2015 Annual Indicator Report

August 3, 2015

Executive Summary

2014 Trends

- **Amount of Growth.** Since adoption of the Comprehensive Plan, the number of residential units in the community has grown 2.6% (256 units). At this growth rate, the Growth Management Plan review trigger of 5% growth will be reached in 2018, however the growth rate increased in 2014.
- **Location of Growth.** In 2014, 59% of residential units (62 of 105 units) were built in Complete Neighborhoods. This raised the percentage of residential growth in Complete Neighborhoods to 54% (137 of 256 units) since adoption of the Plan. While 54% is short of the community's goal that 60% of growth occurs in Complete Neighborhoods, the recent trend is positive as the percentage of units built in Complete Neighborhoods has grown over the past 4 years.
- **Type of Growth.** The employed local workforce is growing at about the same rate as jobs. However this appears to be a correction in the unemployment rate coming out of the recession because the total workforce is growing at a slower rate than jobs. This means that a greater percentage of local jobs are being held by commuters and/or local workers are each working more jobs. Either way, the community is not providing as many workforce housing opportunities as job opportunities.
- **Other Indicators.** Trends in 2014 also indicate positive, if modest, progress in providing for alternate modes of transportation and conservation of wildlife and scenic resources.

Takeaways

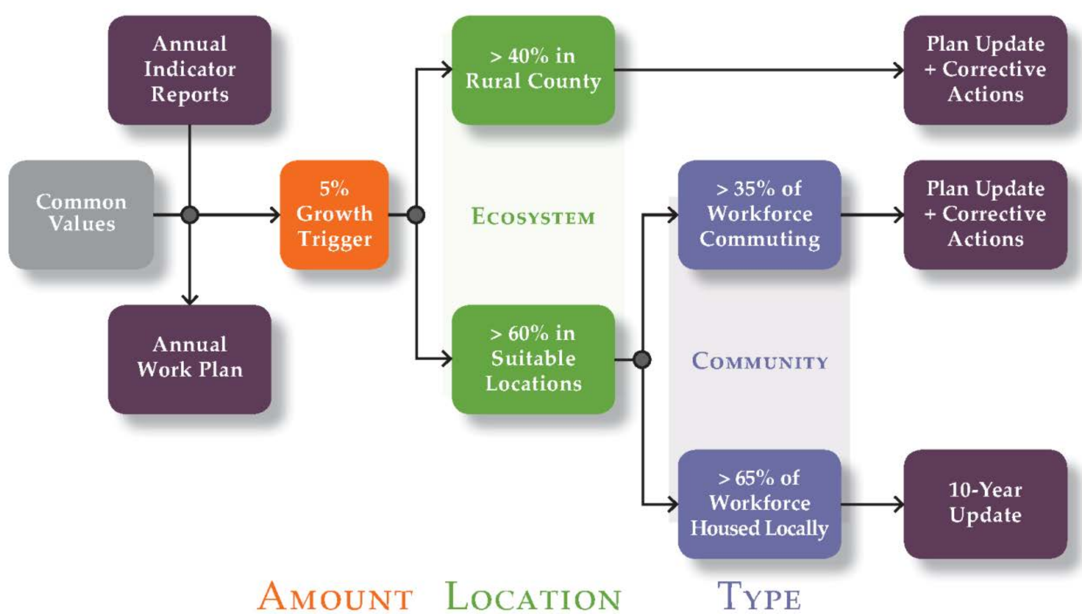
- In order to capture the recent positive trends in location of growth identified above, the community has to shift potential from rural areas to complete neighborhoods and facilitate the right type of development in complete neighborhoods.
    - The County is set up to shift potential through adoption of the rural area LDRs, scheduled for August 31.
    - Once the potential is shifted to complete neighborhoods, the focus will be on the Town's residential zoning efforts to provide for the desired type of growth.
- The community, electeds, and staff cannot effectively participate in more than 3 major efforts at once. The community wants to be engaged. In order to incorporate them in the process we have to be respectful of their capacity to review material and provide the staff capacity in support.
- Private efforts have been successful in providing conservation. Action to facilitate continuation of private conservation are needed, but it is important to note the work done independent of government efforts.
- The market has not been successful in providing the needed workforce housing. The number of employed locals is growing at a slower rate than local jobs. This means we are asking our workforce to work more jobs or commute, but we are not providing workforce housing.

Background

The Jackson/Teton County Comprehensive Plan includes a Growth Management Program – a quantitative review structure that provides the measurability and accountability needed to ensure the community will achieve our Vision. The Growth Management Program allows the community to be adaptive, responsible and decisive in addressing the amount, location and type of growth. A trigger, targets, and feedback mechanisms provide a structure to continuously verify the path the community is on and correct course, when necessary, to ensure our desired community character is realized.

The Annual Indicator Report and Annual Work Plan are not a part of the Growth Management Program directly, but work in conjunction with the Growth Management Program as illustrated below. If the targets of the Growth Management Program are the community's final exam, the indicator report is the annual quiz. The indicators monitor not only the Growth Management Program targets but other measures of the amount, location and type of growth to better inform the community's implementation decisions on how best to achieve our Vision. Each year the community reviews the indicators listed below and other appropriate indicators to inform budgets and set an implementation work plan that will promote success when the Growth Management Program is triggered.

Growth Management Program



The table below lists the annual indicators the community considers as part of the annual monitoring of the Comprehensive Plan.

Jackson/Teton County Comprehensive Plan Annual Indicators	
Indicator	Goal
Amount of Growth	
1. Buildout	Less than 1994 levels
2. Growth by Use	Monitor
3. Effective Population	Monitor
4. Annual Vehicle Miles Traveled (VMT) (formerly Traffic Growth)	525 million in 2024; 560 million in 2035
5. Energy Load	Maintain
6. Annual Monitoring and Implementation	Complete
Location of Growth	
7. Growth by Location	60% Complete Neighborhood – 40% Rural Area
8. Land Conservation	Increase
9. Redevelopment	Monitor
10. Wildlife Vehicle Collisions	Decrease
Type of Growth	
11. Percentage of Workforce Living Locally	At least 65%
12. Housing Affordability	Monitor
13. Workforce Housing Stock	Monitor
14. Jobs/Housing Balance	Monitor
15. Lodging Occupancy by Season	Increase
16. Employment by Sector	Monitor
17. START Annual Ridership (formerly Population Served by START)	1.8M by 2024; 3.6M by 2035
17. Active Transportation Mode Share	20% by 2035
18. Major Capital Project Traffic Benchmarks (formerly Percentage of Streets "Complete")	WY 22: Design at 18,600; Construction at 20,000 WY 390: Design at 18,600; Construction at 20,000 US 26 (Gros Ventre): NEPA Process at 17,200
19. Level of Service	Monitor

The indicator report is intended to be dynamic to provide the community with the best available analysis of the implementation of our goals. In the first years of the indicator report the focus has been on refining our methodology for the indicators identified in the Comp Plan.

This year, replacement transportation indicators are proposed consistent with Policy 9.2.a of the Comp Plan that indicators be: relevant to the policies of the Comp Plan, reliably accessible annually, and understandable to the community. A public review draft of the Integrated Transportation Plan (ITP) was released in May and will be considered for adoption in July. The ITP proposes new measures for the amount of traffic, measuring the START ridership and active transportation, and how to monitor capital project need. How each of the indicators proposed in the ITP is more relevant to the policies of the Comp Plan is discussed in more detail in the section for the indicator below.

Amount of Growth

1. Buildout

Buildout is the total amount of development allowed on a property. It is an indicator of how much growth the community is going to allow. Buildout is a function of zoning and other development restrictions. As a result, the only way to change buildout is through a zone change or deed restriction on the development of a property. Such deed restrictions most often take the form of a conservation easement or sale of land to a Federal land manager. The table below shows the changes in buildout that have occurred since adoption of the Comprehensive Plan.

Changes in Buildout			
Year	Residential Units	Lodging Units	Nonresidential Floor Area
1994-2011	-564	?	?
Comp Plan Vision: 2012 Forward	± 0	+ 700-2,800	+ 1.0M – 5.2M
2012	-31	0	0
2013	-12	0	0
2014	-14	0	0
2012-2014	-57		
Source: Teton County and Town of Jackson			

The above analysis is also the first year in which lodging units and nonresidential floor area have been included in the buildout monitoring. This has become a topic of conversation through the LDR updates and so staff will monitor these changes moving forward. Looking backward, staff will have to do more research to understand the trends. Since 2012 there have been a number of conservation easements in rural areas of the County to effect buildout, but not much else. Recent zoning and LDR changes in the Town of Jackson are not reflected in this table because they did not become effective until 2015. They will appear in next year's indicator report along with the results of the rural area and Downtown LDR updates.

Upon release of the draft indicator report, members of the public and elected officials asked for additional explanation of the ranges presented for Comp Plan vision and the difference between the best available information on existing development when the Comp Plan was adopted versus the best available information today.

In adopting the 2012 Comprehensive Plan, the Board and Council relied upon the work of a taskforce (Kristy Brunner, Armond Acri, Hal Hutchinson, Mike Whitcomb, Jeff Noffsinger, Alex Norton) formed by the County and Town Planning Commissions to understand the existing and potential development in the community. That taskforce was focused on determining the community's buildout. Buildout is a function of the allowable development in the LDRs applied to each property to determine the maximum amount of development that could be built in the community. Calculating buildout requires assumptions about how various LDR options and incentives will be used. The Planning Commissions were concerned that staff's methodology in calculating buildout had not been publicly vetted. The taskforce's purpose was to discuss the assumptions on LDR utilization and calculate a publically accepted buildout number. The taskforce final product was a presentation to the Planning Commissions on September 24, 2009 and the methodology determined by the taskforce continues to be referenced by staff when calculating buildout under the current regulations. Although, the buildout numbers presented by staff prior to formation of the taskforce were essentially the same as the numbers presented by the taskforce.

