



# 2017 Annual Indicator Report

March 6, 2017

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The Jackson/Teton County Comprehensive Plan, adopted in 2012, sets a community vision based on 3 Common Values of Community Character: Ecosystem Stewardship, Growth Management, and Quality of Life. It also establishes an adaptive management program so that the community regularly stops to ask: are we living our values? This report presents 19 data sets to help you answer the question for yourself. It also presents one potential answer to the question identified by Planning Staff.

## *Are We Living Our Values?*

Short answer: Ecosystem Stewardship, seemingly; Growth Management, yes; Quality of Life, we have work to do.

The long answer starts with a need for better data. From ecological health to housing occupancy to level of social service no one can answer many of the questions that are asked throughout the community. One of the policies of the Comprehensive Plan is to make data based decisions, and one of the services the public sector can provide is organized data collection. And yet, while we cannot precisely explain all phenomena in the community, that does not mean we do not have an accurate picture of the community's trajectory. We can take action on the best available data with confidence even while we improve our understanding.

Since 2012 the community has taken quantifiable action to steward the ecosystem and manage growth. From private conservation efforts, such as those in Spring Gulch, that have conserved 1,600 acres, to policy efforts of the Board of County Commissioners that removed the ability for 2,400 residential units to be built in areas with habitat, scenic and agricultural value, the community's ecosystem stewardship and growth management values have been evident. We still cannot say precisely what the health of our ecosystem is, and we need to find places for those residential units to get built as workforce housing, but the existence of a to-do list should not diminish our achievements.

Our Community Value that has been less obvious to an outside observer over the past 5 years has been Quality of Life. While jobs have grown 4 times faster than housing units, median income has fallen. Our workforce is more than ever made up of commuters and low-paid seasonal workers. The number of cars on our roadways is growing and has already exceed the benchmark for road corridor improvements set by the community just over a year ago. And, while our community boasts over 300 non-profits, our lack of data is most severe as it relates to the need for and provision of social services in the community. If government's role is to step in where the community needs the most help, our Quality of Life policies are the place to focus public efforts. It may be that we just need more time to implement the Housing Action Plan and Integrated Transportation Plan adopted in 2015. But it is time to decide if the job growth we are seeing is a positive or a negative; and it is time to discuss to what level of public service residents of the community should be entitled.

## The Community in 6 Trends

Since Comp Plan Adoption in 2012:

- 59% of homes have been built in Complete Neighborhoods
- Conserved land has grown 1,600 acres to total 30% of private land
- The percentage of the workforce living locally has declined, but has leveled at 58%
- Jobs have grown at an annual rate of 3.7% compared to 1.1% annual growth in housing
- Family Median Income has declined
- Per capita transit ridership is flat

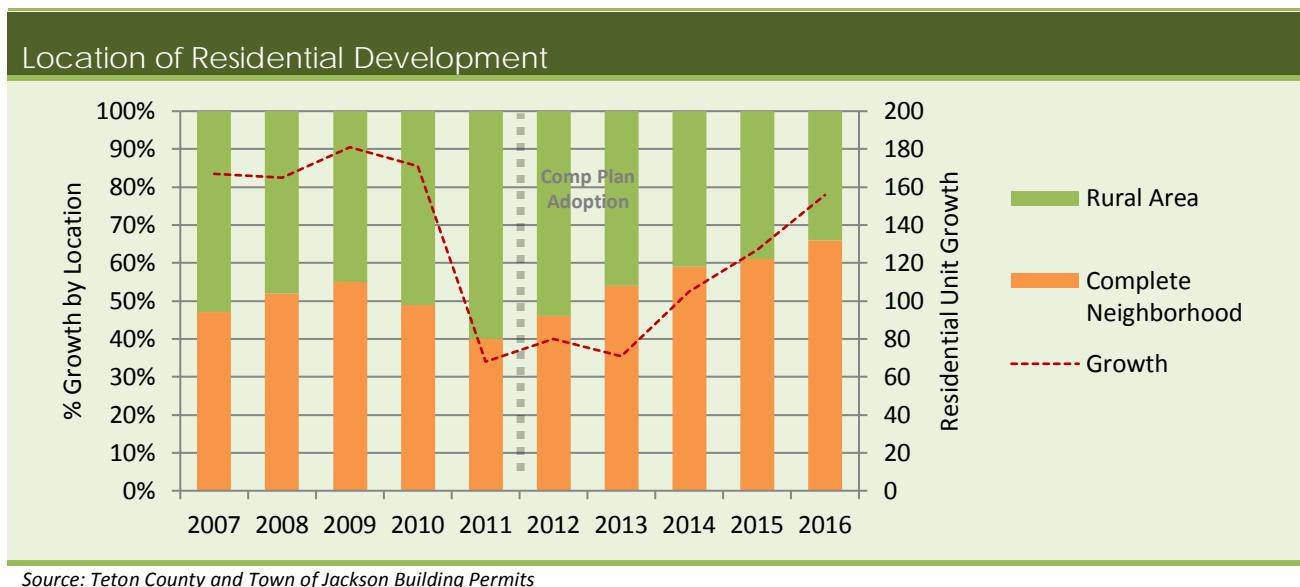
## Common Value 1: Ecosystem Stewardship Indicators

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

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

### Location of Growth (Goal: $\geq 60\%$ in Complete Neighborhoods)

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



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

#### Definition of Potential

$$\text{Potential} = \text{Buildout} - \text{Built}$$

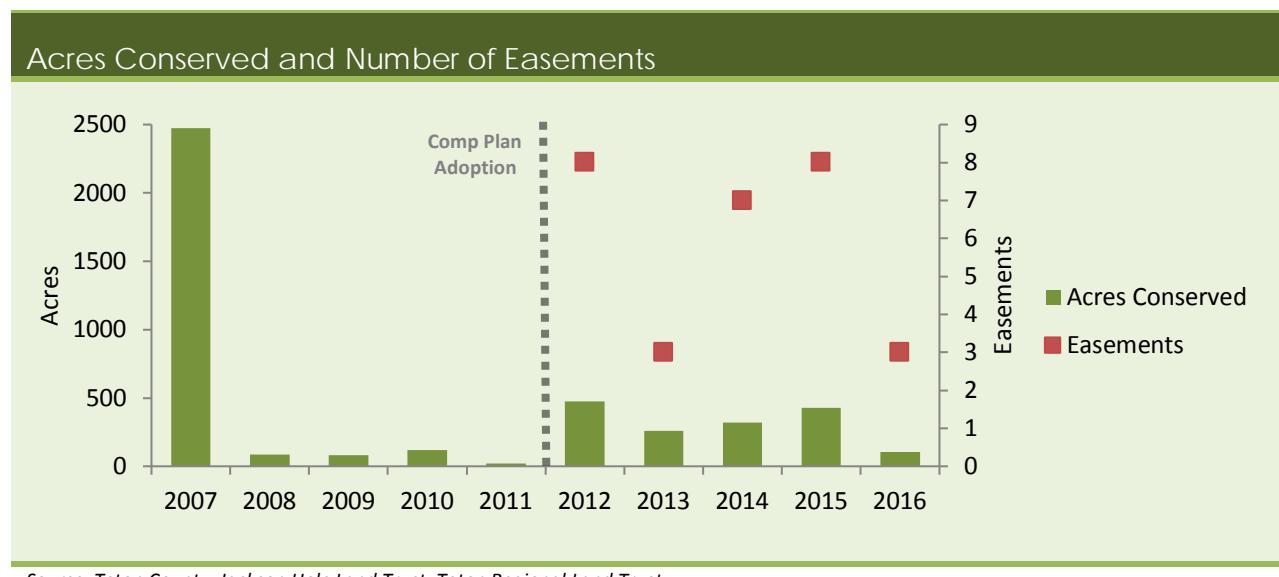
*(LDRs applied to all parcels as if vacant) - (What is actually on the ground)*



