highest and best use is to sell and reinvest funds into housing - whether employee or community workforce.</td>
</tr>
<tr>
<td>2110 Hidden Ranch Lane</td>
<td>0.34 acres</td>
<td>NL-1</td>
<td>Town of Jackson</td>
<td>Park exaction. Potential executive housing w/1 ARU.</td>
<td>Sell, pay parks fee, and invest the remaining revenue into future workforce housing development.</td>
</tr>
</tbody>
</table>
### Appendix C: Housing Supply Program Gantt Chart

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>FY17/18</th>
<th>FY18/19</th>
<th>FY19/20</th>
<th>FY20/21</th>
<th>FY21/22</th>
<th>FY22/23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redmond Street Rentals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grove Phase 3</td>
<td>9 units</td>
<td>8 units</td>
<td>8 units</td>
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<tr>
<td>Housing at Parks &amp; Rec Shop</td>
<td>26 units</td>
<td></td>
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<tr>
<td>174 N. King Street (ToJ)</td>
<td>Award</td>
<td></td>
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<tr>
<td>105 Mercil Avenue (TC)</td>
<td>Award</td>
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<tr>
<td>Jackson/Kelly (TC) - County Only</td>
<td>Award</td>
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<tr>
<td>Jackson/Kelly (TC) - Partnership</td>
<td>Award</td>
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<tr>
<td>Karns Meadow Tract 4 (ToJ)</td>
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<tr>
<td>Online Intake Form</td>
<td>Launch</td>
<td></td>
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<tr>
<td>Workforce Housing State Park</td>
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<tr>
<td>Land Acquisition</td>
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<tr>
<td>Agrihood</td>
<td>Intake</td>
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<tr>
<td>Intake Form Annual Report</td>
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<tr>
<td>Restricted Housing Stock Portfolio</td>
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<tr>
<td>ARU Revolving Fund</td>
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<tr>
<td>Down Payment Assistance Fund</td>
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<tr>
<td>Restriction Fund</td>
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<tr>
<td>365 W. Broadway (HA)</td>
<td>Launch</td>
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<tr>
<td>Online Weighted Drawing Entry</td>
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<tr>
<td>Consolidate Maple Way, Simon Ln</td>
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<tr>
<td>400 W. Snow King Ave Master Plan</td>
<td></td>
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<tr>
<td>305 W. Snow King Ave Master Plan</td>
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<tr>
<td>Regional Employer Working Group</td>
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<tr>
<td>Apartment Annual Reports</td>
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<tr>
<td>Housing Department Annual Report</td>
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<tr>
<td>Historic ARU Program</td>
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<tr>
<td>Standard ARU Program</td>
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<tr>
<td>Affordable Housing Easement</td>
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<td></td>
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<tr>
<td>3590 N. Kennel Lane (JTCHA)</td>
<td></td>
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</tbody>
</table>

**Notes:**
- Q1, Q2, Q3, Q4 refer to the quarters of the year.
- FY17/18, FY18/19, FY19/20, etc., refer to the fiscal years.
- Units refer to the number of housing units.
- Award, Groundbreaking, etc., indicate the status of the project.

2018-2022 Housing Supply Plan – August 2018 Draft | Page | 20
Appendix D: Frequently Used Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

**Meeting Date:** August 6, 2018

**Presenter:** Steve Ashworth, Shawn Meisl, David Ellerstein

**Submitting Dept:** Parks and Recreation

**Subject:** Parks and Recreation Strategic Plan, Final Draft

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**Statement / Purpose:**

The purpose of the item is to present the executive summary of the completed Parks and Recreation Department 10-year strategic plan. Staff is looking to provide clarification and understanding of the plan’s findings and recommendations and receive comment and feedback from the Boards. Staff will look to bring the strategic plan back to each individual board for adoption by resolution in September. Adoption of the plan does not lock the boards into any specific decision or priority, rather communicates to the department and community a strategic road map for current and future development and programming consideration. The ultimate goal of the plan is to provide the department and elected officials with fact-based analysis and information to assist in decision making for parks and recreation services.

**Background / Description (Pros & Cons):**

The Department contracted with GreenPlay, LLC to develop the plan. GreenPlay, LLC was founded in 1999 as a consortium of experts to provide management and consulting services for park, recreation, open space, and related quality of life agencies. GreenPlay, LLC has successfully completed over 400 strategic planning projects throughout the country.

The planning process began in May of 2017 with extensive community engagement and statistical analysis. Over the course of the last year, GreenPlay and staff have worked together to better understand the overall community’s recreational, park and open space needs, and how best to serve and meet these needs. The strategic plan has utilized the Teton County/Jackson Comprehensive Plan as its foundation, and incorporated the guiding principles of the Integrated Transportation and Community Housing Plans.

