

# Illustration of Our Vision





## Why Illustrate Our Vision?

Realizing our vision requires proactively planning for what we want - rural open spaces and high quality complete neighborhoods - by identifying where we want them and what we want them to look like. Our Vision is to direct development toward suitable areas in order to preserve and protect the ecosystem; and design development to enhance our quality of life. The Illustration of Our Vision defines the type of preservation or development in each area of the community that will allow us to realize our Vision. In areas suitable for development, the Illustration of Our Vision describes how we will protect the character we love while ensuring that development contributes to achieving the goals of the Comprehensive Plan. In all other areas, the Illustration of Our Vision describes how we will preserve and enhance wildlife habitat, wildlife connectivity, scenic vistas, and open space.

Defining desired character for all areas of the community provides predictability in planning and development, which has been absent in the past. Incremental, site-specific determinations of the applicable policies that are emotionally, politically and legally tied to a specific development plan are no longer the community's growth management principle. The Illustration of Our Vision bridges the gap between our communitywide Vision and the development of an individual site so that all community members can understand how an individual preservation or development project should contribute to the achievement of our Vision. The Illustration of Our Vision will inform land development regulations that ensure no policy of this Plan is forgotten and that all policies are implemented within the proper context.

The Illustration of Our Vision also provides accountability and measurability. By defining the existing and desired character of each area of the community, we can quantify our progress toward achieving the rural open spaces and high quality complete neighborhoods we desire. With this data we can determine what strategies work in which locations and improve our understanding of why certain strategies are more or less appropriate in certain situations. The Illustration of Our Vision will enable the rigorous analysis needed to continually adapt our implementation strategies to ensure that preservation and development occur in the desired amount, location and type.

# How is the Vision Illustrated?

The Illustration of Our Vision depicts the policies of the community's three Common Values on the ground through four levels of character classification.

At the highest level, the private lands of the community are divided into Character Districts – areas with common natural, visual, cultural and physical attributes, shared values and social interaction. Character District boundaries are based on a layering of the best available quantitative and qualitative data for each of the three Common Values (Ecosystem Stewardship, Managed Growth, Community Character) in order to identify areas that share similar characteristics.

While our community's 15 Character Districts share common values, each has a unique identity. Based upon the presence or absence of specific characteristics, each Character District is classified as either a Rural Area focused on ecosystem stewardship or a Complete Neighborhood focused on protecting and enhancing great neighborhoods. The map on pages IV-4 and IV-5 shows the Character District boundaries, specific Complete Neighborhood and Rural Area characteristics and the classification of each district.

At the next level, each Character District is divided into subareas. Each subarea is categorized as Stable, Transitional, Preservation or Conservation based upon the existing character of the subarea and the desired future character for the entire district. Stable and Transitional subareas are the most suitable locations for people to live, work and play. Subareas focused on ecosystem stewardship are designated as Preservation or Conservation. Because our Vision is to preserve and protect the area's ecosystem in order to ensure a healthy environment, community and economy for current and future generations, the community has committed to locating less than 40% of future development in the Preservation and Conservation subareas that make up roughly 93% of the private land in the community. At least 60% of future development will be directed into Stable and Transitional subareas, which make up only about 7% of the private land in the community. The map on pages IV-6 and IV-7 shows the subareas and defines the subarea classifications.

Finally, for each subarea, Character Defining Features are described to ensure the desired character is illustrated. The Character Defining Features provide the greatest level of site specific detail; however the characteristics are still conceptual and will inform specific regulations, incentives and programs. The characteristics valued by the community within a subarea are mapped, described and illustrated. On pages IV-8 and IV-9 is a legend that describes the symbols and graphics used on the Character Defining Features maps. An appropriate Neighborhood Form(s) is also identified for each subarea. A Neighborhood Form identifies the general pattern and intensity of development that meets the desired character. On pages IV-10 and IV-11 is a transect that depicts the continuum of Neighborhood Forms that make up our community and shows the relationship between the various patterns and intensities.