Source: Teton County and Town of Jackson

## Permanently Conserved Land (Goal: Increase)

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

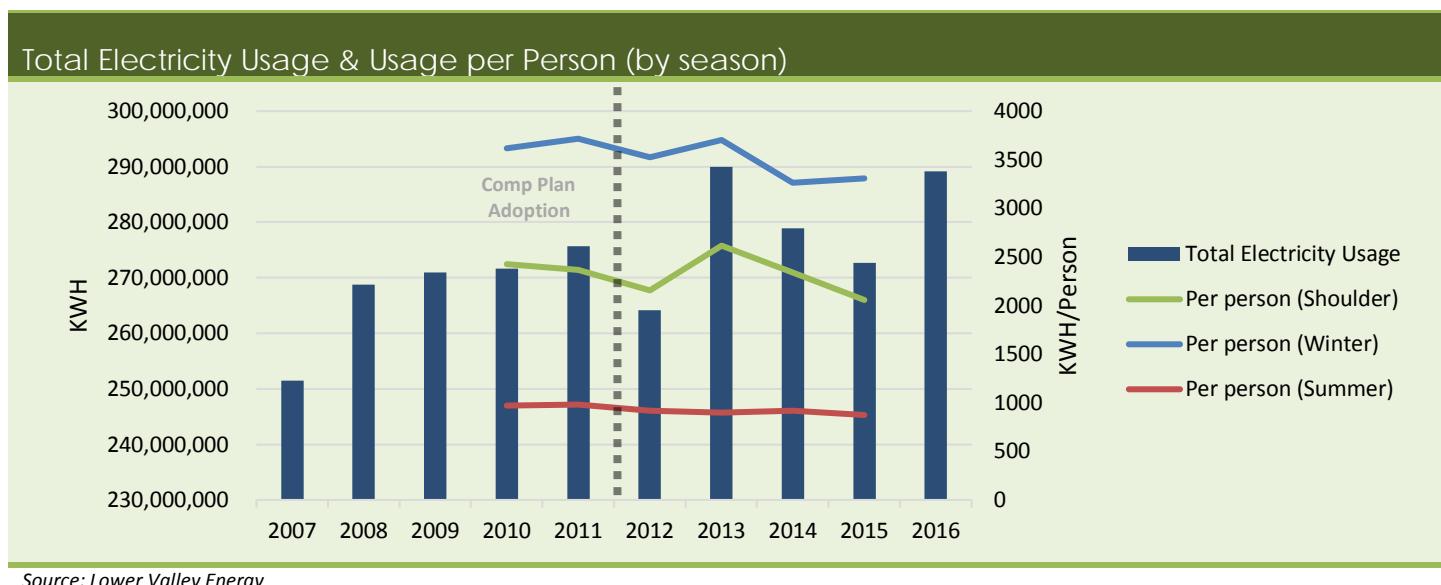


Source: Teton County; Jackson Hole Land Trust; Teton Regional Land Trust



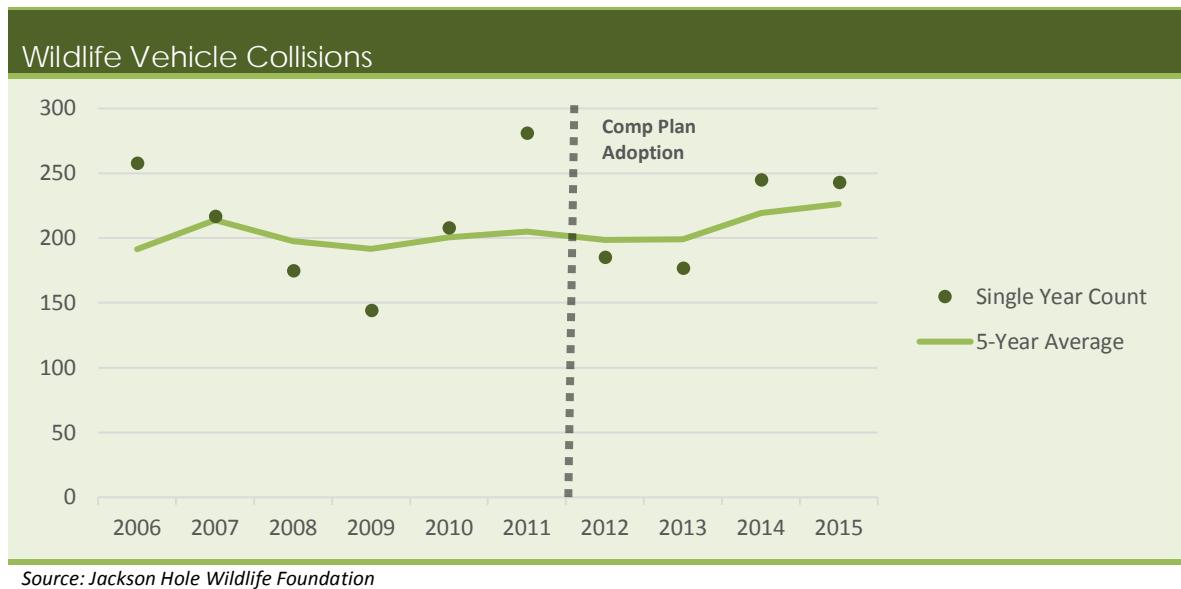
## Energy Load (Goal: Maintain)

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



## Wildlife Vehicle Collisions (Goal: Decrease)

Wildlife vehicle collisions are an indicator measuring the impacts of physical development and transportation growth on wildlife movement. It is also a measurement of the community's ability to provide safe wildlife crossings.



## Ecosystem Stewardship Takeaways

- The percentage of new units built in Complete Neighborhoods has increased each of the past 5 years to a 10-year high of 66% in 2016. Since 2012, 59% of units have been built in Complete Neighborhoods (goal: 60%) representing a major success in implementation of the Comprehensive Plan.
- Boding well for the future, the percentage of potential residential development that can occur in Complete Neighborhoods has increased from 36% to 49% thanks to the County's rezoning of rural areas of the community. That number will increase even further when additional potential for residential development is added through Town rezones scheduled to be complete by July 2018.
- However, only 36% of *floor area* was built in Complete Neighborhoods. Because employee generation is a function of floor area, this means that secondary impacts from employee generation are still being directed predominately into areas of habitat, scenery, and open space.
- Our community continues to achieve its conservation goal, largely through private efforts such as those in Spring Gulch and Antelope Flats. The 1,600 acres conserved since 2012 mean that over 30% of the private land in the community is under conservation easement.
- While per person electricity consumption is declining, signaling increased energy conservation, we are not yet meeting our energy conservation goal of maintaining 2011 levels of energy use.
- Data for wildlife vehicle collisions are quite variable in individual years due to snowpack. On average, vehicle collisions are increasing; at about the same rate as vehicle miles traveled.

## Next Steps in Ecosystem Stewardship

- **Zoning Updates.** Going forward, planning efforts will need to focus on reallocating into Complete Neighborhoods the residential potential removed from rural areas in 2015. This will enable continued success in directing 60% of residential development in Complete Neighborhoods and allow for the production of workforce housing.

- **Research.** The indicators shown above give us *some* insight into the health of our ecosystem, but they are by no means a comprehensive evaluation of the health of the Greater Yellowstone Ecosystem. A cumulative impacts study will help us understand the impacts of development and population growth on our ecosystem and help us develop indicators of ecosystem health.
- **Easements.** Acceptance of new easements by the Teton County Scenic Preserve Trust would provide another option for conservation and allow the public to encourage easements in strategic natural resource or scenic resource locations.
- **Plan.** Completion and implementation of the Wildlife Crossings Master Plan is intended to help meet the community's wildlife vehicle collision goal.