The goal of the plan was to develop a vision and strategy to address the community’s parks and recreation needs in the most effective manner. The plan identifies opportunities and challenges that the department faces, and provides recommendations of capital, programming and operational priorities for the next ten years.

**Stakeholder Analysis & Involvement:**

The Department director, staff, and the Advisory Board led the project team in preparing the Parks and Recreation Strategic Plan, a document available to the public. The intent of this plan is to support the policies within the Jackson/Teton County Comprehensive Plan and it requires approval by the Parks and Recreation Advisory Board, the County Commissioners, and the Town Council. The Parks and Recreation Strategic Plan becomes an element of the current Teton County/Jackson Comprehensive General Plan after approval of the Parks and Recreation Advisory Board, the County Commissioners, and the Town Council.

A collaborative effort took place allowing for the incorporation of the consultants’ expertise with local and institutional knowledge provided by community members and Town/County project team members.
Project Tasks and Timeline

Initial Information Gathering: April – May
Focus Groups/Staff and Stakeholder Interviews: May – June
Community Profile: June
Review of Existing Properties: May
Level of Service Analysis: May – July
Market Analysis: May
Evaluation of Existing Standards: June – July
Facilities, Lands, and Asset Gaps: June – July

Financial Model and Scenarios: July – August
Partners and Alternative Providers: July – August
Findings and Visioning Strategies: August (Findings)
Action Plan: September (Visioning)

Recommendations/Action Plan: December
Draft Plan: February 2018
Final Plans and Presentation: April 2018

Other Documents Reviewed for this Plan
While the planning efforts listed above have the most direct impact and influence on this strategic planning effort, the team also reviewed other documents to evaluate and ensure the alignment and consistency of recommendations and action steps across the Department. Those plans include:

- Indicator reports
- Budgets
- Employee manuals
- Facility/site master plans
- Program guides
- Community surveys
- Current policies

Demographics and Trends Analysis
Teton County and the Town of Jackson undoubtedly make up a unique community. Evidence observed while developing this plan, however, shows that this community is not immune to demographic and recreational trends that are sweeping the country. The desires of different age groups, community values, and popularity of a variety of recreational activities and amenities are all influential. Community demographics as well as regional and national trends are highlighted and used in the analysis of key issues and have been considered when determining priority and where to allocate resources toward the provision of parks, recreational facilities, and recreational services and programming for residents and visitors. The full demographic report is attached to this document as Appendix A.
Comparative Analysis
Benchmarking allows the comparison of certain attributes of the Department’s management of public spaces (parks, recreation, aquatics, and related services) with other similar communities. For this plan, benchmarking data was collected from: Aspen, CO; Golden, CO; Ketchum, ID; Rock Springs, WY; Campbell County, WY; Cody, WY; Steamboat Springs, CO; Park City, UT; Laramie, WY; Rexburg, ID; Big Sky Community Organization, MT; Logan, UT; Idaho Falls, ID; Glenwood Springs, CO. Comparison for certain aspects of parks and recreation operations are used throughout this document where appropriate. The full benchmarking report is attached to this document as Appendix B.

Community Engagement
The Department has earned a reputation for being receptive to feedback by continuously engaging the community through periodic surveys, planning processes, and day-to-day operations. This plan is driven in part by data received through engaging the public in multiple ways including:

- Community surveys
- Focus groups
- Public meetings
- Stakeholder interviews
- Council and Advisory Board work sessions

Information regarding survey efforts in 2005, 2012, and 2015 is provided in Appendix C. A summary of all public, stakeholder, and governing board and advisors input collected in 2017 is provided in Appendices D and E.

Fiscal Impact:
NA

Staff Impact:
NA

Legal Review:
No legal review has been completed

Staff Input / Recommendation:
Staff supports the findings as presented in the Final Draft Strategic Plan, and recommend that the Jackson Town Council and Teton County Board of County Commissioners adopt by resolution at an upcoming September regular meeting.