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

While the purpose and discussion of the taskforce focused on buildout assumptions, the taskforce presented numbers of existing development because to understand how much growth could occur in the future you have to subtract existing, built development from the calculated buildout. Town numbers on existing residential development were "ground truthed" to a certain extent based on past work that had been done and review of aerial photography. Other existing development numbers were obtained from County planning records and Assessor's records, but were not rigorously quality controlled, because the Planning Commission was most concerned about buildout calculations and the taskforce had a limited amount of time.

Built Development and Potential Growth as of 1/1/2009 (Source: Buildout Taskforce, Appendix B of the Comprehensive Plan)			
	Existing (Built) *(Table 8, p. ApB-13)*	Potential (Growth) *(Table 9, p. ApB-14)*	Buildout *(not in Appendix B)*
Nonresidential	**8,050,669**	**6,616,093**	**14,666,762**
Town	4,576,840	3,436,498	8,013,338
County	3,476,829	3,179,295	6,656,124
Residential	**9,951**	**11,109**	**21,060**
Town	3,898	2,534	6,432
County	6,053	8,575	14,628

Shortly after adoption of the Comprehensive Plan, in the summer of 2012, Clarion Associates asked staff for an accounting of existing development by use categories as part of the Housing Nexus Study. Clarion needed the information so that they could look at employment by use and floor area by use to calculate employee generation by floor area for each use. To provide the information staff had to examine the data on existing development and divide it into use categories. The 350 hours staff dedicated to parsing the existing development information by use also resulted in an overall improvement on the buildout taskforce's understanding of existing development information. Staff had not previously examined and cross-referenced all of the available data on existing development in that much detail. The memo planning staff sent to TCHA with our conclusions and methodology is available from the Planning Department. Staff would be happy to provide the base data, as it is all public information, to any group interested in duplicating the methodology to compare results.

Each year in the indicator report, staff reports the conservation, zone changes, and federal land transfers that have changed buildout; as well as the amount, location, and type of development that has occurred. But, the first time the improved understanding of existing development became an issue in policy making was the Downtown (District 2) LDR updates. It was not until District 2 that the community first grappled with the implications of a large scale LDR update on the amount, location and type of growth. As staff prepared its analysis of the effect the District 2 LDRs would have on growth, we used the best available information in 2015, which was the buildout taskforce methodology for buildout and the Housing Nexus Study information for existing development. The result was that, with better data available, the picture of existing and potential development looks different than it did at the time the Comp Plan was adopted.

Existing and Potential Development as of 1/1/2009: Appendix B Compared to 2015 Data
(Source: Appendix B of the Comprehensive Plan, Housing Nexus Study, Staff Calculation)

	Built		Growth		Buildout	
	Best Available Data 2012	Best Available Data 2015	Best Available Data 2012	Best Available Data 2015	Best Available Data 2012	Best Available Data 2015
Nonresidential	**8,050,669**	**10,477,223**	**6,616,093**	**5,113,891**	**14,666,762**	**15,591,114**
Town	4,576,840	6,125,395	3,436,498	1,888,955	8,013,338	8,014,350
County	3,476,829	4,351,828	3,179,295	3,224,936	6,656,124	7,576,764
Residential	**9,951**	**10,225**	**11,109**	**10,341**	**21,060**	**20,566**
Town	3,898	4,346	2,534	2,212	6,432	6,558
County	6,053	5,879	8,575	8,129	14,628	14,008

In the above table, the best available data in 2012 is presented as memorialized in Appendix B. The best available data in 2015 on built development in 2009 is derived using the following method:

- Utilizes the work done for the Housing Nexus Study,
- Subtracts development from 2009-2011, utilizing building permits, to get from the 2012 numbers reported for the Housing Nexus Study memo back to the 2009 number to compare to Appendix B
- Subtracts out basements because they are not counted in the calculation of buildout floor area, but they were included for the purpose of looking at employee generation, and
- Counts short-term rental units as residential units consistent with the presentation in Appendix B.

Growth is just a function of buildout minus built. The buildout columns utilizes the taskforce methodology. So why did nonresidential buildout change from our understanding in 2012 to our understanding today? The County buildout increased while the Town buildout calculation remained basically the same for the following primary reasons:

- Institutional Uses: Per the buildout taskforce assumptions, buildout on public/semi-public lots is based on existing development because the P/SP Zone has few set standards by which to calculate what could be allowed. When additional institutional development occurs, or is accounted for, on a public/semi-public site, the built number increases but it is not subtracted from an allowed amount; instead, the buildout number increases as well, meaning that the potential growth number remains unchanged.

- Nonconforming Nonresidential Uses in County: Similarly, the buildout taskforce assumed that nonconforming nonresidential uses in the County would remain, even as residential development occurs. This assumption has the same effect described above for public/semi-public development. After staff discovered additional nonresidential uses in the County through its Housing Nexus Study work, those numbers were added in both the built column and the buildout column.

Conversely the Town buildout number is basically the same, but the potential growth decreased significantly. This is because the additional floor area identified in Town during the Housing Nexus Study work did not fall into the above categories. Instead, the additional floor identified was on parcels for which an allowed buildout was calculated and thus held constant. As a result, our better available understanding that more development actually exists in Town than we thought means that less growth can potentially happen than we thought.

Once staff released the numbers on the effect of the proposed District 2 LDRs on future growth, the question became, "are the proposed effects consistent with the Comp Plan?" The policy in the Comp Plan that addresses the amount of growth directly is Policy 3.1.a – the amount of growth should be limited to the amount allowed and planned for since 1994. But Policy 3.1.a is not the only policy in the Comp Plan and has no primacy over any of the other policies. The Comp Plan is clear that no principle or policy is prioritized.

> *While preserving and protecting the area's ecosystem is the core of our Vision and all aspects of our community character, our Vision cannot be achieved with a singular focus. To ensure our ecosystem protection results in a healthy environment, community, and economy, the Plan commits to three Common Values of Community Character: Ecosystem Stewardship, Growth Management, and Quality of Life. Our community character is only fully defined by all three of our Common Values, each in support and reliant upon the others. (Our Vision, p. ES-2)*

In evaluating consistency with the Comp Plan, staff viewed Policy 3.1.a in the context of the whole Comp Plan. Policy 6.3.e states that nonresidential and residential growth should be balanced; Policy 9.1.c states that the limit on nonresidential development should be based on our ability to house 65% of the workforce locally; and 11 of the 13 Town mixed-use subareas are identified as Transitional with discussion about increases in intensity while no mixed-use subarea in the Town or County discusses a desire of reduction in nonresidential use, indicating anticipation of an increase in nonresidential development rather than a requirement that nonresidential potential be transferred. As affirmed through recent court cases, the Comp Plan is not a regulatory document in which every policy is read as law and must be met; it is a series of guiding policies that can work together in a number of ways. If everything were clear and there was a single path, there would be no room for discussion during the LDR updates.

Thus, in answering the question, "is District 2 consistent with the Comp Plan?" staff developed a range of numbers that could represent nonresidential growth consistent with the Comp Plan. Each may be valid depending on your interpretation of the Comp Plan as a whole. Staff began by presenting these numbers to the Town Council in April, then presented them at the May JIM, and then included them in the indicator report. It is this range of interpretations of the Comp Plan that the 4 public comments on the first draft of this indicator report addressed, as those commenters do not agree with the validity of some interpretations. Below are the four interpretations staff used to calculate the range, preceded by the interpretation promoted in public comment that staff did not include in the range.

- ***No increase in buildout (5.1M sf of potential growth, 0 sf additional potential)***
  This interpretation of the Comp Plan is that the language of Policy 3.1.a should be read to mean that nonresidential buildout should not be increased. This is the interpretation of the Comp Plan promoted by Rich Bloom in his comments. Under this interpretation, potential can only be added in an area if it is decreased in another area so that the overall nonresidential buildout cannot increase. Staff did not present this as part of the range because in 2012 the Board and Council were clear that this was not their intent. When asked in 2012 by a group of citizens, including the same groups and members of the public commenting on the indicator report, to adopt a statement that a buildout cap was the intent of the Comp Plan, the Board and Council refused. Until directed otherwise, staff does not consider this the intent.

- ***Nonresidential growth in balance with residential growth at current ratio (10.6M sf of potential growth, 5.5M sf additional potential)***
  This interpretation leans most heavily on the language of Policy 6.3.e that nonresidential growth should be balanced with residential growth, and the logic that if we are going to roughly double our residential, then we should plan to roughly double our nonresidential as well. The result would be an additional 5.5 million square feet of potential growth beyond the 5.1 million square feet that is already allowed today. Such an increase would make meeting our goal of housing 65% of the workforce locally very difficult even with significant changes to all aspects of housing programming. This is the high end of the range presented by staff.

- ***Nonresidential growth in balance with residential growth at recent growth rates (9.5M sf of potential growth, 4.4M sf additional potential)***
  This interpretation is again based on the language of Policy 6.3.e, but uses the logic that balance between residential and nonresidential growth is best represented by our more recent growth rates. These numbers are calculated by applying the nonresidential growth rate since 2002 to the buildout period for residential growth. The buildout period for residential growth is a function of the residential growth rate since 2002, resulting in a projection of recent growth rates forward for all uses. While slightly less than the high end of the range, if this amount of nonresidential growth occurred it would still be very difficult to meet the community's housing goals.

- ***80% growth in nonresidential based on potential/existing ratio in Appendix B (8.6M sf of potential growth, 3.5M sf additional potential)***
  This interpretation is based on ascribing importance to the Appendix B reference in Policy 3.1.a, but acknowledging that we were planning for growth relative to what is on the ground, not capping buildout. As a result, the amount of growth planned for changes with our understanding of our current character. The 8.6 million square feet of potential growth is 80% of the 10.5 million square feet of nonresidential that was built in 2009. 80% is equal to the relationship between the amount of growth and existing nonresidential cited in Appendix B (6.6M/8.1M = 80%). This number probably represents the upper limit of the amount of

nonresidential growth for which we could house our workforce locally even with significant efforts.