## Common Value 2: Growth Management Indicators

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

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

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

Growth by Use measures the different types of development occurring in Teton County. It illustrates, for example, whether the development that has occurred in the last several years has primarily consisted of residential unit growth, lodging unit growth, or non-residential floor area growth. Residential unit growth is of particular importance in the Comprehensive Plan. 5% growth in residential units from adoption of the Comprehensive Plan triggers the Growth Management Program. The Growth Management Program is a community check-in to review the Comprehensive Plan. It is an opportunity to pause and evaluate whether our vision, values, principles, or policies have changed; and then adjust our implementation strategies accordingly.

Growth by Use						
Use	2016 Growth	Growth Since 1/1/12		10-Year Growth		
		Amount	%	Amount	%	
Non-Residential Floor Area						
Agriculture	0	5,538	0.5%	26,906	3%	
Outdoor Recreation	1,779	27,058	8%	144,722	66%	
Restaurant/Bar	4,199	9,233	2.3%	28,628	7%	
Office	-3,359	17,162	1.4%	193,287	18%	
Retail	24,157	103,974	6.6%	154,794	10%	
Industrial	22,550	84,684	6.0%	161,046	12%	
Institutional	4,267	79,943	4.1%	377,597	23%	
Non-Residential Floor Area	48,659	324,752	4.1%	1,084,140	15%	

Growth by Use						
Use	2016 Growth	Growth Since 1/1/12		10-Year Growth		
		Amount	%	Amount	%	
Residential Units						
Agriculture	0	2	0.9%	4	2%	
Detached Single Family Dwelling	83	349	5.9%	815	15%	
Attached Single Family Dwelling	58	108	5.8%	274	16%	
Apartment	15	80	5.2%	198	14%	
Mobile Home	0	0	0.0%	0	0%	
Residential Units	156	539	5.5%	1,291	14%	
Guesthouse	21	79	10.4%	184	28%	
Lodging Units						
Conventional Lodging Units	0	83	1.4%	226	4%	
Lodging Units	0	83	1.4%	226	4%	

*Source: Teton County and Town of Jackson*

## Effective Population (Goal: Monitor)

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

2015 Effective Population			
	Summer	Winter	Shoulder
Permanent Residents	22,311	22,311	22,311
Daily Commuters	4,218	4,218	4,218
Seasonal Residents	5,062	3,207	1,768
Seasonal Workers	10,556	5,402	4,611
Visitors	22,690	8,493	5,325
Effective Population	63,722	42,516	37,117

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



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

## Buildout (Goal: <1994 Levels)

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

Changes in Buildout			
Year	Residential Units	Lodging Units	Nonresidential Floor Area
1994-2011	-564	?	?
2012	-31	0	0
2013	-12	0	0
2014	-14	0	0
2015	-2,201	0	0
2016	-76	89	94,379
2012-2016	-2,334	89	94,379

Source: Teton County and Town of Jackson

## Annual Comprehensive Plan Monitoring and Implementation (Goal: Complete)

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

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
<b>Land Development Regulation Update</b>		
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	90% complete	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
County Fencing LDRs Update	June 2016	1.1.S.4, 1.1.S.5
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Town Zoning (except Town Square)	5% complete	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.3.S.2, 4.4.S.3, 4.4.S.4, 5.2.S.1, 5.4.S.3, 5.4.S.4
Joint Environmental LDRs	5% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Housing Mitigation LDRs	5% complete	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town Hillside LDRs	not begun	3.4.S.1, 3.4.S.3
County Industrial Zoning	not begun	6.2.S.3, 6.3.S.2, 3.2.S.1, 3.2.S.3
Other LDR & Zoning Amendments	Continuous	
<b>Coordination on Comprehensive Plan Implementation</b>		
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Housing Action Plan	November 2015	5.4.S.1, 5.4.S.2
Focal Species Study	85% complete	1.1.S.2
Community Streets Plan	April 2015	7.2.S.1
Parking Study	10% complete	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
ITP Capital Group 1 Charter	not begun	Capital Group 1 Immediate Actions
Other Coordination	Continuous	
<b>Comprehensive Plan Administration</b>		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2
Growth Management Program	5% complete	Principle 9.1
<b>Provide Data to Departments/Organizations</b>		
Standardize Data	50% complete	Policy 9.2.a
Provide Data to Others	Continuous	Policy 8.1.a

## Redevelopment vs. New Construction (Goal: Monitor)

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

Staff is still working on the best way to measure this indicator. Future reports will include analysis of development of previously vacant sites versus already developed sites. However, minor remodels and other construction activities that do not require a building permit will always be difficult to include in any analysis. A related analysis is the change in value from reinvestment in areas of the community, which may be available from the Assessor.

## Growth Management Takeaways

- The number of housing units in the community has grown 5.5% since 2012, triggering the Growth Management Program.
- Residential growth (5.5% since 2012) continues to outpace nonresidential (4.1%) and lodging growth (1.4%).
- For comparison, jobs have grown 17.2% since 2012. The job growth is clearly outpacing growth in nonresidential and lodging floor area. Which means that job growth cannot be management through management of floor area alone.
- Winter effective population growth since 2012 (16%) has outpaced summer (9%) and shoulder season (7%) growth. Increases in seasonal workers is the primary explanation of effective population growth in all seasons (up 27-91% since 2012). Increased visitation in the winter (up 31% since 2012) provides the rest of the explanation for the growth in that season.
- The community continues to reduce buildout, as it has since 1994. At some point, the potential removed from area of habitat, scenery, and open space must be reallocated into Complete Neighborhoods if the community is going to meet its workforce housing goals.
- The community has done a lot of Comprehensive Plan implementation. This report does not indicate the community is meeting all of its goals, but work to do should not diminish the progress made by the community since 2012 to implement the ambitious list of strategies adopted in the Comprehensive Plan.

## Next Steps in Growth Management

- **Growth Management Program.** This review of the community's vision, values, principles, and policies should be informed by these indicators. Staff recommends that a review of whether these are the right indicators of Comprehensive Plan success should be included in the Growth Management Program review.
- **Set Goals?** As part of the Growth Management Program the community could consider setting goals to measure against, rather than just tracking trends.
- **Research.** Continue to refine estimates of seasonal residents, employees, and commuters. Information on characteristics of visitors such as length of stay and mode of arrival would better inform planning for visitor impacts. Continue to analyze the buildout impacts of zoning updates.
- **Focus on Process.** To do more Comprehensive Plan implementation, decision makers and stakeholders need to focus on defining project scope and committing to project direction so adoption hearings are the culmination of a project not the start of the "real" discussion.
- **Additional Resources.** Hire a Transportation Planner to address lack of capacity in implementing the Integrated Transportation Plan (ITP) and associated Capital Group 1 Charter.