Attachments:
Final Draft, Teton County/Jackson Parks and Recreation Dept. Strategic Plan Executive Summary (2018)

Suggested Motion:
No formal action or adoption is requested at this time.
EXECUTIVE SUMMARY

Introduction

This Parks and Recreation Strategic Plan is a first for the Teton County/Town of Jackson. It is completed within the strategic framework of the County and the Town which:

- Provides the foundation for the well-being of county and town residents through responsive and efficient services necessary to support the residential, business, environmental, and historical interests that define the community
- Enhances the quality of life for those who live here, and the experience for those who visit, through facilities and programs that contribute to public health, safety, and welfare
- Appreciates the unique environmental resource and scenic beauty
- Acknowledges responsibilities to future generations

According to the 2012 Jackson/Teton County Comprehensive Plan, the common values of community character are ecosystem stewardship, growth management, and quality of life. This Plan creates a roadmap to ensuring an appropriate balance of facilities, amenities, and programs offered to the community now and into the future. It evaluates the current system in order to appropriately develop goals, policies, and guidelines, along with achievable strategies, and will be heavily used as a resource for development and redevelopment of the Department’s assets and services for the next 10 years.

About the Community and the Department

Teton County has approximately 23,000 residents, of which 10,000 are in the Town of Jackson. A significant number of the residents in Teton County are second home owners. Teton County/Jackson Parks and Recreation Department operates as a County agency under a Joint Powers Agreement between the Town and the County. Department funding is split between the County at 55 percent and the Town at 45 percent based upon the 2010 Census on residential population distribution.

The Department has 11 developed parks comprising 60 acres and four (4) undeveloped parks comprising 89 acres; a 36,000 square foot recreation center with a gymnasium, multi-purpose space, 8 lane lap pool, leisure pool, splash down pool/slide tower, and therapy pool; 50 miles of paved multimodal pathways; and management of approximately 1,000 acres of Snake River Recreation parcels owned by the Bureau of Land Management (BLM). Through a School District agreement, the Department has management and maintenance responsibilities of 11 athletic fields comprising 18 acres. Lastly, the Department has grounds maintenance responsibility for all town and county government facilities and town right-of-ways.
About the Process

The Department director, staff, and the Advisory Board led the project team in preparing the Plan, a document available to the public. The intent of this plan is to support the policies within the Jackson/Teton County Comprehensive Plan and it requires approval by the Parks and Recreation Advisory Board, the County Commissioners, and the Town Council. The Plan becomes an element of the current Teton County/Jackson Comprehensive General Plan following approval of the Parks and Recreation Advisory Board, the County Commissioners, and the Town Council.

The year-long plan development began in April of 2017 and included community and stakeholder engagement, an inventory and level of service analysis, demographics and trends analysis, identification of findings and key issues, visioning, and development of an action plan addressing recommendations for capital assets and operations, along with potential funding strategies. Final approval was granted in April of 2018.

Key Opportunities

The following key issues and opportunities were identified during the preparation of this plan. A detailed exploration exists in the main document.

EXISTING AND FUTURE FACILITIES

Indoor Facilities and Amenities
While recreational programs hosted by the Department take place in satellite/partner locations, the Teton County/Jackson Recreation Center hosts the majority of indoor programming. The community is highly satisfied with the current facility, yet the Recreation Center has experienced challenges in accommodating the needs of the community, creating user and scheduling conflicts. A feasibility study completed in 2012 has begun to be fulfilled through a SPET tax for renovations approved in 2017, but there is much more to be done.

Community/Neighborhood Parks
Community/Neighborhood parks are intended to serve the surrounding neighborhood. While well-maintained and functional, existing parks tend to suffer from a lack of individual identity. Gaps in the system, based on a ¼ mile walking distance criteria, seem to be on the east side of the community by May Park, Teton Village, and south of South Park toward the community of Hoback.

Special Event/Community Gathering Parks
The Department currently offers multiple special events throughout the system and supports numerous community events hosted by other organizations. Large maintenance impacts and traffic congestions often result. Considerations for these types of spaces include flexibility, walkability and transportation, hard surfaces, and Department resources.
Gateway Parks
Gateway parks should strengthen the sense of arrival into the community. North Park is an obvious gateway, as it sits at the northern extent of town adjacent to the Visitor Center. Though in the center of Jackson, Town Square functions as a gateway of sorts, as it is often one of the first outdoor places in town that tourists will visit. The future park in Teton Village will play the role of Gateway Park. Baux Park is a gateway in a different sense, as it is the gateway from town to the mountains and forest.

Beyond the Community and Neighborhood Parks
For the entire park system, the balance of conservation and development is paramount. Many of the BLM parcels are adjacent to the Snake River, in the floodplain, and further from populations. As such, they have habitat/conservation value and/or could be considered for land swaps to best serve the community.

Athletic Fields
The main athletic fields in the system are at the High School Recreation Complex. The Department also utilizes open green space and baseball/softball fields around the system to create temporary rectangular fields when necessary, a solution often utilized for practice times. This is not ideal and creates issues with scheduling, maintenance, and mixed-uses at parks. The School District is projecting growth, and indication of impact on the demand for services provided by the Department and the rate of use of athletic fields in the system. Reinventing how the high school complex is used and development of the Stilson property both provide opportunity to address this issue.