- ***6.6M sf of nonresidential growth based on the number in Appendix B (6.6M sf of potential growth, 1.5M sf additional potential)***
  This interpretation is based on ascribing importance to the Appendix B reference in Policy 3.1.a, and viewing it as basically a soft cap. Appendix B states that there is 6.6 million square feet of nonresidential potential, knowing that this number is actually only 5.1 million square feet, treating the number in Appendix B as a soft cap would still allow 1.5 million square feet of additional nonresidential over the 5.1 million square feet already allowed. This is the low end of the range presented by staff. While this interpretation gives us the best chance to meet our housing goals, it provides the most constraints in meeting other desired future characteristics of the community, as evident in the Council's discussion of the balance between employee generation and downtown vibrancy.

Buildout Takeaways:

- Next year this will be a critical indicator of the coordination of rural area and downtown efforts to cooperatively implement the Comprehensive Plan.

2. *Amount of Growth by Use*

Residential growth is the trigger of the Growth Management Program. Once the community has grown 5% from the number of residential units that existed at the time of Comprehensive Plan adoption, the Growth Management Program review is required, which could result in corrective action if targets are not being met. Guesthouses and lodging units are not counted as residential units. Units that are duel permitted to be used as either residential units or short-term rentals are counted as residential units for the purpose of measuring growth. This counting of short-term rental units as residential units is a function of the methodology of the buildout analyses that informed the Comprehensive Plan. In recent conversations about growth and buildout the community has expressed a desire to talk about lodging units as a separate category from residential and non-residential. As a result, future indicator reports will need to reevaluate the classification of short-term rental units, but this report continues to use the past methodology.

Residential growth in 2014 grew from 2012 and 2013. Residential growth since 2012 Comp Plan has been 2.6%. If the community continues to grow at this rate, the Growth Management Program review can be expected in 2018, however if 2014 increases in growth continue it may be sooner. Detached single-family homes continue to be the most common residential unit type, although a number of apartment units, which typically come in bunches, were built in 2014.

Nonresidential growth in 2014 also increased. Non-residential growth continues to be inconsistent from year-to-year, but balanced in the long-term. As a whole, and by individual use, non-residential growth trends are sensitive to large projects, resulting in peaks and valleys in the trend data. However, over the long-term no one use consistently grows at a greater pace than the others; which is a positive indicator of achievement of the community's desired balance among uses. Nonresidential growth as a whole also remains consistent with residential growth. If there is any use that is growing at a slower rate it is lodging.

Growth by Use					
Use	Existing 1/1/12	Growth Since 1/1/12	2014 Growth	2013 Growth	2012 Growth
Non-Residential Floor Area					
Agriculture	1,019,446	0.4%	3,945	0	0
Outdoor Recreation	338,135	7.2%	1,436	23,039	0
Restaurant/Bar	408,470	1.2%	3,031	2,003	0
Office	1,267,425	1.3%	-524	3,539	13,606
Retail	1,582,368	4.8%	59,987	16,032	0
Industrial	1,417,546	3.9%	43,559	-1,932	12,951
Institutional	1,931,522	2.2%	9,584	2,503	30,108
Non-Residential Floor Area	7,964,912	2.8%	162,725	45,598	75,564
Residential Units					
Agriculture	211	0.9%	2	0	0
Detached Single Family Dwelling	5,917	2.9%	54	57	61
Attached Single Family Dwelling	1,853	2.2%	14	12	15
Apartment	1,541	2.7%	35	2	4
Mobile Home	348	0.0%	0	0	0
Residential Units	9,870	2.6%	105	71	80
Guesthouse	758	4.9%	11	15	11
Lodging Units					
Conventional Lodging Units	5,875	0.5%	0	0	29
Lodging Units	5,875	0.5%	0	0	29

Source: Teton County and Town of Jackson

Growth by Use Takeaways:

- The Growth Management Plan review can be expected in 2018, or sooner if residential growth continues to increase.
- Residential and nonresidential growth since adoption of the Comp Plan has been balanced, with lodging growth lagging behind.

3. Effective Population

Effective population indicates the true impact on community facilities, taking into account not only permanent residents, but also commuters, seasonal residents, seasonal workers, and visitors. This calculation is largely a function of other indicators in this report, but it illustrates their cumulative impact.

In 2013 the Conservation Alliance updated their 1992 Effective Population Study and reported the results. The methodology they developed has been reviewed by staff and will be used as a framework moving forward. However, staff is still working on modifications to align the data sources with the sources used for other indicators to maintain consistency. As a result the numbers below continue to represent the Alliance's 2013 findings. Future reports will have modified numbers and include trends.

2012 Effective Population	February	April	July	November
Permanent Residents	21,675	21,675	21,675	21,675
Daily Commuters	3,809	3,809	3,809	3,809
Seasonal Residents	4,047	1,212	5,858	1,145
Seasonal Workers	1,327	204	5,066	343
Visitors	9,108	2,731	23,874	2,577
Effective Population	39,966	29,631	60,282	29,549

Source: Jackson Hole Conservation Alliance

Effective Population Takeaways:

- Future effective population reports will illustrate the relationship of different types of residential and lodging growth.

4. Vehicle Miles Traveled (formerly Traffic Growth)

The draft Integrated Transportation Plan (ITP) recommends annual vehicle miles traveled (VMT) as a better metric of traffic growth than just traffic counts. Vehicle Miles Traveled is a better metric of the overall transportation impact because it models traffic between traffic count stations instead of just showing a snapshot at a single station to give us a sense of the communities overall traffic impact. Even at the time of adoption of the Comp Plan staff was aware that VMT was a better indicator than traffic counts, but it was not until development of the Integrated Transportation Plan that a replicable method for calculating annual VMT was available.

This indicator, along with the other traffic indicators, will be displayed in the "ITP Dashboard" on www.jacksontetonplan.com. This dashboard display provides any easy visual reference for how the community is doing relative to our 2024 (represented by the yellow) and 2035 (represented by the blue) goals set in the Integrated Transportation Plan. Below is the 2013 display for Annual VMT, which is the baseline that will be used in future years to evaluate implementation of the ITP Plan.

2013 Annual Vehicle Miles Traveled

Sources: ITP Dashboard, WyDOT

As discussed in more detail in the ITP, a “no policy change” scenario based on projection of current trends would result in annual VMT of 550 million in 2024 and 610 million in 2035. As depicted above the ITP goals are 525 million VMT in 2024 and 560 million in 2035. The community’s trend in meeting these goals will be tracked in future years as the ITP is implemented.

In addition to total annual vehicle miles traveled, the ITP Dashboard also includes average daily summer VMT per capita. This is a measure of the amount of traffic on our transportation system on an average summer day per person in the community. It is a function of VMT for the months of June, July, August, and September and the effective population for those same months. For 2013 we believe the summer average daily VMT per capita to be 34 miles. The trend of this number over time will indicate the relationship of transportation initiatives to overall growth.

Vehicle Miles Traveled Takeaways:

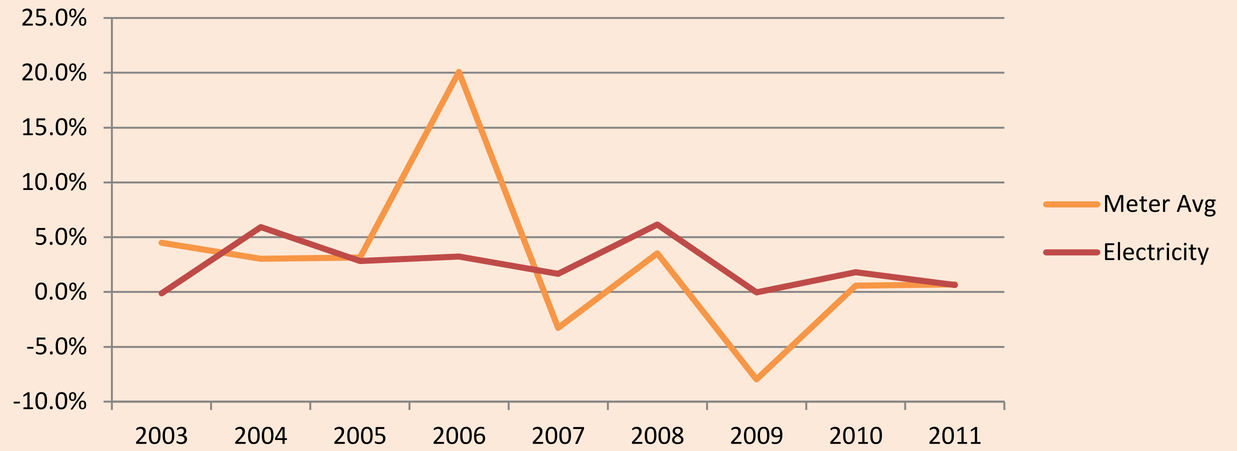
- In order to reduce VMT growth from about 1.5% per year down to 1% per year the ITP must be adopted.
- Future years’ data will indicate if we are successfully meeting the ITP goals

5. Energy Load

The goal of the Comprehensive Plan is to maintain the community’s overall energy load as we grow. This requires each energy user to reduce their use as more users are added to the community.

The most recent data available from Lower Valley Energy is through 2011. The table above shows growth in electricity demand. Electricity growth of 0% is the Comprehensive Plan goal. Meter average represents the average number of active meters for the year. The growth in electricity demand from 2004 through 2008 was a steady 3 - 6%. However, from 2009 to 2011electricty growth has been minimal. This time period coincides with the increase in awareness and action by the community with regard to energy conservation and may bode well for the implementation of the Comprehensive Plan policies. However 2009-2011 also coincided with a decline in users, which may have more to do with the lack of energy consumption than conservation efforts.