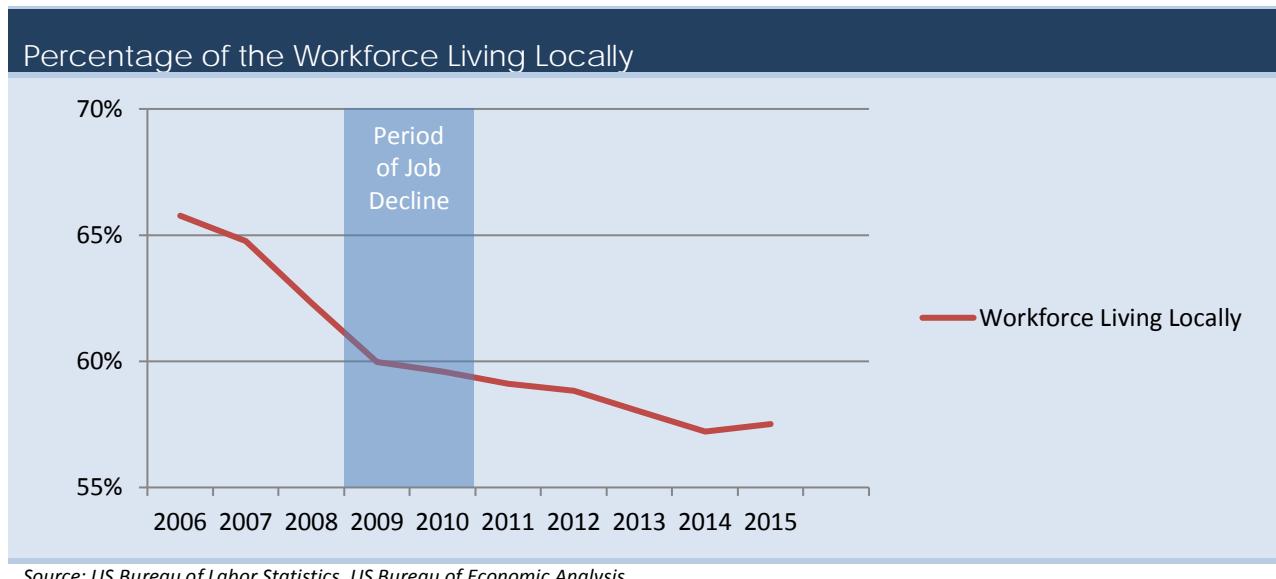
## Common Value 3: Quality of Life Indicators

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

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

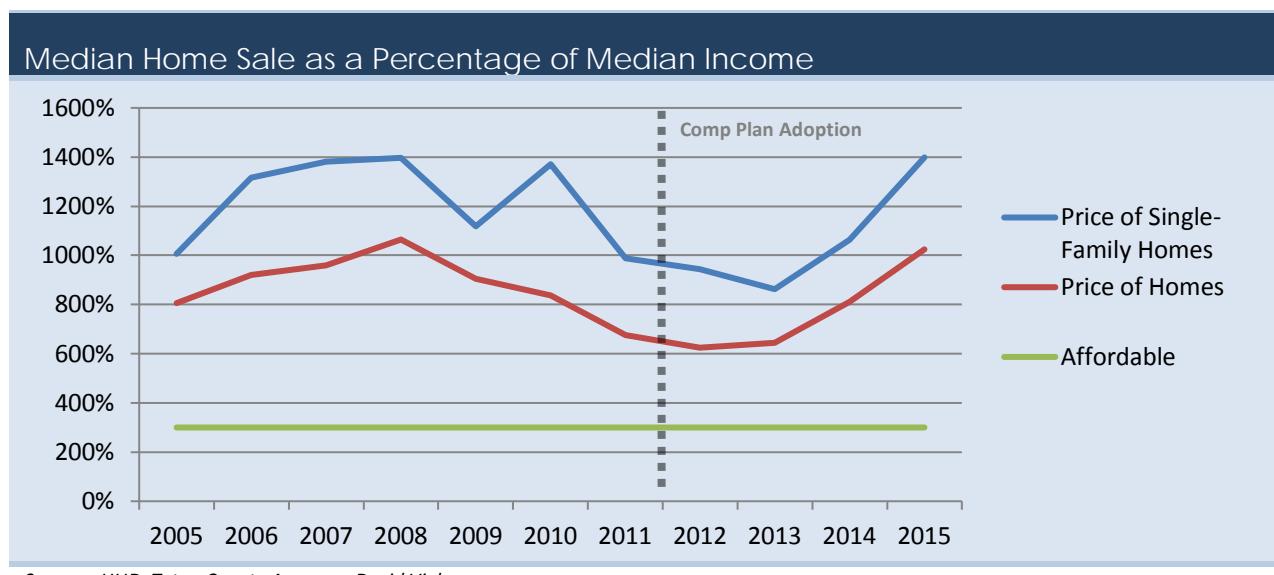
### Local Workforce Percentage (Goal: $\geq 65\%$ )

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



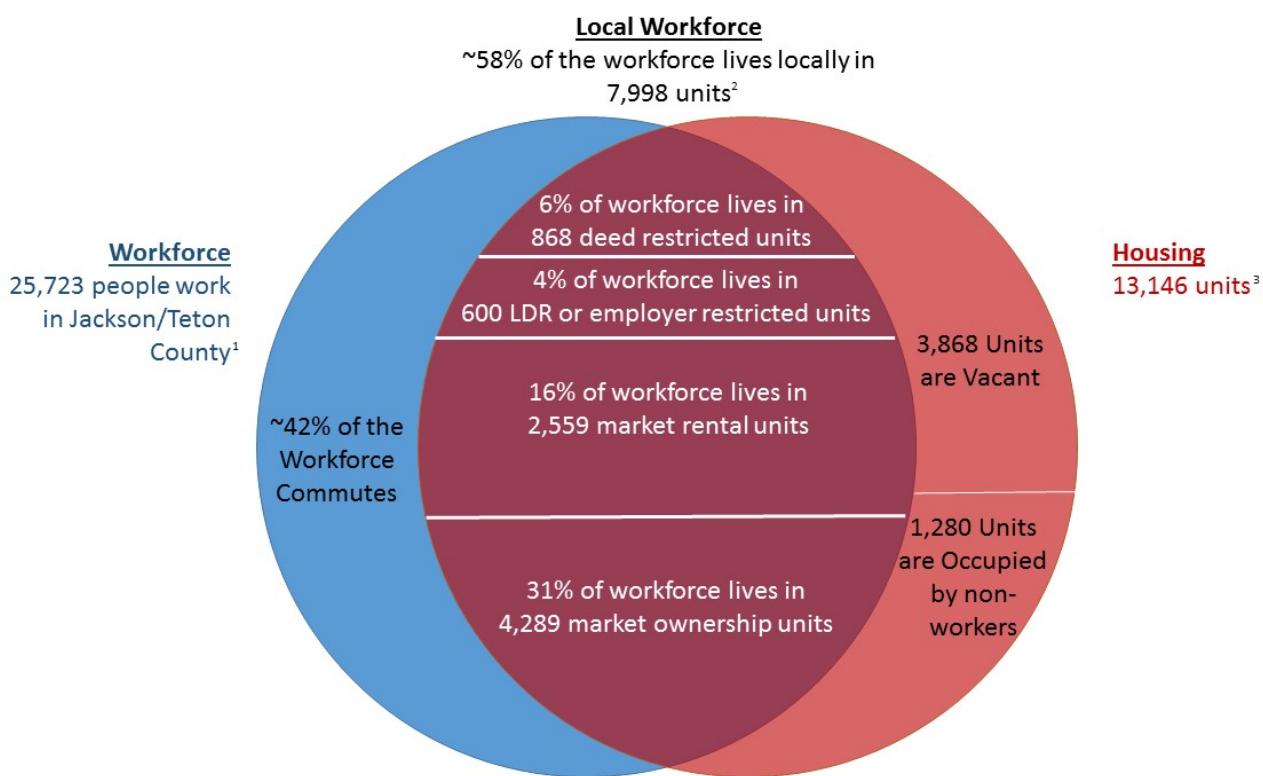
### Affordability of Housing (Goal: Monitor)