Dog Off-leash Areas
Local community groups have been trying to identify a suitable location for a dog park for some time, and statistics show that the need is obvious. Although commonly referred to as dog parks, these places have been shown to be social gathering places for dog guardians – a park for people with dogs. Location determination and sites for consideration are explored in this plan.

PROGRAMS AND SERVICES
Recreation Programming
The Department provides instructional, skill-based, and social programs for adults, youth, active agers, and special events that contain a wide-variety of offerings, as well as drop-in/day-use opportunities. The public is complementary about the Department’s offerings and also offers useful information for improvements including more diversification of offerings such as health and wellness, nature education, and arts and culture (and a larger focus on adults and the aging population), while expressing concern about trying to offer too much with limited resources. Facility limitations are impacting the ability to offer a more robust program offering.

Adaptive Programming
The community identified people with disabilities as a user group with limited opportunities provided by the Department. Inclusion services will assist in identifying reasonable and appropriate accommodations for people with disabilities.
Outdoor Recreation Programming
Even though the Jackson/Teton County community is surrounded by outdoor recreation opportunities, there are some in the community that cannot access them, because they are within National Parks and Forest, accessible only by car, or require specialized equipment to access. To provide accessible opportunities to outdoor recreation within its system, the Department should look to provide “front country” opportunities where appropriate to bring a taste of the back country.

After-School Programming
The Department has existing partnerships with the school district and seems to be the “go to” service provider within the community for after school programs and services for children, providing expansive programming for children through grade eight as well as summer time programming. The Department needs to consider the need for after-school programming in the planning of expansion of the recreation center.

River Recreation Management and Programming
The Department has taken over river access points in recent years currently has a River Management Plan in place. Since the operation of these sites is relatively new, it is expected that there will be operational challenges. Understanding the role the BLM tracts will play in the future of the system is also important, as many of these parcels are adjacent to the Snake River.

Nordic Trail Grooming
The Department does a great job in responding to operational and maintenance issues on the large network of Nordic trails, but often receives complaints of user conflict and complaints regarding the amount and scheduling of groomed trails. This pulls the Department in multiple directions.

Collaboration and Partnerships
Many in the community expressed concern that the size of the service profile of the Department limited its ability to deliver its core services. Well designed and documented collaboration and partnerships are service delivery possibilities to be explored under the right circumstances.
POLICIES AND PROCEDURES

Cost Recovery Philosophy and Policy, Fee Policy and Policies Regarding Access to Facilities and Services
All of these policies and procedures are related and must work together to be effective. In order to keep up with increasing expenses, experience across the country has shown that smaller periodic increases are much more tolerable than less frequent larger increases, and provisions are always made for assistance for those with economic need. With limited facilities, use policies are critical and must be adhered to for the benefit of all.

FUNDING

Department Budget
The Department experiences a funding deficit primarily in capital repair and replacement. It has been on a building and expansion boom over the past 15 years, and as a result, capital repair liability continues to grow. While it is able to maintain currently, most of the improvements are less than 20 years old, and in the next 10 years, significant funding will be required for upkeep. Over 50 miles of paved pathways have been constructed since 1998, and large capital overlay costs will begin on these facilities in the next 5-10 years.

The other funding deficit is through non-core service growth including such things as downtown restrooms, public right of ways, or other government buildings. Often the Department budget is evaluated as growing, but most is not driven by the Department or its users, but rather these other maintenance and support services.

Revenue Sources
Potential new funding sources are explored along with a look at user fees, park exaction and park impact fees, Specific Purpose Excise Tax (SPET), and Recreation District Tax. Expansion of sponsorships, partnerships and grants create additional opportunity for cost sharing, cost savings, and additional revenue.

OPERATIONAL AND ECONOMIC STABILITY

Core Services
Core services satisfy values and vision, typically benefiting all community members, or are seen as essential to the lives of under-served populations. It is not necessary that an individual participate in a specific recreational or cultural activity, or even step into a park setting to receive benefit. Having a nice park and trail system with trees, open space, and recreational amenities available in the community adds to home values and a quality living environment and provides opportunity for partaking in activity, as well as contributes to clean air and provides relief from urban density. To achieve these and other outcomes, an agency invests its tax dollars in these core services.