Growth in Electricity Demand



Source: Lower Valley Energy

Energy Load Takeaways:

- Energy growth stalled around the time of the 10x10 initiative and other community efforts to conserve energy.
- Future years' data will indicate if we are conserving energy, or if the lack of energy growth was a result of a decrease in users due to the recession

6. Annual Monitoring and Implementation

The purpose of this indicator is to ensure that time and resources are being dedicated to implementation of the Comprehensive Plan. If the annual indicator report and work plan are not being completed it may be an indication that growth is occurring at too rapid a pace to complete necessary long-range planning work. This year's indicator report and annual work plan are being released later than anticipated by the Comprehensive Plan. This does not indicate too much development but it does indicate too many planning assignments. A new Associate Long-Range Planner will help with this in the future, but it is still important to note that monitoring and coordination suffer when we try to do too much at once.

This year's Indicator Report improves upon last year's with revisions to the transportation indicators based on the Integrated Transportation Plan. In the next year, staff anticipates improvements to the housing indicators and data collection coming out of the Housing Action Plan. Staff would still also like to add geographic analysis and incorporate projections into the report. Below, is the list of tasks that were included in the FY14-15 Implementation Work Plan for July 1, 2014 and June 30, 2015. An analysis of the progress follows the table.

The restructure of the LDRs and update of the LDR administrative procedures was completed in 2014, it was a task that ended up requiring far greater resources than anticipated, which in-turn delayed completion of many other tasks. But, it was an effort that was much needed and will facilitate future LDR updates. The focal species identification study and Town Community Streets Plan will also be complete by the end of FY 15-16. Meanwhile, the Integrated Transportation Plan, Housing Action Plan, Rural LDRs, and Downtown LDRs are in their final stages and should all be adopted by the end of 2015. Completion of these tasks will represent completion of the FY 12-13 Work Plan.

Review of FY 14-15 Implementation Work Plan		
Task	% Complete	Progress
Land Development Regulation Update		
Restructure and Administration Update	100%	• Adopted by County October 2014 • Adopted by Town November 2014 • Effective January 1, 2015
Rural Area Amendments	90%	• PC recommendation May 18, 2015 • BCC direction June 15, 2015 • Final draft anticipated July 10, 2015 • Consideration of adoption August 4, 2015
Downtown/LO Amendments	80%	• PC Recommendation February 4, 2015 • TC direction anticipated July 2015 • Final draft anticipated August 2015 • Adoption anticipated in fall 2015
District 3 Amendments	0%	• To begin upon adoption of Downtown/LO
NRO/EA Amendments	0%	• To begin upon adoption of Rural
Housing Amendments	0%	• To begin upon completion of Housing Plan
Coordination on Comprehensive Plan Implementation		
Focal Species Identification	100%	• Anticipated completion in June 2014
Cumulative Impact Study	10%	• To be wrapped into NRO/EA Amendments
Housing Action Plan	70%	• Housing Summit held May 2015 • Draft anticipated July 2015 • Adoption anticipated fall 2015
Integrated Transportation Plan	95%	• Consideration of adoption July 6, 2015
Complete Streets Plan (not adopted in work plan)	95%	• Draft released in March 2015 • Consideration of adoption in August 2015
Regional Coordination	100%	• Completed participation in HUD grant
Other Comp Plan Work	Annual	• Town and County retreat and goal setting • Presentations to students
Comprehensive Plan Administration		
2015 Annual Indicator Report and Work Plan	100%	• 2015 Indicator Report released in June 2015 • FY 15-16 Work Plan released in June 2015
Provide Data to Departments/Organizations		
Standardize Data	25%	• Completion anticipated by end of 2015
Provide Data to Others	Annual	• 22 in 21, Rich Ochs, other various

As discussed in last year's indicator report, the principle cause for lack of project completion is quantity of projects assigned. Staff's conclusion is that only 3 major Town and County efforts can be digested by the community at a single time. A crucially important aspect of any effort is momentum. When an effort stops and restarts all of the education and outreach from the beginning of the project is lost and has to be regained. This is difficult on decision makers and disenfranchises the public. Our past efforts to hire consultants to provide more capacity have been unsuccessful because of the public engagement culture of the community. Momentum has to be communitywide; adding consultant capacity can increase the amount of content released, but it does not alter the public desire for detailed understanding and vetting of that content. As a result, the limiting factor is the amount of content the public can review, not the amount of content staff and consultants can produce. The engagement of our community is an asset that comes with a clear expectation for involvement that demands time and focus.

Annual Monitoring and Implementation Takeaways:

- Efforts are most successful when completed in a 12-month timeframe with continuity of process that builds communitywide momentum.
- The community's public process expectations and demand for customized products is the limiting factor.
- The community and electeds can only handle 3 efforts at one time.

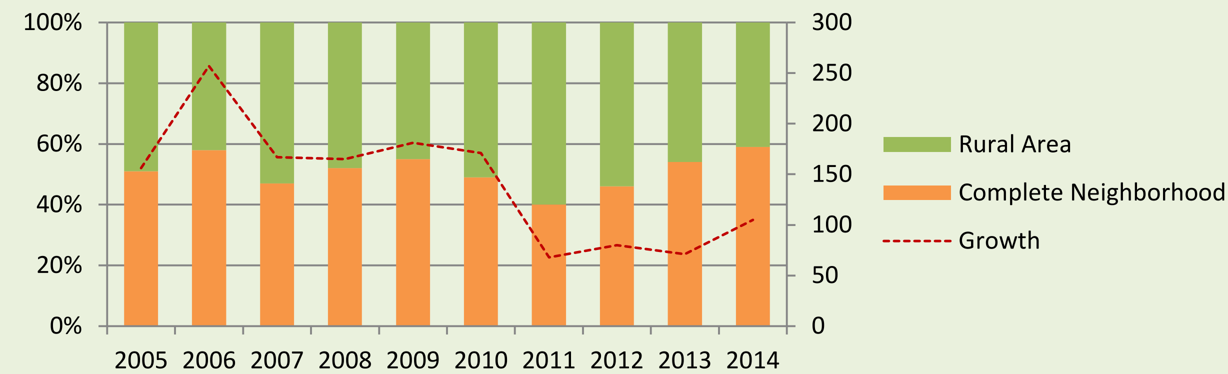
Location of Growth

7. Location of Growth

The location of growth – in complete neighborhoods or rural areas – is the first target of the Growth Management Program. The goal is for 60% of growth to occur in Complete Neighborhoods. In 2014, 59% of growth occurred in Complete Neighborhoods, thanks to a few large projects in the Town. Since the adoption of the Comprehensive Plan, 54% of residential growth has occurred in Complete Neighborhoods.

The 3 year trend of location of growth has been positive. In 2013 a large number of units in Teton Village were produced, in 2014 it was Midtown and West Jackson units that came online. Unfortunately the longer-term trend in location of growth is one of peaks and dips with complete neighborhood units at greatest proportion in times of increased building activity. This may bode well in the short-term as we are in the midst of an increase in residential construction, however rural area growth has always rebounded in the past. Still, if the Growth Management Program were reviewed today, the community would not meet its target. To maintain the success of the recent past, development in complete neighborhoods must be allowed and facilitated. The type of growth desired by the community in locations desired by the community needs to be easy to permit. If merely allowing increased development in complete neighborhoods doesn't accomplish our goals, the community may also consider managing rural growth in the short-term.

Location of Residential Development



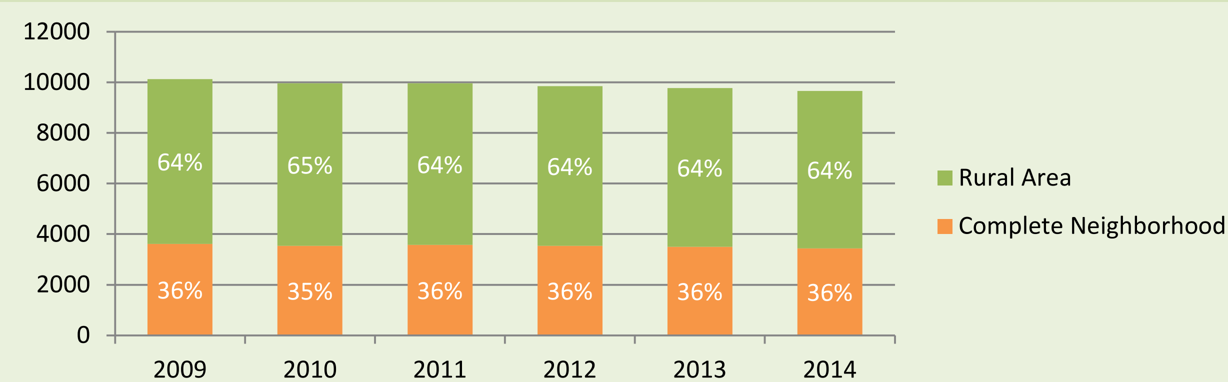
Source: Teton County and Town of Jackson Building Permits

Long-term success in shifting the location of residential growth remains dependent on shifting entitlements. As discussed in the first indicator, we have not adopted any amendments to the LDRs to significantly shift entitlements. As a result, the location of potential units has remained consistent with pre-Comp Plan levels. With a constant or declining residential buildout, (see Indicator 1) potential will drop as units get built (see definition of potential in callout box). If there is not a shift in the location of potential any short-term success in the location of development will lead to an increase in the proportion of potential in rural areas and the community should expect that in the long-term only 36% of growth will occur in complete neighborhoods.