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



## Workforce Housing Stock (Goal: Monitor)

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



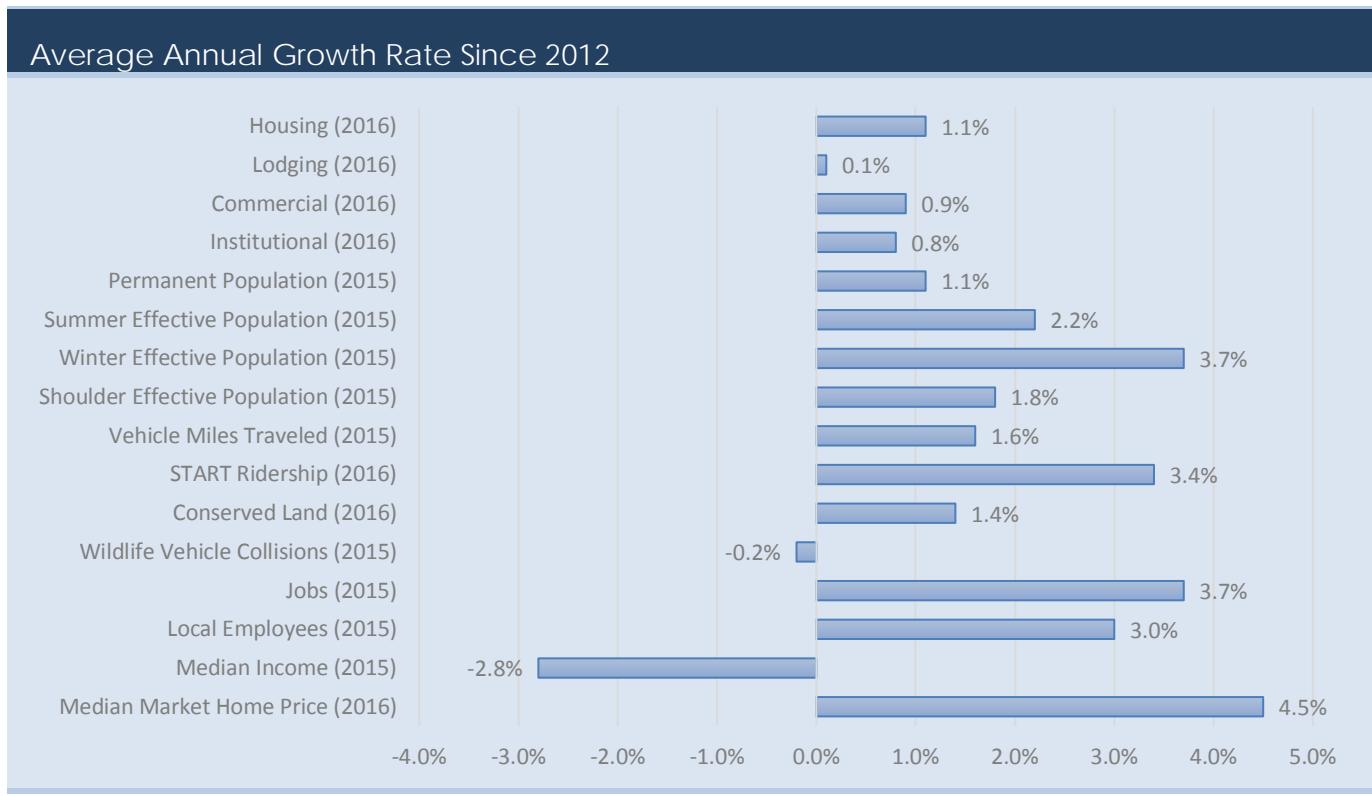
1: Source: Bureau of Economic Analysis, assuming 1.2 jobs per person

2: Source: 2015 5-Year American Community Survey, data adjusted to fit 2010 Decennial Census

3: Source: Bureau of Economic Analysis, Bureau of Labor Statistics, 2007 Housing Needs Assessment; 5-Year American Community Survey Selected Economic Characteristics

## Jobs, Housing Balance (Goal: Monitor)

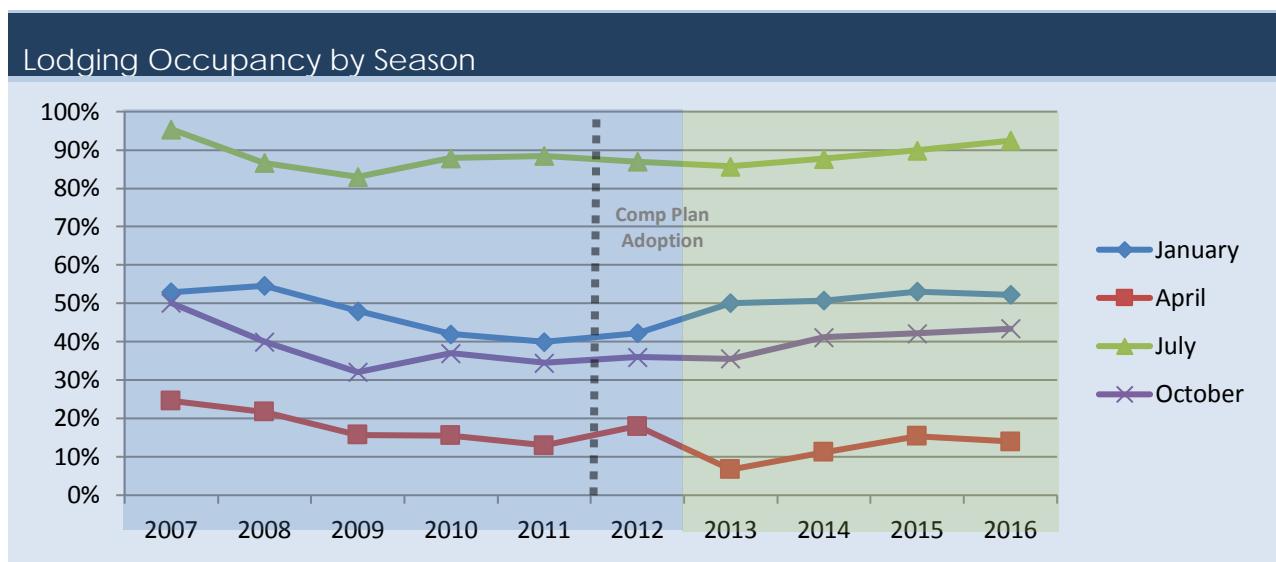
The Jobs, Housing Balance Indicator measures the relationship between various indicators. It is used to gain insight into whether or not any one indicator influences or is correlated with another.