15 Character  
Districts

Rural  
Areas

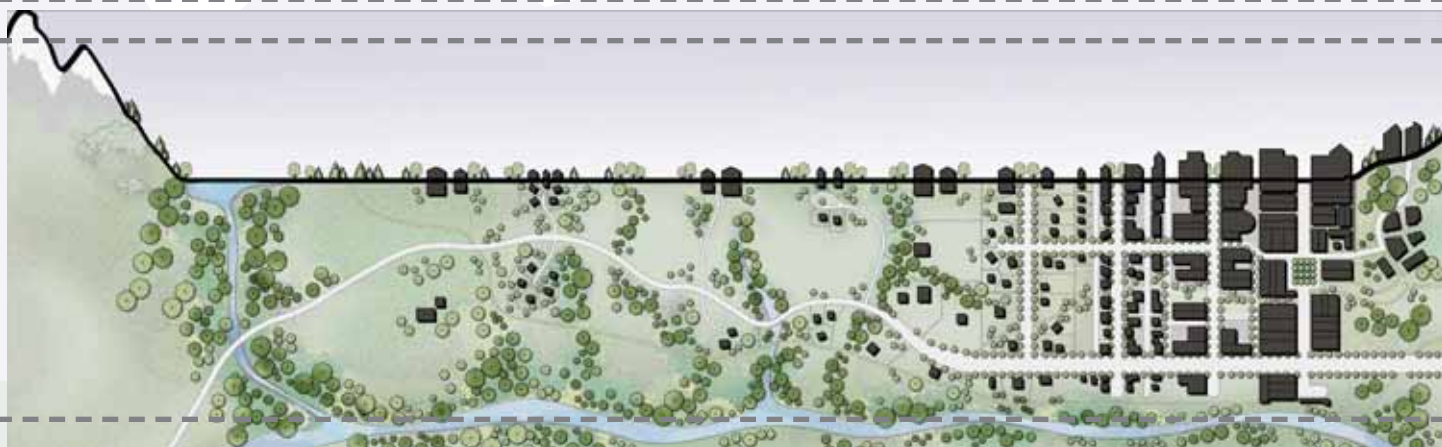
Complete  
Neighborhoods

Preservation

Conservation

Stability

Transition



# Complete Neighborhoods + Rural Areas

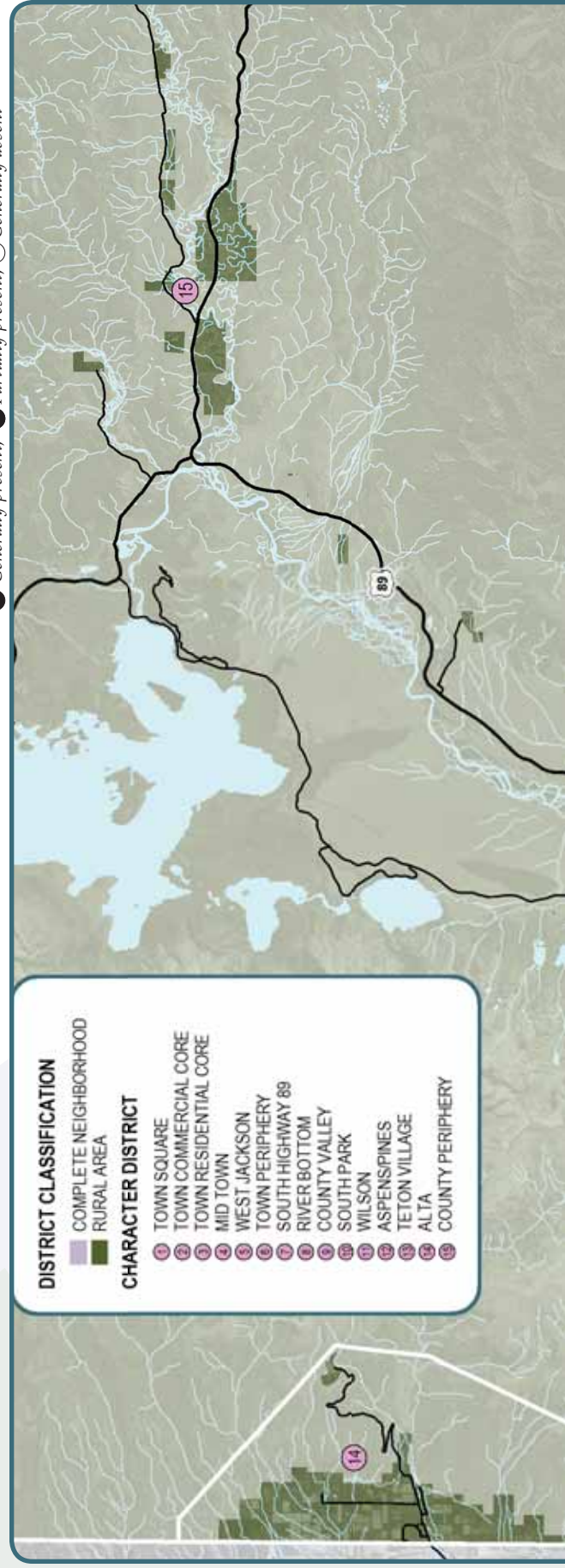
Character Districts

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Defined character and high-quality design	●										●	●	●		
Public utilities (water, sewer, and storm sewer)	●	●	●	●	●	●	●	●	●	●	●	●	●		
Quality public spaces	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
A variety of housing types	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Schools, childcare, commercial, recreation, and other amenities within walking distance (1/4 to 1/2 mile) of residences	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Connection by complete streets that are safe for all modes of travel	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Viable wildlife habitat and connections between wildlife habitat	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Natural scenic vistas	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Agricultural and undeveloped open space	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Abundance of landscape over built form	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Limited, detached single family residential development	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
Minimal additional nonresidential development	●	●	●	●	●	●	●	●	●	●	●	●	●	●	