Definition of Potential

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

Location of Residential Potential



Source: Teton County and Town of Jackson

Location of Growth Takeaways: (unchanged from 2014 Report)

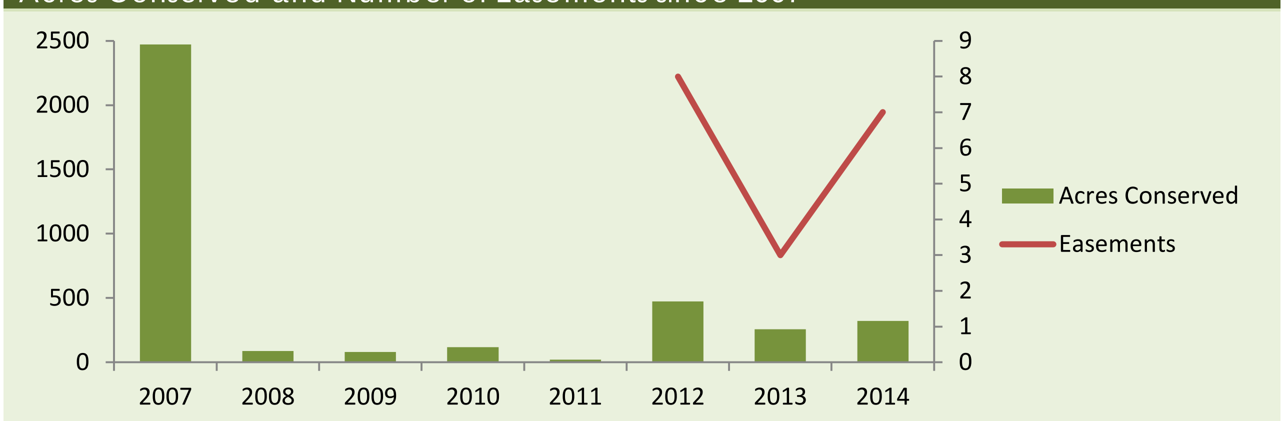
- No LDRs have been adopted since adoption of the Comp Plan to facilitate success of this indicator and yet the trend is positive, likely due to recession declines in rural area growth.

- Desired growth in appropriate areas must be facilitated if the community is going to meets its target.
- If growth in complete neighborhoods is not occurring, growth in rural areas may need to be managed.

8. Permanently Conserved Land

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. In 2014, 322 acres of land were conserved through 7 easements; bringing the total land area under conservation easement to about 23,035 acres, or 30% of the private land. Notable conservation has occurred in the first half of 2015 as well, but that work will not be included in this report until next year.

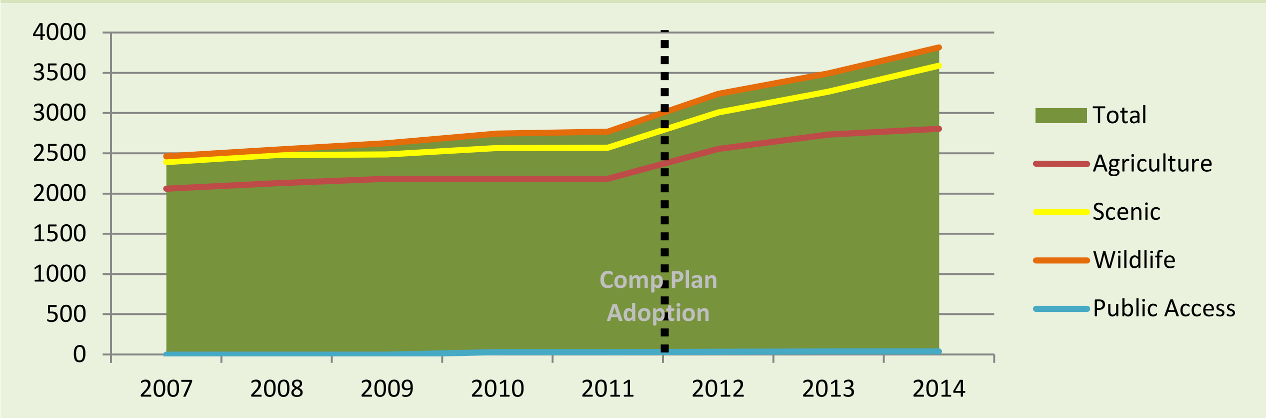
Acres Conserved and Number of Easements since 2007



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

The amount of conservation from year-to year can be greatly impacted by a single project as is evident by the jump of conservation in 2007 because of one big project, Shooting Star. It is also not surprising that the amount of conservation follows general economic trends. Conservation incentives, whether tax incentives or development quid-pro-quos, are most appealing in a bullish market. In addition to macroeconomic circumstances, some of the decrease in 2008-2011 may be attributable to 2 moratoria, one from 2008-2010 and another from 2013-2014, that have been put in place to prohibit large conservation development (PRD) projects. However, large PRD projects were not being developed prior to 2008. More concerning from a Comp Plan implementation perspective has been the recent decline in non-subdivision PRDs that cannot be attributed to the moratoria. Improving the conservation incentives so that they provide more and better projects is a goal of the rural area LDR updates, which will be considered for adoption on August 4, 2015.

Acres Conserved by Conservation Value since 2007



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

Yet, it is important to note the continued growth in the amount of land conserved and the continued preservation of wildlife values in almost every easement. Even as the community works to improve our conservation, since the Comp Plan was adopted in 2012 over 1,000 acres have been conserved. There have been no policy efforts to cause this progress, but the community has worked on its own to achieve this common value.

Permanent Conservation Takeaways:

- The goal of rural zoning should be to create and modify tools to increase the quantity and quality of conservation easements
- The conservation community is implementing the Comp Plan through their own efforts

9. Redevelopment vs. New Construction

The goal of the Comprehensive Plan is to develop the most appropriate places for development (Complete Neighborhoods) into the most desirable places to live. In addition to looking at the location of new growth, the community also wants to monitor the amount of redevelopment that is occurring. 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.

Redevelopment Takeaways:

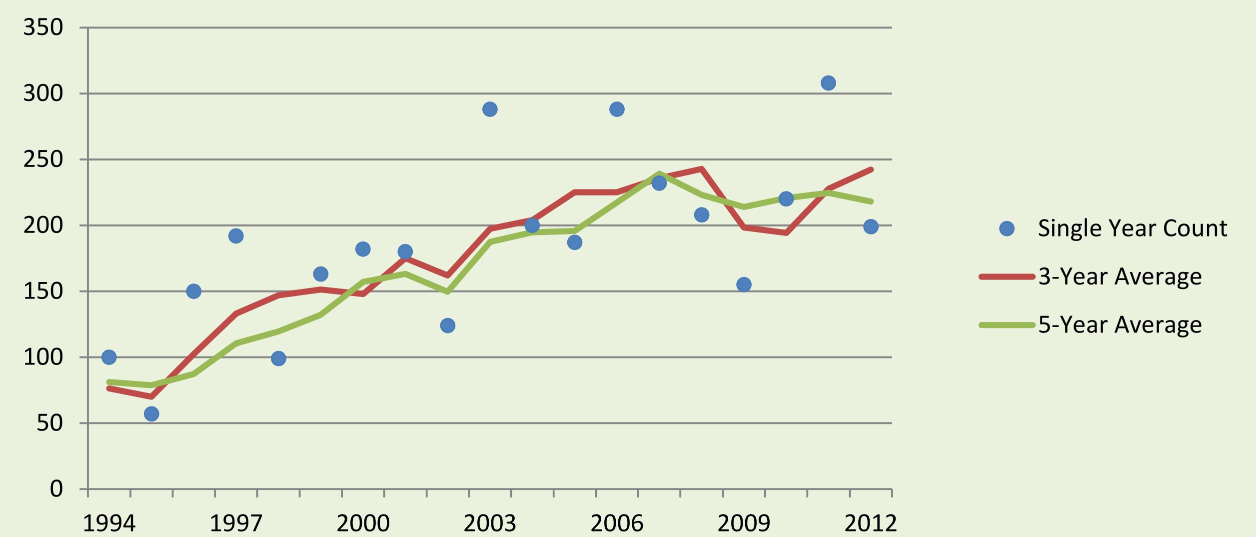
- As data collection is refined and new policies are put in place this indicator will be an important measure of whether redevelopment in Town is being achieved and for what purpose.
- It will also be an indicator of the workforce housing implications from additions and remodels.

10. Wildlife Vehicle Collisions

Wildlife vehicle collisions are an indicator of the location of growth and transportation infrastructure relative to wildlife movement. The goal in the Comprehensive Plan is to reduce wildlife vehicle collisions. At this point, the data available only allows for looking backwards at conditions that existed prior to adoption of the Comprehensive Plan. The success of efforts to reduce collisions will be judged in future reports. Wildlife vehicle collisions are also included in the Integrated Transportation Plan (ITP) Dashboard.

Year-to-year variation in the number of wildlife vehicle collisions is high as indicated by the scatter of the individual years' numbers in the graph below. The data is heavily biased toward large ungulates because they are easy to see and WYDOT cleans up their carcasses. The variability from year-to-year is highly correlated to winter conditions; in more difficult winters ungulates are confined to areas nearer roads. The Jackson Hole Wildlife Foundation, who supplied the data, suggests looking at an average of the previous 3 to 5 year to get a better sense of the trend. Some of the increase indicated by the data may be due to the increase in people and groups observing and documenting wildlife vehicle collisions, but the bulk of the dataset has always been from WYDOT and duplicate reports are consolidated, always saving the WYDOT data, so the effect of increased monitoring can be controlled.

Wildlife Vehicle Collisions 1994-2012



Source: Jackson Hole Wildlife Foundation

Source: Jackson Hole Wildlife Foundation

Both the 3-year and 5-year averages indicate a steady increase in the number of wildlife vehicle collisions over the past 20 years. However, in the past ten years the growth in wildlife vehicle collisions seems to have slowed. There is still a trend of growth, but it is less rapid. Looking at elk, moose, and mule deer individually shows the same trend. No species has fared relatively better or worse than the others. That said, the smaller the population, the greater the impact of each collision, as is the case for moose.

Wildlife Vehicle Collisions Takeaways:

- Future indicator reports should compare the wildlife vehicle collision data with other growth data to determine any correlations that could inform growth policies.
- Efforts to facilitate wildlife crossings could also reduce wildlife vehicle collisions.