Parks and recreation services provide value to the community as a whole in terms of economic, environmental, and social benefits. Tax dollars support these “core services.”
Beyond those benefits realized by all residents, the agency is also able to provide specific activities and services that benefit individuals. There are not adequate tax dollars to completely support this level of activity, and it is appropriate and common to charge at least minimally for these services. The Department’s Cost Recovery Policy provides the framework by which all services are categorized and set up for cost recovery targets (some will be 0%). It is crucial that the Department not take on more than it can handle, and the ability to attract revenue to support activities actually makes them able to be offered.

In addition to mission-based responsibilities, the Department is charged with care of facilities outside of the park system (public facility grounds cemetery, restrooms, trees, etc.). Although these may not meet the core mission of the Department of Parks and Recreation, they may be core services of the County and/or the Town. As expenses to provide the acceptable level of service increase over time, tax support revenue has to keep pace.

**Level of Service Standards**
Satisfaction with the Parks and Recreation Department is very strong and exceeds national standards as measured from survey comparison with other communities. However, two operational issues float to the top of items needing more attention: the quality/condition of the Recreation Center at #1 of 21 items queried and quality/maintenance of pathways at #2. Overall, there is a sense that the Department is doing a great job with limited resources and increasing demands, but concern about the capacity to keep up with an increasing demand.

**Organizational Structure**
A combined County/Town Parks and Recreation Department is somewhat unique and comes with distinctive challenges, particularly related to level of service provision to both the urban and rural setting. It is otherwise organized in a traditional fashion with three functional management divisions including Recreation Programs, Recreation Center, and Parks. Full-time staff are supplemented with part-time staff. One of the biggest issues facing the Department is the impact of the housing crisis in Jackson that is also affecting other mountain resort towns.

Due to the size of the service profile of the Department, and the nature of a small community, staff are consistently pulled in many directions. All sources of input noted that while the Department meets a high standard, many were concerned that the organizational efficiency was not sustainable as the Department is asked to continue existing responsibilities, while taking on additional responsibilities.

**Marketing and Communication**
The Department should be commended for its marketing efforts to date. Even though many sources of input shared the sentiment that there are some gaps in communication, the Department is held with high regard in the community. Internally, marketing efforts are inconsistent and the Department should focus on consistent message, identity, and branding.
**Recommendations and Action Plan**

The following recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the strategic planning process with a primary focus on maintaining, sustaining, and improving parks, recreation, open space, and trails. All cost estimates are in 2017 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:
- Short-Term/Immediate (up to 2 years)
- Mid-Term (2-5 years)
- Long-Term (5-10 years)

**Capital Priorities**

<table>
<thead>
<tr>
<th>TIER ONE (HIGH PRIORITY) – SHORT TERM/IMMEDIATE (UP TO 2 YEARS)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPAND RECREATION CENTER</strong></td>
</tr>
<tr>
<td>Actions</td>
</tr>
<tr>
<td>Continue to improve Recreation Center in a phased approach</td>
</tr>
<tr>
<td>Modernize and refresh existing facilities</td>
</tr>
<tr>
<td>Increase overall capacity of the facility</td>
</tr>
<tr>
<td>Provide additional gymnasium space</td>
</tr>
<tr>
<td>Provide health and fitness multi-use space</td>
</tr>
<tr>
<td>Re-configure site circulation and parking-</td>
</tr>
<tr>
<td>King Street Extension</td>
</tr>
</tbody>
</table>