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

## Lodging Occupancy by Season (Goal: Increase)

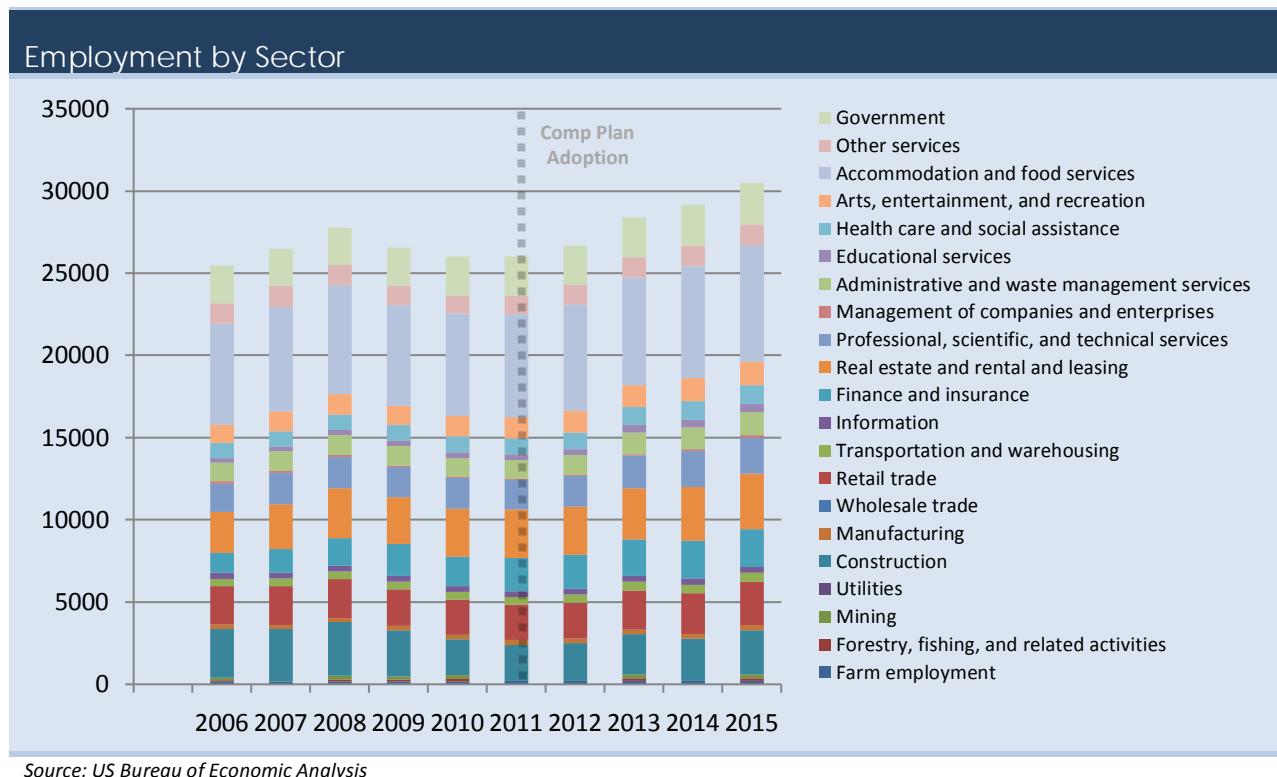
Lodging Occupancy by Season measures the percentage of available lodging units that are occupied in Teton County. The Comprehensive Plan identifies a goal of improving shoulder season occupancy in order to utilize existing lodging capacity and increase economic activity.



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

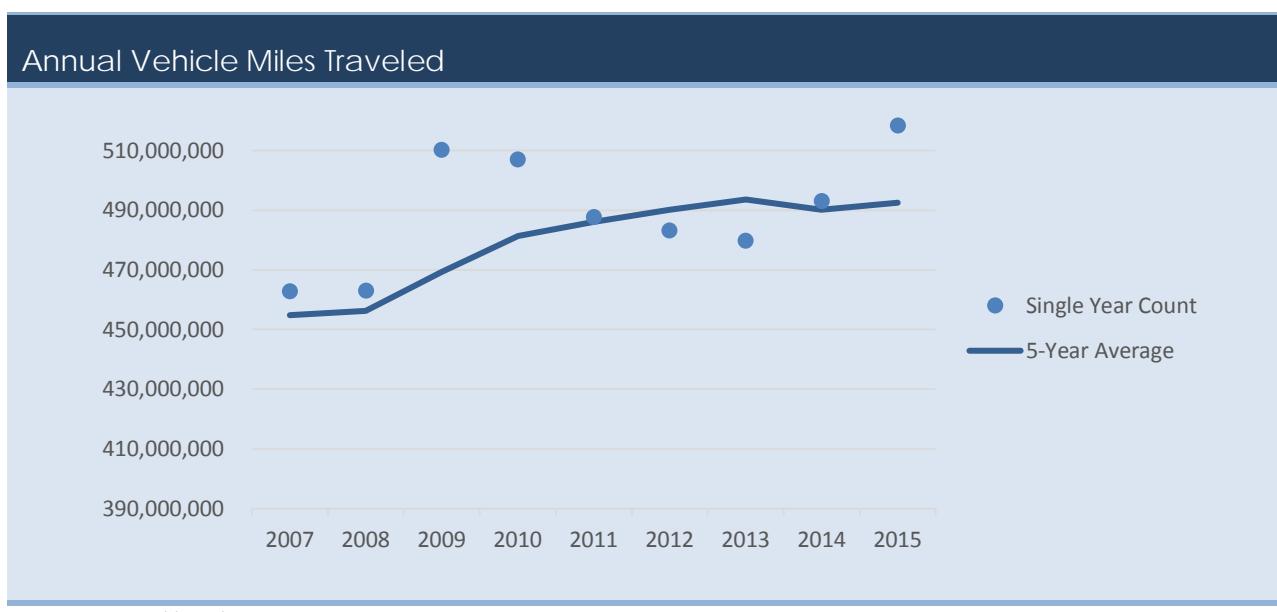
## Employment by Sector (Goal: Monitor)

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



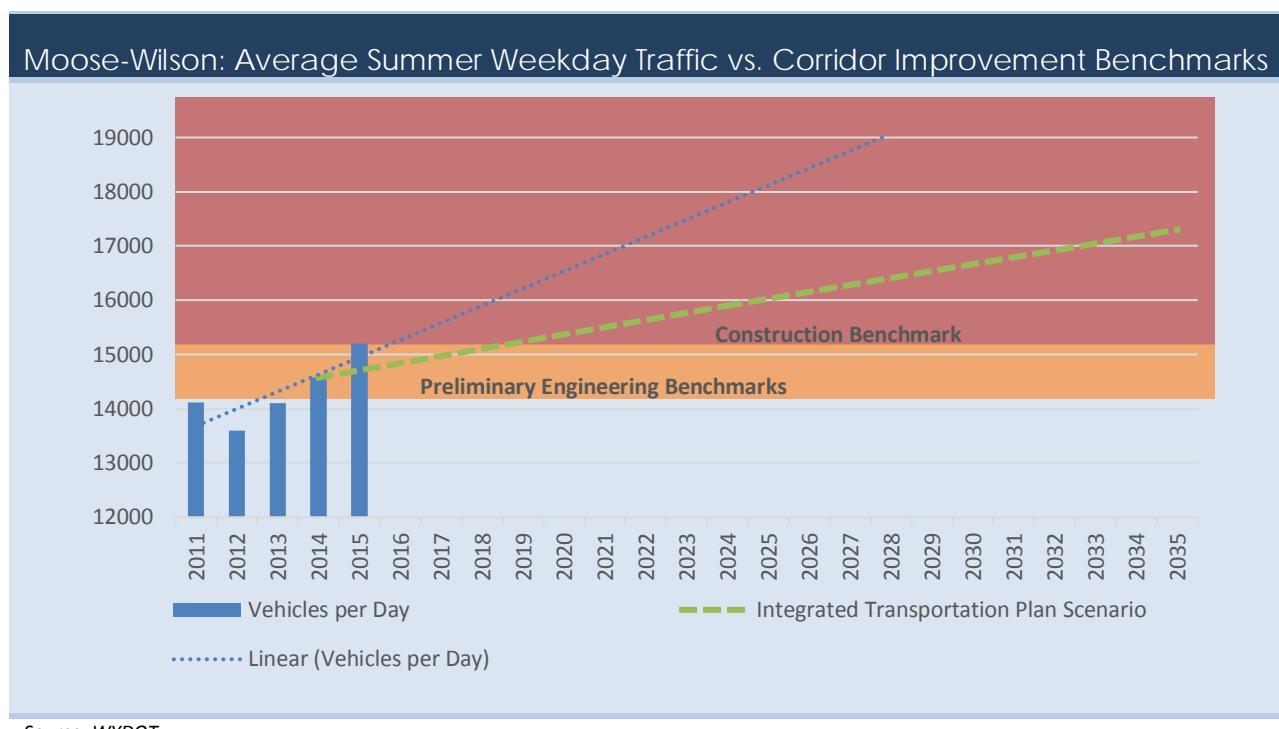
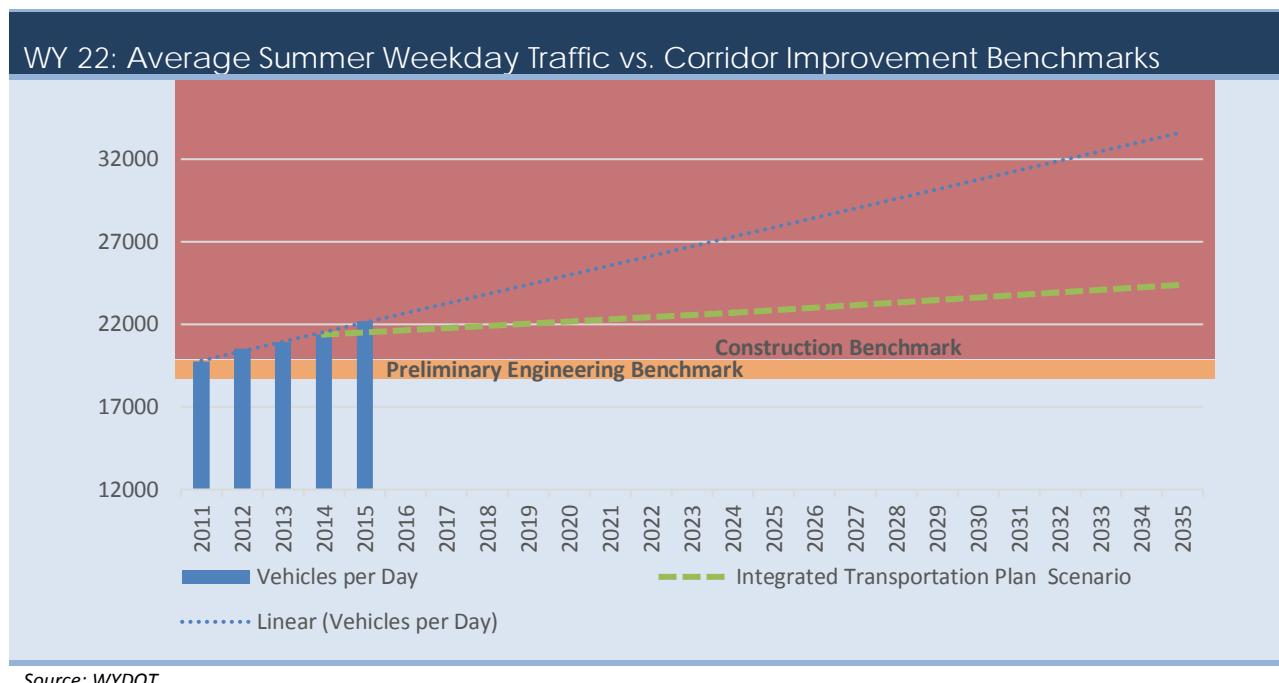
## Vehicle Miles Traveled (Goal: $\leq 525,000,000$ in 2024 & $\leq 560,000,000$ in 2035)