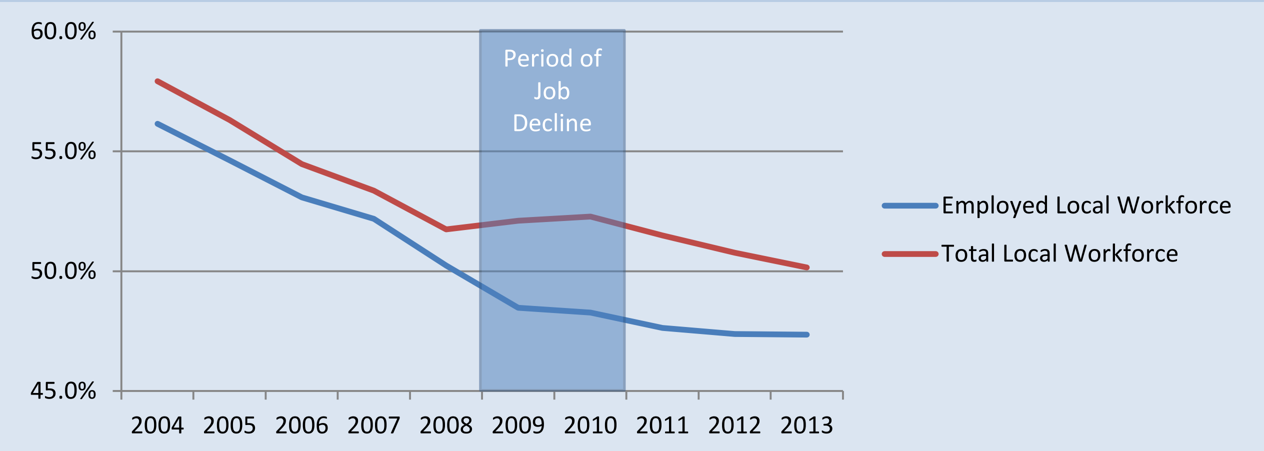
Type of Growth

11.Local Workforce Percentage

The percentage of the workforce living locally is the Growth Management Plan target indicating the desired type of growth. It represents a jobs/housing balance in line with our community growth management goals as well as maintenance of our "community first, resort second" character. The Comprehensive Plan goal is to ensure at least 65% of the workforce lives locally. When the community first identified loss of a local workforce as an issue in the early 90s over 85% of the workforce lived locally.

Without a reliable method for measuring this indicator, Staff turned to a proxy indicator in the 2014 Indicator Report: the ratio of the local labor force to local jobs. These numbers alone cannot be used to calculate this indicator, but the trend they show will mirror the trend for this indicator and suggest whether action is needed to ensure the community is providing adequate workforce housing opportunities to meet our Comprehensive Plan goals.

Local Labor Force as a Percentage of Local Jobs



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

The chart above shows that the ratio of local workforce to local jobs has declined steadily over the past 10 years. The decline in employed local workforce actually accelerated with the recession. This trend indicates that it was not commuters who lost their jobs in the recession, but people living locally. As the number of jobs began to rebound in 2011, the total local workforce began to fall again relative to the number of jobs, but the employed workforce has leveled out relative to the number of jobs, meeting the community's goal to maintain the percentage of the workforce that lives locally. This would indicate that unemployed members of the local workforce who never moved away are filling new jobs. It also indicates to staff that once the unemployment rate stabilizes, the community should expect the employed local workforce to being to fall in parallel with the total local workforce as it did from 2004-2008.

This proxy indicator has two possible implications, neither of which suggests that the status quo is providing adequate workforce housing opportunities. Either the percentage of the workforce living locally is going down, and has been steadily going down since 2004, or the number of jobs per employee has steadily gone up. If both the 2007 Needs Assessment and 2013 Nexus Study surveys are correct, up to half of the employed local workforce had to take on an extra job to continue to live here. The actual answer is likely some unquantifiable combination of these two factors, which is why the actual indicator cannot be reported. However, the takeaway is the same: workforce housing is not being provided in balance with the jobs that are being created.

In the last year the US Census Bureau has developed a tool that compares employment and census data sets at a greater level of detail than is possible for the general public (only grouped data is reported publicly to protect anonymity) and may solve the variables that make this indicator so difficult to report. At this point the information available is only through 2011 and staff is still evaluating the information against other trends and surveys to see if it is appropriate for use in tracking this indicator.

Local Workforce Percentage Takeaways:

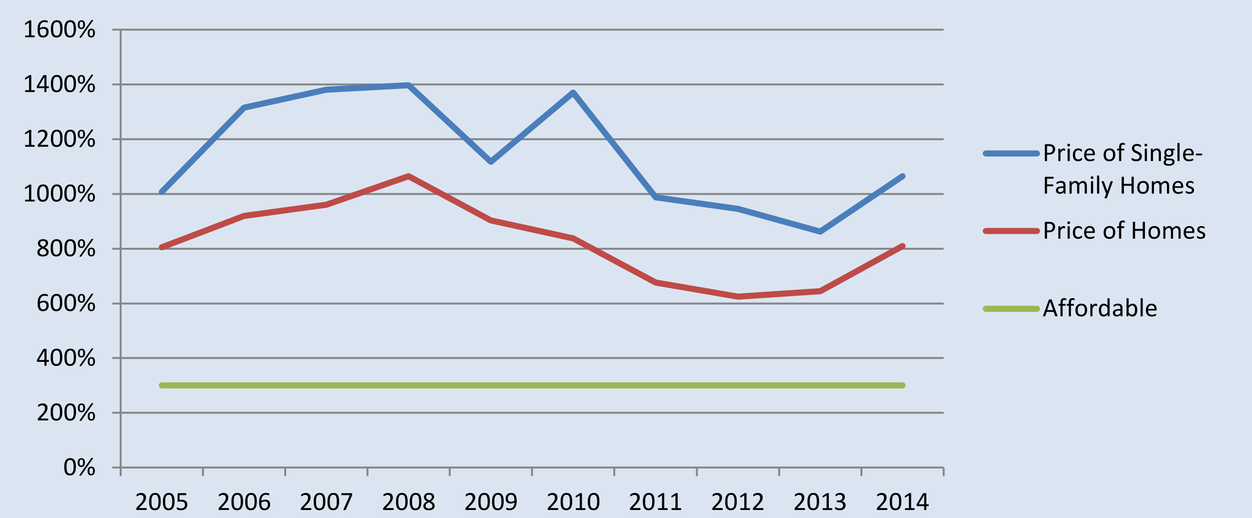
- The Comprehensive Plan principle is to maintain a diverse population by providing adequate workforce housing opportunities. If the community is meeting its workforce housing goals it is a result of employees working multiple jobs in order to afford housing, not the provision of workforce housing opportunities.

12. Affordability of Housing

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. The median home sale as reported by the Teton County Assessor in 2014 was 810% of median family income ($90,700). The median single-family home sale as reported by David Viehman in the, "Jackson Hole Report," was 1,064% of median family income. A home sale that is 300% of income is considered affordable based on US Department of Housing and Urban Development (HUD) standards. This means that the median home sold in 2014 was only affordable to a family making nearly three times the median income.

As discussed in past indicator reports, housing affordability improved with the national housing market crash, however this correction did not make housing affordable. Housing prices decreased from 3 – 4 times what is considered affordable, to maybe 2 times. Trends would indicate that the market is now returning to pre-recession levels of affordability. In 2014 rising home prices combined with a decrease in median family income to show a steep increase in the ratio of price to income (decrease in affordability). While staff does not anticipate the steepness of the 2013-2014 trend to continue, staff does anticipate that housing will continue to grow less affordable in coming years.

Median Home Sale as a Percentage of Median Income



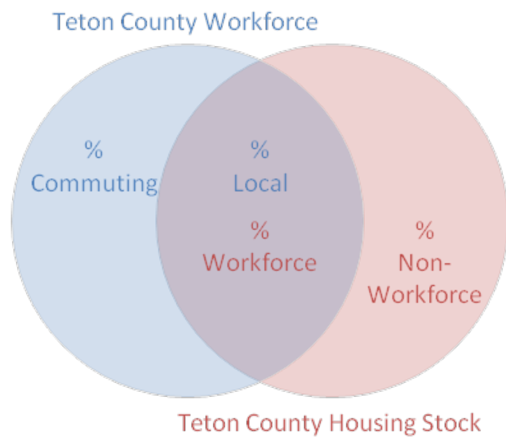
Sources: HUD, Teton County Assessor, David Viehman

Housing Affordability Takeaways:

- Housing affordability improved with the recession, but housing did not become affordable.
- The improvement in housing affordability has halted, future indicator reports will show how steeply housing affordability will decline.

13. Workforce Housing Stock

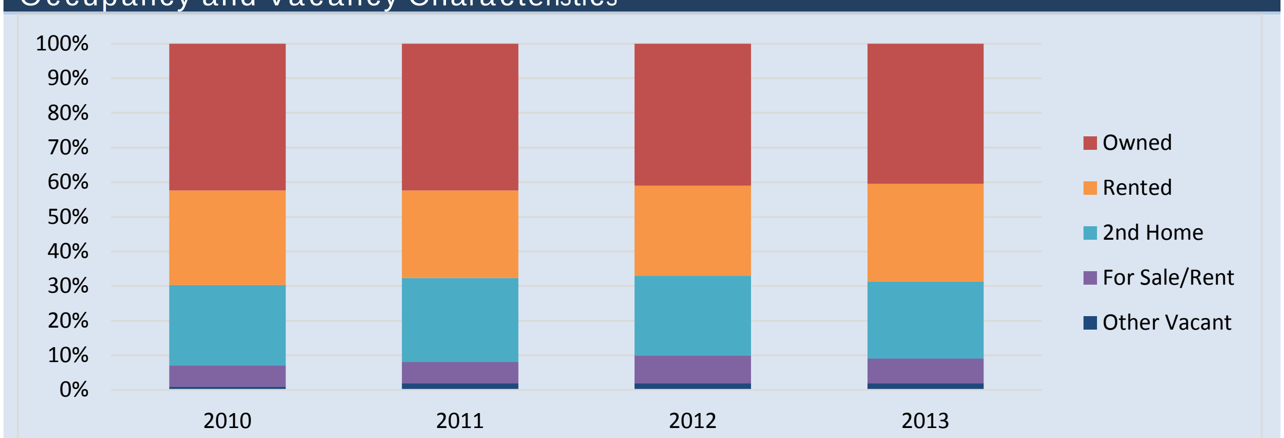
The percentage of the housing stock occupied by the workforce is different from the percentage of the workforce living locally. Understanding the percentage of the housing stock that is occupied by the workforce is an important indicator of the type of units that are being developed and whether they are housing the workforce.