Parks and Recreation Strategic Plan
<table>
<thead>
<tr>
<th>Actions</th>
<th>Operational Impact</th>
<th>Capital Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletic Fields Master Planning</td>
<td></td>
<td>Stilson Site development estimated cost - $3-4 million</td>
</tr>
<tr>
<td>• Develop Stilson Property to accommodate athletic fields:</td>
<td></td>
<td>(Cost estimates based on proposed master plan)</td>
</tr>
<tr>
<td>▪ Consolidating adult and general purpose athletic fields</td>
<td></td>
<td>High School site re-development</td>
</tr>
<tr>
<td>▪ Providing active agers park amenities</td>
<td></td>
<td>Estimated cost - tbd</td>
</tr>
<tr>
<td>▪ Developing a gateway to transit, trails, and river recreation</td>
<td>Staff planning and development</td>
<td>Budget sheet can be found in Appendix I</td>
</tr>
<tr>
<td>• TCSD High School Fields Re-development</td>
<td></td>
<td>Site development estimated cost - $75,000 to $500,000</td>
</tr>
<tr>
<td>▪ Re-purpose adult softball fields to consolidate youth baseball fields at this site</td>
<td></td>
<td>(Cost estimates based on regional comparison and dependent on amenities.</td>
</tr>
<tr>
<td>▪ In collaboration with TCSD, increase capacity for youth multi-purpose fields at this site</td>
<td></td>
<td>Budget sheet can be found in Appendix I</td>
</tr>
<tr>
<td>• Evaluate lawn in front of High School</td>
<td></td>
<td>Site and project dependent.</td>
</tr>
<tr>
<td>• Evaluate un-developed land east of Tennis Courts</td>
<td></td>
<td>Establish annual budget allotment.</td>
</tr>
<tr>
<td>• Consider land acquisition to increase youth multi-purpose</td>
<td></td>
<td></td>
</tr>
<tr>
<td>athletic field capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop Off-leash dog park opportunities in east and west Jackson:</td>
<td></td>
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</tr>
<tr>
<td>• Sites to consider are Phil Baux, the Fairgrounds, Wayne May, Mike Yokel.</td>
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<tr>
<td>• Develop partnerships with local interest groups to co-develop sites</td>
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<tr>
<td>Develop Accessibility Master Plan to serve as ADA transition Plan addressing:</td>
<td></td>
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<tr>
<td>▪ Park amenities</td>
<td></td>
<td></td>
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<tr>
<td>▪ Facility Parking</td>
<td></td>
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<tr>
<td>Tennis Court re-evaluation</td>
<td></td>
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<tr>
<td>▪ Consider temporary or permanent conversion to pickleball</td>
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<td></td>
</tr>
</tbody>
</table>
## TIER TWO (MEDIUM PRIORITY) – (2-5 YEARS)

<table>
<thead>
<tr>
<th>Actions</th>
<th>Operational Impact</th>
<th>Capital Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-develop Phil Baux Park to become a gateway connections park:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Creating connections to the National Forest trail system</td>
<td></td>
<td>Site development estimated cost - $400,000 to $550,000 (Cost estimates based on regional comparison and dependent on amenities. Budget sheet can be found in Appendix I)</td>
</tr>
<tr>
<td>- Developing a special event space to accommodate outdoor concerts/amphitheater</td>
<td></td>
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<tr>
<td>- Incorporating outdoor alternative sports/opportunities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Climbing</td>
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<tr>
<td>▪ Skateboarding</td>
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<tr>
<td>▪ Broomball</td>
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<tr>
<td>▪ Inline skating</td>
<td></td>
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<tr>
<td>▪ Nature play areas</td>
<td></td>
<td></td>
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<tr>
<td>Complete Wayne May Park Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete Karns Meadow Park Master Plan to include:</td>
<td></td>
<td>Dependent on amenities. Estimates/ amenity include:</td>
</tr>
<tr>
<td>▪ Passive/Natural Park</td>
<td></td>
<td>Playgound - $100-250k</td>
</tr>
<tr>
<td>▪ Habitat and Resource Education</td>
<td></td>
<td>Natural Play Area - $40 – 150k</td>
</tr>
<tr>
<td>▪ Public Access to Flat Creek</td>
<td></td>
<td>Signage - $500/each</td>
</tr>
<tr>
<td>▪ Interior soft Pedestrian Trails</td>
<td></td>
<td>Benches – $1,500/each</td>
</tr>
<tr>
<td>Develop South Park Landing (west) base, prioritizing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Parking</td>
<td></td>
<td></td>
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<tr>
<td>▪ Vehicle circulation</td>
<td></td>
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<tr>
<td>▪ River bank restoration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BLM Parcel 9/10 Park Base Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Determine appropriate site plans for each BLM parcel.</td>
<td></td>
<td></td>
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<tr>
<td>▪ Evaluate the potential role of BLM parcels in the Parks system and</td>
<td></td>
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</tr>
<tr>
<td>▪ conduct land-use planning studies on parcels to be acquired.</td>
<td></td>
<td></td>
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<tr>
<td>It is important to note that determining an appropriate use does not</td>
<td></td>
<td></td>
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<tr>
<td>imply development.</td>
<td></td>
<td></td>
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<tr>
<td>Collaborate with Community Pathways to ensure continued development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and connectivity of trails and pathways to parks and recreation</td>
<td></td>
<td></td>
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<tr>
<td>facilities</td>
<td></td>
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<tr>
<td>Balance conservation and development, focusing on developing the Town</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core while</td>
<td></td>
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</tr>
</tbody>
</table>

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**Notes:**

- Staff planning and development
- Dependent on project.
providing gateways and passive opportunities throughout the system.

Partner with ____________ to develop public art in parks policy and procedure. Selection and approval criteria should be developed through the Advisory Board.

Develop more unstructured or natural play areas – Rangeview Park and May Park hold potential for a pilot of this type of play area.