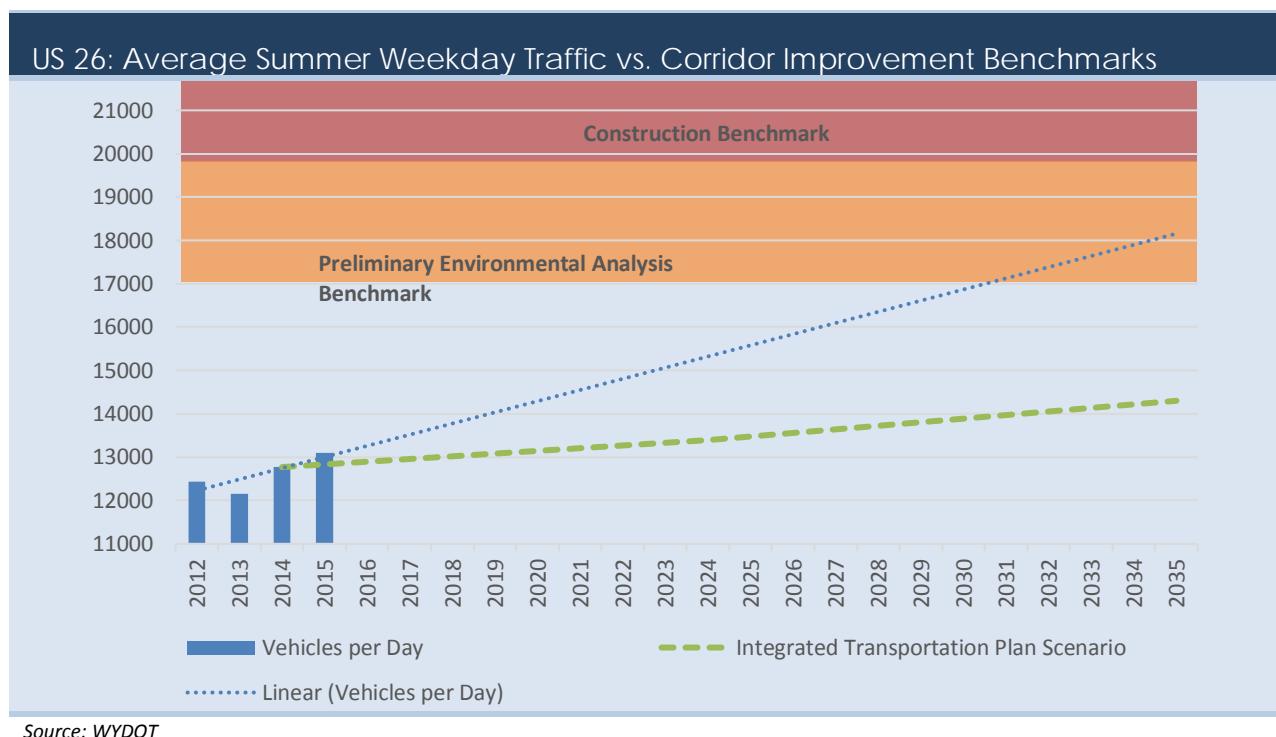
Vehicle miles traveled is a measurement of how many miles are driven within Teton County on an annual basis. It helps us understand if we are achieving Comprehensive Plan goals of meeting transportation demands through alternative transportation modes such as transit, cycling, and walking.



## Corridor Improvement Benchmarks

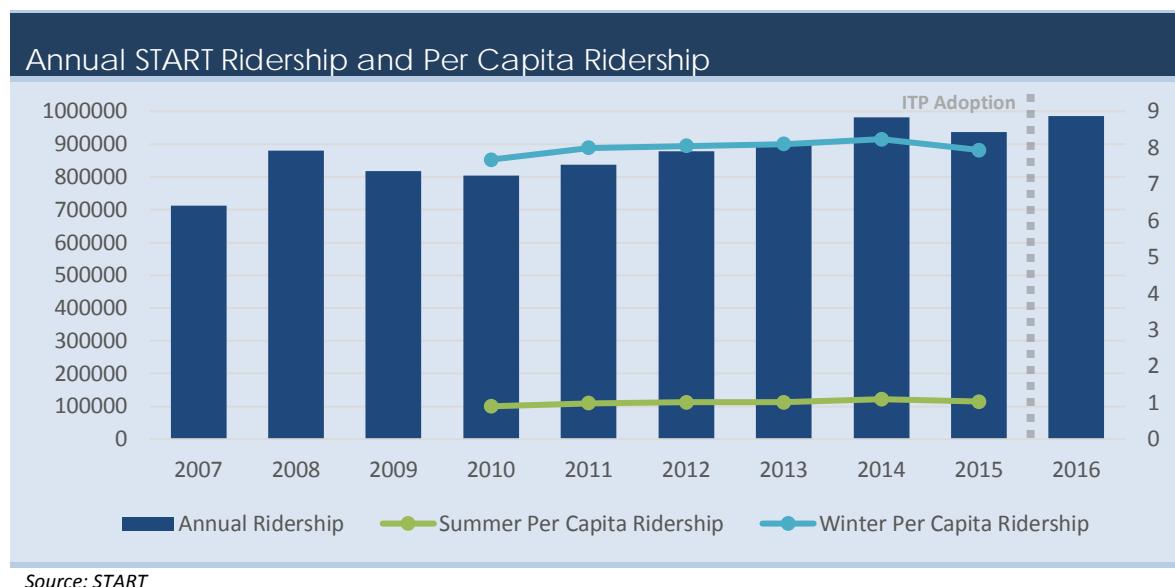
The Corridor Improvement Benchmarks are a series of 3 indicators that monitor the number of vehicles per day on Highway 22, the Moose-Wilson Road, and US 26 against corridor improvement benchmarks identified in the Integrated Transportation Plan. Once these benchmarks are reached, a suite of capital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