Tracking the occupancy of residential units requires data or estimates on the occupants of units. The best annual source of this information is the American Community Survey completed by the US Census Bureau.

Staff is still developing a methodology for determining the percentage of occupied units occupied by the workforce. However, we can look at the trend for occupied versus vacant units and note that the proportion of the housing stock made up of second homes has remained constant. This cannot be attributed to any new policy effort to implement the Comprehensive Plan, but is a positive trend nonetheless.

Occupancy and Vacancy Characteristics



Source: American Community Survey

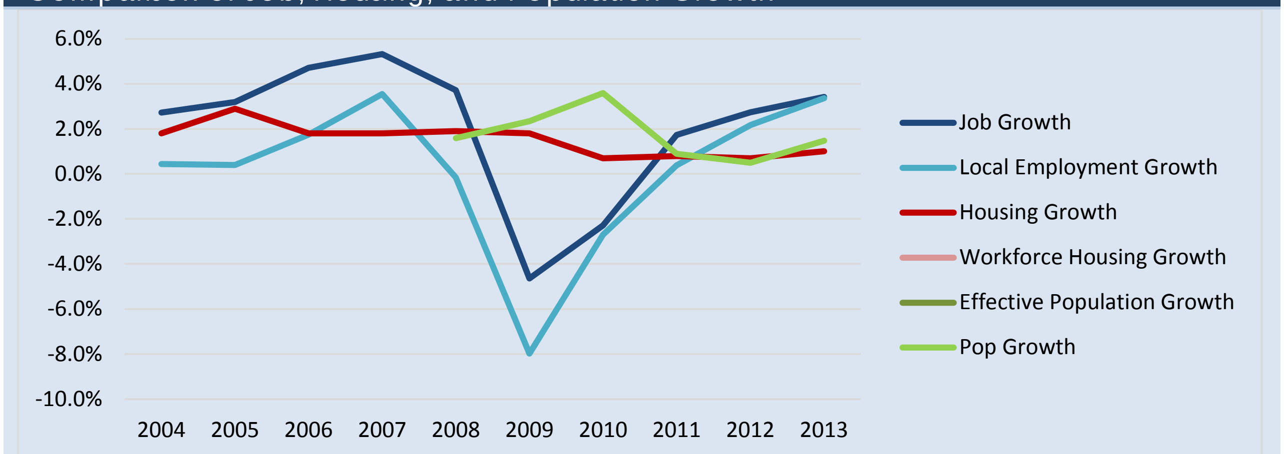
Workforce Housing Stock Takeaways:

- Vacancy and second home rates have remained constant since 2010.
- Staff will work on improving measurement of this statistic to better understand trends in residential unit occupancy.

14. Jobs, Housing Balance

The purpose of the Balance indicator is to look at various other indicators side-by-side. Staff is still developing a methodology for this indicator is limited by available data to trends that mostly pre-date adoption of the Comprehensive Plan.

Comparison of Job, Housing, and Population Growth



Source: American Community Survey

As discussed in early indicators, methodologies for quantifying the amount of workforce housing and the effective population are still being refined. What the limited data does indicate is that population and housing growth are less volatile than job and employment growth. The data also show that housing growth and permanent population growth are pretty consistent. This confirms the trend of a constant second home ownership rate.

Jobs, Housing Balance Takeaways:

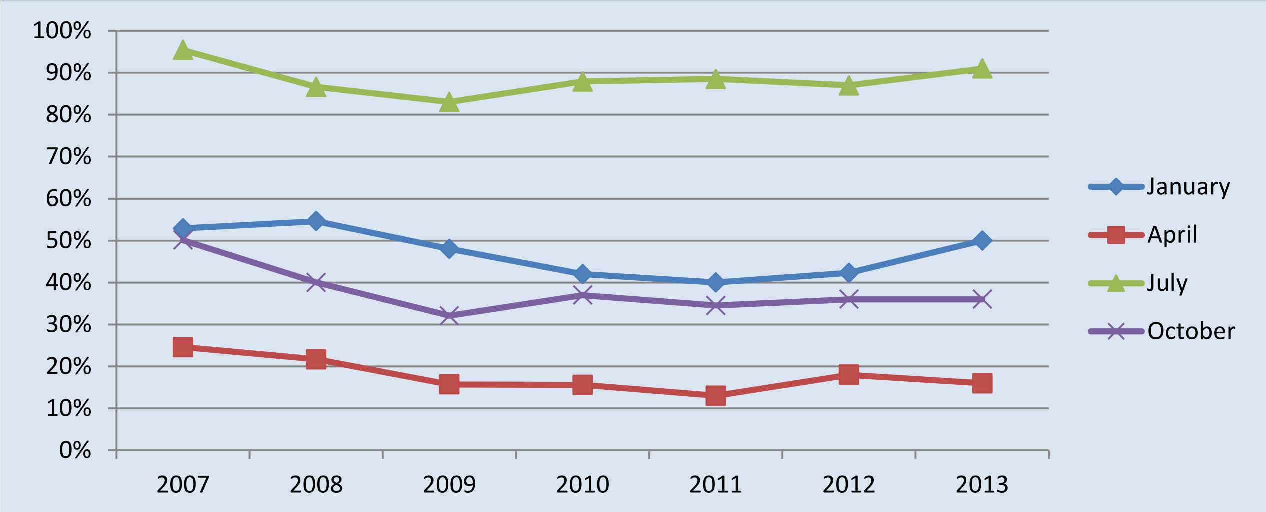
- Staff is still working to establish a methodology for understanding the relationship between growth in jobs, housing, and population.

15. Lodging Occupancy by Season

The economic development goal of the community is to "grow better, not bigger". One of the key components of that goal is to improve shoulder season occupancy in order to utilize existing lodging capacity to increase economic activity. In 2014 the Jackson Hole Chamber of Commerce changed its reporting on lodging occupancy and reservations. To date staff and the Chamber have not been able to discuss that change and so the data presented below are the same as presented last year. In future reports staff will update trends to utilize the new methodology.

April and October reservations were up for 2013 from 2012, but actual occupancy was flat or slightly lower. This could indicate success in efforts to promote off-season tourism, tempered by a lack of drop-in visitors that may have more to do with factors such as gas prices and weather that are out of our control.

Lodging Occupancy by Season



Source: Rocky Mountain Lodging Report

The Jackson Hole Chamber of Commerce tracked reservations from its lodging members on a monthly basis to project occupancy in various regions of the valley. These numbers do not necessarily represent actual occupancy because they do not account for no-shows or walk-ins. The Rocky Mountain Lodging Report looks at lodging throughout the region at provides numbers on actual occupancy for the entire County. Reservations seem to be a better predictor of lodging occupancy in the winter and spring when travel is more difficult than the summer and fall when travelers can be more flexible.

2013 Lodging Occupancy

	January	April	July	October
Reservations (Chamber)				
Downtown	40%	19%	87%	37%
Outlying Jackson	26%	16%	89%	30%
Teton Village	58%	11%	75%	36%
Vacation Rentals	48%	11%	73%	10%
Parks/Moran	closed	closed	90%	46%
All	42%	16%	82%	31%
Occupancy (Rocky Mountain Lodging Report)				
	50%	16%	91%	36%

Source: Jackson Hole Chamber of Commerce

Lodging Occupancy Takeaways:

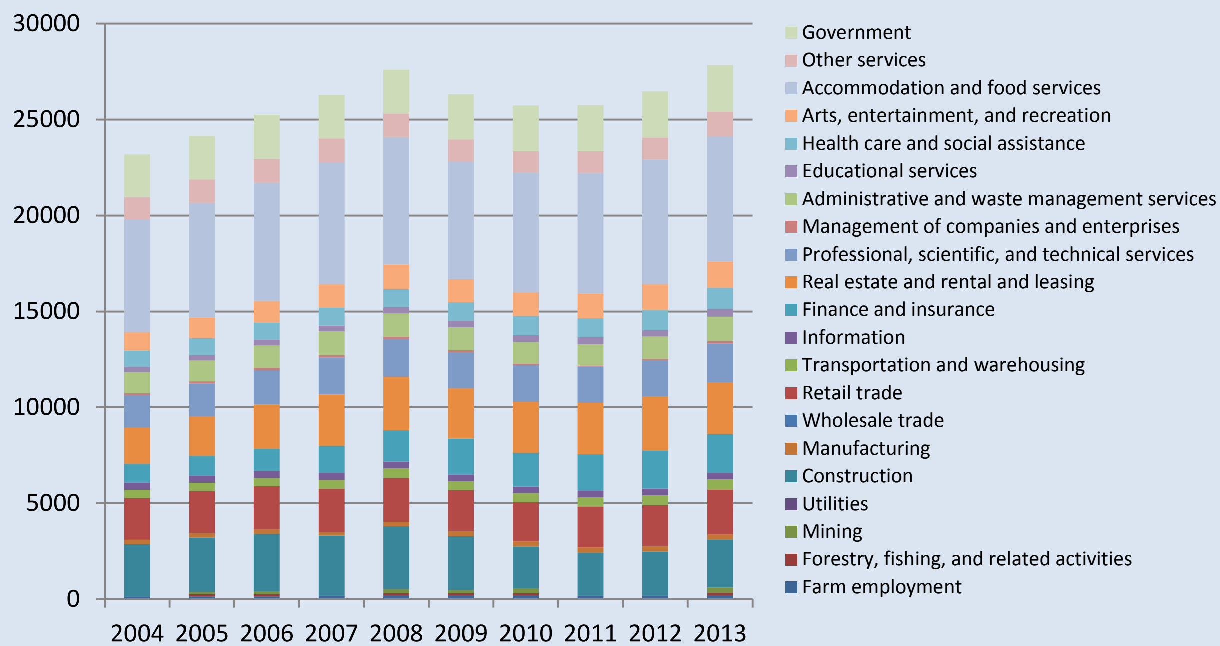
- Future reports will provide better indication of lodging trends with improved reporting data from the Chamber of Commerce.