<table>
<thead>
<tr>
<th>TIER THREE (LOW PRIORITY) – LONG TERM (5-10 YEARS)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PARK SITE DEVELOPMENT</strong></td>
</tr>
<tr>
<td><strong>Actions</strong></td>
</tr>
<tr>
<td>Develop Teton Village Park including:</td>
</tr>
<tr>
<td>• 3+ acre “community/neighborhood” type park. Site should include:</td>
</tr>
<tr>
<td>▪ Playground</td>
</tr>
<tr>
<td>▪ Shelter</td>
</tr>
<tr>
<td>▪ Non-programmed play areas</td>
</tr>
<tr>
<td>▪ Multi-purpose turf athletic fields</td>
</tr>
<tr>
<td>Pursue land acquisition for Hog Island/Hoback Neighborhood Park through the exaction process. Park area should be classified as a “community/neighborhood” type park. Site should include:</td>
</tr>
<tr>
<td>• Playground</td>
</tr>
<tr>
<td>• Shelter</td>
</tr>
<tr>
<td>• Non-programmed play areas</td>
</tr>
<tr>
<td>Area should also be considered for joint development with the school district of multi-use athletic field.</td>
</tr>
<tr>
<td>Determine feasibility for water play features at parks (ex. splash pad) – There are several sites in the system where this type of amenity might be appropriate. Of chief concern should be transportation and proximity to other children-related facilities and activities.</td>
</tr>
</tbody>
</table>

| Estimates/amenity include: | Natural Play Area – $40-150k |
## Programming and Service Priorities

<table>
<thead>
<tr>
<th>Actions</th>
<th>Operational Impact</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop Health and Wellness Programming</strong> to include:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Fitness in parks</td>
<td>Staff planning and</td>
<td>On-going</td>
</tr>
<tr>
<td>• Health education</td>
<td>development</td>
<td></td>
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<tr>
<td>• Community and corporate wellness</td>
<td></td>
<td></td>
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<tr>
<td>• Support and assist systems of care organizations and programs</td>
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</tr>
<tr>
<td>Promote young adult, adult, and active aging programming through targeted marketing efforts.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Develop more nature-based programming (classes, trips, and events).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Develop more fitness opportunities (indoor/outdoor classes) and</td>
<td></td>
<td></td>
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<tr>
<td>through partnerships with alternative providers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Develop more arts and culture programming (classes, trips, and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>events).</td>
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<tr>
<td><strong>Develop Active Agers Programming</strong></td>
<td></td>
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</tr>
<tr>
<td>• Identify additional indoor/outdoor opportunities for Pickleball</td>
<td>Staff planning and</td>
<td>On-going</td>
</tr>
<tr>
<td>through programming (tournaments), scheduling, and development.</td>
<td>development</td>
<td></td>
</tr>
<tr>
<td>• Program “adventure” or camp type opportunities for adults.</td>
<td></td>
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<tr>
<td>• Program integrated fitness opportunities.</td>
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<td></td>
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<tr>
<td>Actions</td>
<td>Operational Impact</td>
<td>Timeframe</td>
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</tr>
<tr>
<td><strong>Continue Program Diversification and Community Outreach</strong>&lt;br&gt;• Continue to develop multi-cultural opportunities for engagement and inclusion of the Latino population and others.&lt;br&gt;• Evaluate scheduling of programs to accommodate parents/children/multi-generations.&lt;br&gt;• Continue to partner with alternate providers to strengthen the offerings within the community.&lt;br&gt;• Continue to identify underserved populations and the barriers of entry that exist within the system; with a particular attention to low and moderate-income populations.&lt;br&gt;• Evaluate the fit of programs through a services assessment.</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Adaptive/Accessible Programming</strong>&lt;br&gt;• Develop and communicate opportunities for inclusive services within current programming.&lt;br&gt;  ▪ Dedicate staff liaison to coordinate efforts with programmers.&lt;br&gt;• Address program access through marketing materials and registrations system.&lt;br&gt;• Provide programming opportunities for seniors, special needs, and through Special Olympics activities.</td>
<td>Staff planning and development</td>
<td></td>
</tr>
<tr>
<td><strong>Continue to Build Partnerships and Collaborative Programming with Alternative Providers:</strong>&lt;br&gt;• St. John’s Hospital&lt;br&gt;• Teton County Health Department&lt;br&gt;• Teton County Library&lt;br&gt;• Teton County Senior Center&lt;br&gt;• Teton County School District&lt;br&gt;• Public/Private Partnerships&lt;br&gt;• Snake River Fund&lt;br&gt;• Friends of Pathways&lt;br&gt;• Jackson Hole Public Art</td>
<td></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
### Policy and Procedure