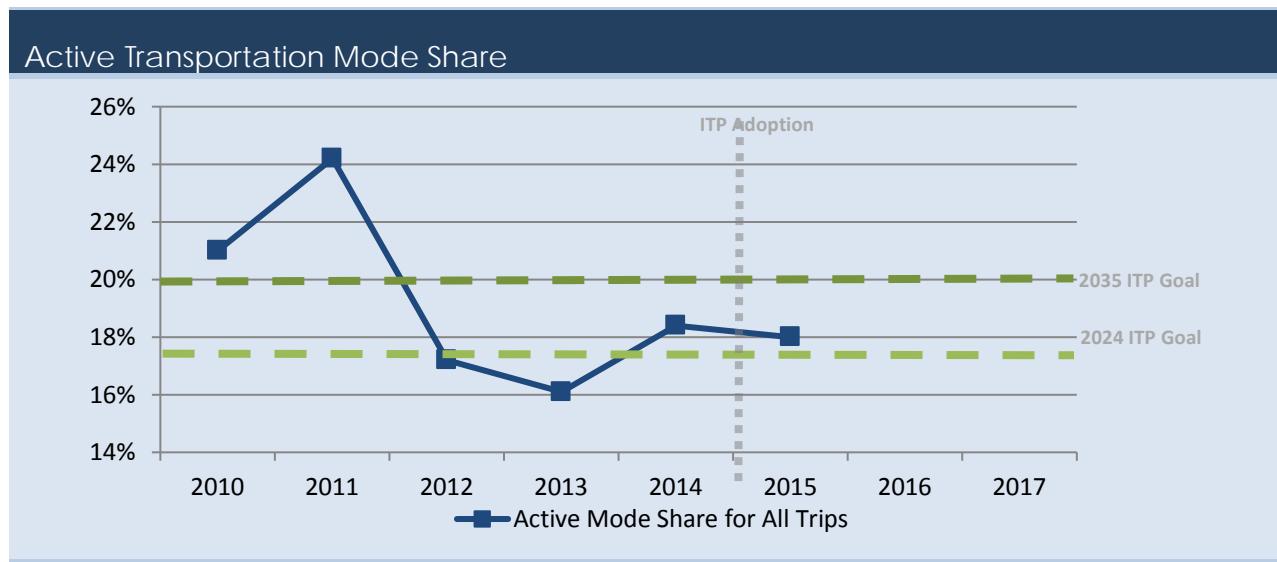
## START Annual Ridership (Goal: $\geq 1,800,000$ by 2024 & $\geq 3,600,000$ by 2035)

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



## Active Transportation Mode Share (Goal: $\geq 18\%$ by 2024 & $\geq 20\%$ by 2035)

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



Source: ITP Dashboard, American Community Survey

## Level of Service (Goal: Monitor)

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

### Quality of Life Takeaways

- For the first time in the past 10-years the decline in the percentage of the workforce housed locally has halted at 58%. The long-term decline means that a greater percentage of the workforce is commuting, but it is not due to an actual decrease in local workers. The number of workers living locally has continued to grow, but not as fast as local jobs.
- Meanwhile, job growth (3.7% annually) continues to outpace the development of homes (1.1%). That the percentage of the workforce commuting is not higher given the rapid job growth is a function of the fact that the jobs being added are largely seasonal. Which, as discussed above, also accounts for the growth in effective population that has outpaced growth in permanent population.
- The drop in median income in 2014 and 2015 back to 2007 levels indicates that the seasonal jobs being added are also low paying, which further exacerbates the affordability of housing because home values continue to rise.
- The percentage of the community's housing stock that is second homes has remained steady for years, while the percentage of the community's housing stock that is deed restricted has grown. It may be unrealistic to think we can "solve" our workforce housing issue, but a slowing commuter rate and steady second home rate indicate housing policy and investment is having an effect.
- In all seasons, lodging occupancy rates have grown at a faster rate (2-7% since 2013) than lodging units (1.4% since 2012), indicating successful achievement of the community's policy of filling existing lodging capacity as a method of economic growth that does not require physical development. At the same time, increased lodging occupancy has contributed to effective population growth in the winter

and shoulder seasons. This impact has been relatively more noticeable in the shoulder seasons. For example, the April occupancy rate is still only 14%, but that represents a doubling of the occupancy rate from 2013.

- Vehicles on the road continues to increase in the community. The number of summer average weekly vehicles on WY-22 and the Moose-Wilson Road has triggered both Preliminary Engineering and Construction Benchmarks for Capital Groups 1 and 2 defined in the Integrated Transportation Plan.
- The Integrated Transportation Plan scenario that slows the growth of vehicles on the road is dependent upon an increase in START Bus ridership. While ridership has increased overall, rides per person has been flat. Given the current ridership trend, the ITP goal of achieving 1.8 million annual START Bus trips in 2024 will not be reached.
- However, that per person ridership in the winter is 8 time greater than per person ridership is a testament to the success of Transportation Demand Management in the Teton Village.
- We do not monitor the level of service provided in the community with nearly the same rigor as other aspects of our quality of life or community character.

## *Next Steps in Quality of Life*

- **Discuss.** In order to inform workforce housing and growth management policy the community needs to have a conversation about the amount and type of job growth that is occurring and whether we want to do anything about it.
- **Implement.** The first step in meeting the community's housing and transportation goals was the development of implementation plans for each. The Housing Action Plan and Integrated Transportation Plan were both adopted in the fall of 2015. Now the community needs to continue to move forward implementing those plans. Rethinking them will not result in any action that might correct negative historic trends.
- **Charters.** The first step in the process of designing Capital Group 1 and Capital Group 2 to address the vehicle volume on WY-22 and Moose-Wilson Road is to complete the project charter process outlined in the Integrated Transportation Plan. This may require the hiring of a Transportation Planner who might then turn his/her sights toward the communitywide Transportation Demand Management program.
- **Update Housing LDRs.** A big piece of implementing the Housing Action Plan is updating the housing requirements, incentives, and allowances. This project has begun and will be complete by July 2018.
- **Add Capacity.** Increase capacity for transit, bike, and walk trips. Seek funding for expanded transit service to increase the number of rides per person. Continue to carry out sidewalk improvements and winter maintenance in Town. Embrace new paradigms in transportation related to sharing cars, rides, etc. as the community has already done with the bike-share program.
- **Research.** Refine methodology to understand housing stock trends retroactively. Refine data collection processes through Town and County building permits to develop a more accurate inventory of existing housing stock. Develop a methodology for understanding how additions and remodels impact the affordability of existing housing stock. Develop a methodology for understanding how median rent compares to median income. Include a measure of median home price, including restricted product, to reflect the volume of restricted home sales and their impact on the market.