16.Employment by Sector

Jobs by sector indicate the make-up and balance of the employment opportunities in the community. The total number of jobs in the community went down with the recession, but has rebounded to exceed pre-recession levels. What is most informative in looking at the data is a comparison of the growth rate of different sectors to determine which sectors are growing faster than the overall job market.

Construction employment shrunk from a consistent 12% of jobs prior to 2009 to 8% of jobs in 2010 and 2011. 2012 and 2013 would indicate some rebound, however recent increases in construction activity will not be reflected in this data for a few years because of the lag in data available from the US Bureau of Economic Analysis (BEA). Meanwhile, finance and insurance and real estate each grew as a percentage of overall employment prior to 2009, and have maintained their percentage of the overall job market since. Unlike construction these sectors were not any more affected by the recession than the overall job market.

Employment by Sector



Source: US Bureau of Economic Analysis

The data reported above is from the US Bureau of Economic Analysis (BEA). The downside to BEA data is the lag in its reporting, meaning that we have only one or two years of data since the adoption of the Comprehensive Plan. The benefit of this data is that it includes all jobs, whereas other reports do not include jobs of sole proprietors and other establishments that are not required to pay unemployment insurance. Using a proxy for the BEA data to get a more recent indicator is problematic because the community has seen a significant increase over the past 10 years in the proportion of jobs that are not covered by unemployment insurance. In 2003 proprietors employment made up only 24% of total jobs, in 2013 it made up 33%. This growth was steady and a result of a consistent growth in real numbers of proprietor employment, not just a growth in percentage resulting from a decrease in overall employment beginning in 2009. If proprietor employment remains a constant percentage of jobs as it has for the past 3 – 4 years, staff may consider a proxy data source that only includes insured employees.

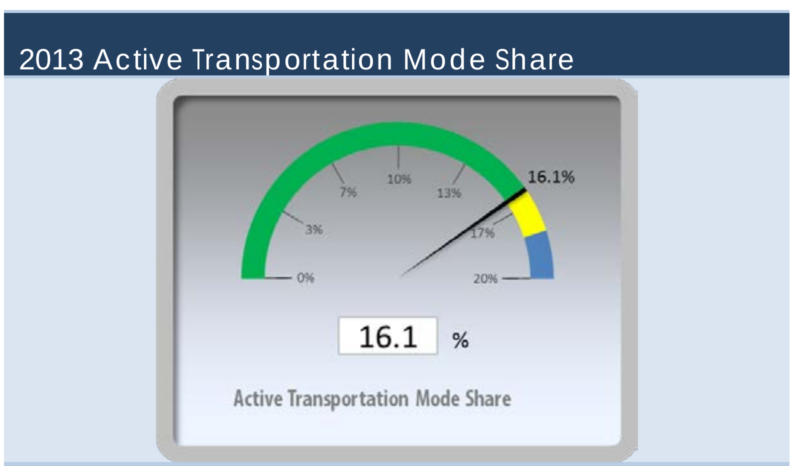
Employment by Sector Takeaways

- Data are not yet available to indicate trends since adoption of the Comprehensive Plan, however there are no economic development policies to monitor either.

17. Active Transportation Mode Share and START Annual Ridership (formerly Population Served by START)

The Integrated Transportation Plan proposes monitoring active transportation mode share and START ridership rather than START service area. These indicators, along with the other traffic indicators, will be displayed in the "ITP Dashboard" on www.jacksontetonplan.com. This dashboard display provides any easy visual reference for how the community is doing relative to our 2024 (represented by the yellow) and 2035 (represented by the blue) goals set in the Integrated Transportation Plan.

The intent of the original START service area indicator was to track the community's access to alternate modes of travel. The ITP proposed measure of mode share more directly addresses the community's goal of transportation by alternate mode. Population served by START was originally proposed because it was the best available option to look at transportation mode. However, the downside of service provision indicators is that they can sometimes lead to inefficiencies in service design that provides service to more households but results in transit routing that does not provide the most benefit to the transportation system. The ITP establishes a model for looking at active transportation mode share using travel to work data. Active travel to work data tends to mirror overall active transportation.



Source: ITP Dashboard, American Community Survey

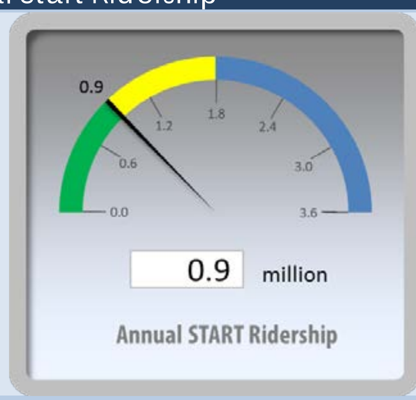
Above is the 2013 ITP Dashboard display for active transportation mode share, which is the baseline that will be used in future years to evaluate implementation of the Integrated Transportation Plan.As discussed in more detail in the ITP, a “no change” scenario based on projection of current trends would result in a continuation of the current active transportation mode share of 16.1%. As depicted above the ITP goals is 18% active transportation mode share in 2024 and 20% in 2035. The community’s trend in meeting these goals will be tracked in future years as the ITP is implemented.

Active Transportation Mode Share Takeaways:

- In order to increase active transportation mode share the ITP must be adopted.
- Future years’ data will indicate if we are successfully meeting the ITP goals

Central to the Integrated Transportation Plan is the goal to double transit ridership in the next 10 years, then double it again by 2035. As a result the ITP establishes transit ridership as an indicator. Below is the 2013 ITP Dashboard display for annual START ridership, which is the baseline that will be used in future years to evaluate implementation of the Integrated Transportation Plan. As discussed in more detail in the ITP, a “no change” scenario based on projection of current trends would result in in 2024 annual START ridership of 1.1 million and 2035 ridership of 1.2 million. As depicted above the ITP goals is 1.8 million riders in 2024 and 3.6 million in 2035. The community’s trend in meeting these goals will be tracked in future years as the ITP is implemented.

2013 Annual Start Ridership



Source: ITP Dashboard, START

In addition to total annual START ridership, the ITP Dashboard also includes average monthly summer START ridership per capita to track ridership growth against effective population growth during the community’s busiest season. This is a function of ridership for the months of June, July, August, and September and the effective population for those same months. For 2013 we believe the summer average monthly ridership per capita to by 1.0 rides.

START Ridership Takeaways:

- In order to double transit ridership in the next 10 years, then double it again in the following 10 year, the ITP must be adopted.
- Future years’ data will indicate if we are successfully meeting the ITP goals

18. Major Capital Project Benchmarks (formerly Percentage of Transportation Network "Complete Streets")

The community began tracking the percentage of the transportation network that met the Comprehensive Plan goals of providing "complete streets". However, this indicator became a merely a track of street projects because, to our credit, each project improved an existing street to a complete street. As a result, staff believes that the Integrated Transportation Plan (ITP) established major capital project benchmarks are a more appropriate measure to report in this space.

The ITP establishes 3 Groups of capital projects to address 3 of the primary transportation corridors in the community: 1) Highway 22, 2) Moose-Wilson Road, 3) North Highway 89. For each group, the ITP establishes thresholds to initiate the projects and then start construction so that the need does not catch the community by surprise. The threhsolds are based on average daily summer traffic. Average daily summer traffic accounts for the need to plan for our busiest time without overreacting to the absolute peak. For each group, a permanent traffic counter is used as an indicator station. The ITP contains greater detail on the methodology behind the benchmarks, but this report is an appropriate place to review them each year, especially in the context of the other measures of growth.

ITP Major Capital Project Group Benchmarks

	Hwy 22	Moose-Wilson	N. Hwy 89
2014	21,379 vpd	14,575 vpd	12,770 vpd
1st Benchmark	Prelim. Eng.	Prelim. Eng.	NEPA/PEL
Criteria	5 yrs. pre-LOS D	5 yrs. pre-LOS D	10 yrs. pre-LOS D
Trigger	18,600 vpd	18,600 vpd	17,200 vpd
2nd Benchmark	Construction	Construction	Construction
Criteria	LOS D	LOS D	LOS D
Trigger	20,000 vpd	20,000 vpd	20,000 vpd

Source: Integrated Transportation Plan

As we monitor traffic at the indicator stations we will be able to see these groups of projects coming. As indicated in the table above the Highway 22 project group is already overdue. If the ITP is adopted it would project that neither the Moose-Wilson nor N. Hwy 89 project groups hit the first benchmark by 2035. Under a "no change" approach to transportation the Moose-Wilson Road first benchmark would be hit by 2035, but the N. Hwy 89 benchmark would still not be reached.

Major Capital Project Takeaways:

- The Moose-Wilson project group can be avoided if the ITP is adopted.
- Future years' data will indicate how implementation of the ITP is impacting our need for major capital projects

19. Level of Service

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. In the near future, this annual indicator report and the associated implementation work plan may be expanded to be used in allocating a community priorities fund generated by any additional sales tax. For that to work levels of service will have to be defined.