<table>
<thead>
<tr>
<th>Actions</th>
<th>Operational Impact</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review and Update Cost Recovery Policy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Utilizing Parks and Recreation Advisory Board input for sorting during the next review of policy.</td>
<td></td>
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<tr>
<td>• Analyze definitions for direct and indirect costs, and ensure that consistency, accurate tracking, and measurements are in place.</td>
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<tr>
<td>• Consider adjustments to the ranges in each tier, if necessary.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In conjunction with services assessment, determine the viability and effectiveness of programs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recreation Center Access/Use Policy</strong></td>
<td>Staff planning and development</td>
<td>2019</td>
</tr>
<tr>
<td>• Maximize use of the Aquatics Scheduling Policy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Develop an operations philosophy to balance the facility use at the Recreation Center, shifting group use away from prime time.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Field Scheduling Policy</strong></td>
<td></td>
<td>On-going</td>
</tr>
<tr>
<td>• Use aquatics scheduling policy as a model to create field/facility scheduling policy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>River Access Maintenance Policy</strong></td>
<td></td>
<td>Immediate</td>
</tr>
<tr>
<td>• Develop communication strategy regarding current maintenance and management policies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Re-evaluate Management Plan prior to expiration.</td>
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</table>
## Funding

<table>
<thead>
<tr>
<th>Actions</th>
<th>Operational Impact</th>
<th>Timeframe</th>
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</thead>
<tbody>
<tr>
<td><strong>Recreation Center User Fees (Update)</strong></td>
<td></td>
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<tr>
<td>• Develop user fee strategy that reflects update to cost recovery goals and objectives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Incrementally increase per hour pricing for swim lanes, the gymnasium, etc. Effort should take several years.</td>
<td></td>
<td>With Cost Recovery update cycle/Immediate</td>
</tr>
<tr>
<td><strong>Park Facility Fees (Update)</strong></td>
<td></td>
<td></td>
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<tr>
<td>• Develop user fee strategy that reflects update to cost recovery goals and objectives.</td>
<td></td>
<td>Staff planning and development</td>
</tr>
<tr>
<td>• Incrementally increase per hour pricing for athletic fields, shelter rentals, etc. Effort should take several years.</td>
<td></td>
<td>Immediate</td>
</tr>
<tr>
<td><strong>Sponsorship/Partnership Policy</strong></td>
<td></td>
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<tr>
<td>• Develop more comprehensive sponsorship and partnership policies to encourage these strategies and allow for an easier communication and implementation process.</td>
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<tr>
<td>• Specifically address gift giving/donations within the policy to encourage, provide clarity, establish process, articulate selection criteria and approval mechanism.</td>
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<tr>
<td><strong>Park Exaction Land Development Regulation Update and Text Amendment</strong></td>
<td></td>
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<tr>
<td>• Add land acceptance criteria to existing language</td>
<td></td>
<td>Immediate</td>
</tr>
<tr>
<td>• Assure adherence to valuation of fees-in-lieu calculation</td>
<td></td>
<td></td>
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<tr>
<td>• Explore park impact fee to generate park development funding</td>
<td></td>
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</table>
## Operations

<table>
<thead>
<tr>
<th>Actions</th>
<th>Operational Impact</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| **River Access Maintenance**  
- Develop a community education strategy for the river access points operated by the Department.  
- Evaluate the effectiveness of the current Management Plan on a yearly basis. | | Immediate |
| **Town of Jackson Downtown Public Restrooms**  
- Track the true cost of service and ensure proper funding to keep up with increasing expenses. | | On-going |
| **Town/County Non-Park Grounds Maintenance Services**  
- Conduct a services assessment to determine potential of contracting/partnership services, based on ability to continue current levels of service.  
- Develop communication strategy to show impact of service.  
- Continue to develop partnerships.  
- Evaluate contracting some services where financial savings is possible. | Staff planning and development | Ongoing/Immediate |
| **Develop a new Marketing and Communications Strategy that includes:**  
- Consolidate marketing efforts to dedicated staff member to ensure consistency.  
- Develop a strategic marketing plan that shifts efforts toward story-telling, relationship building, and connection, and away from program/logistic focused marketing.  
- Provide more communication about partners and programs.  
## Actions

Continue to evaluate the action plan provided in this Strategic Plan and how opportunities fit into the long term priorities on an annual basis. Criteria for decision making should include:

- Fit with multiple planning documents
- Community needs/demand
- Funding and opportunity
- Urgency
- Operational efficiency

<table>
<thead>
<tr>
<th>Operational Impact</th>
<th>Timeframe</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>On-going</td>
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</table>