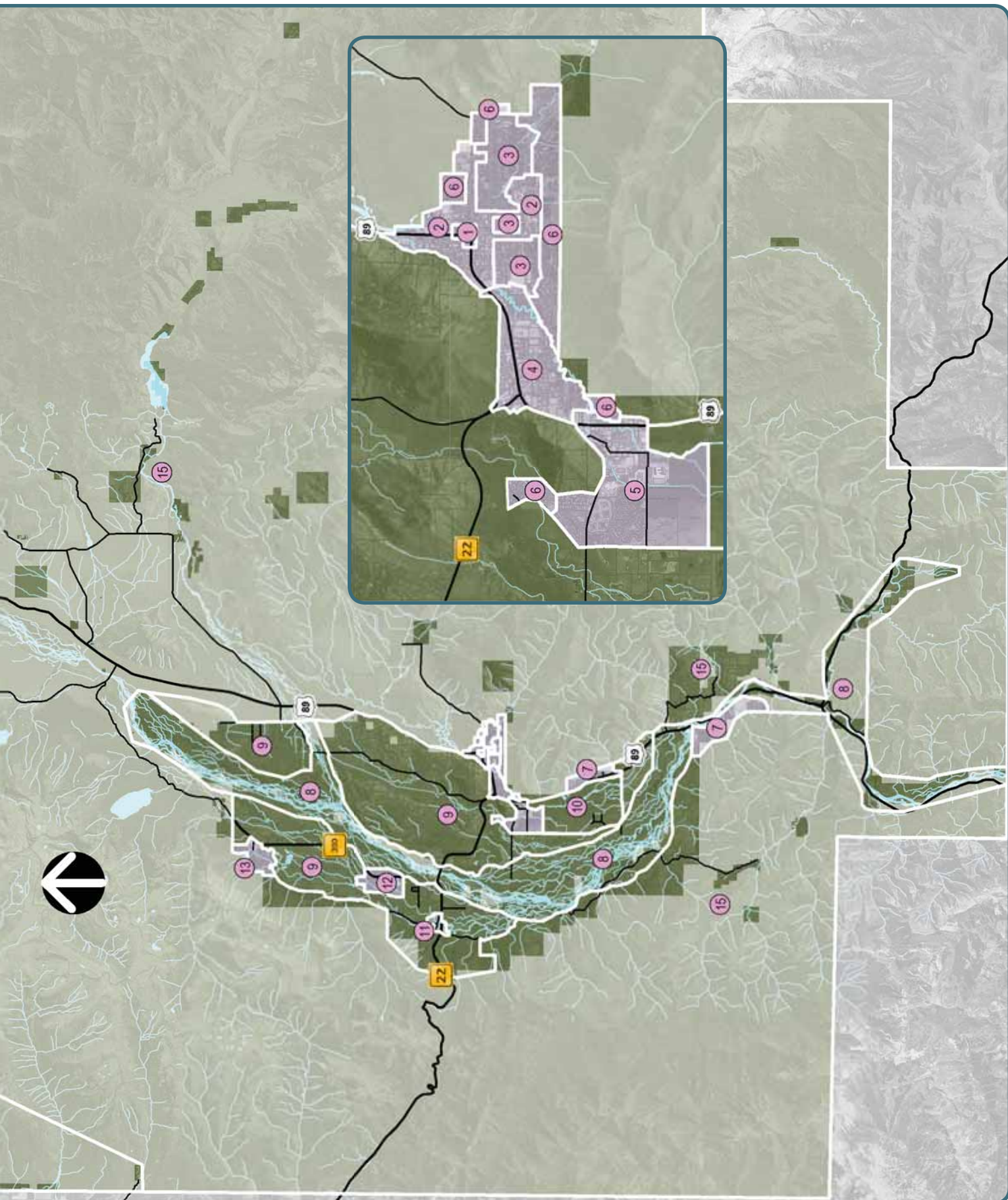
Complete neighborhoods provide:

Rural areas provide:

● Generally present; ● Partially present; ○ Generally absent







# Areas of Stability, Transition, Preservation + Conservation

## Complete Neighborhood Areas of Stability

- Subareas in which no change to the existing character is necessary
- Development will be infill that maintains the existing identity or vitality
- The subarea may benefit from strategic infill or development of non-existing Complete Neighborhood amenities

## Complete Neighborhood Areas of Transition

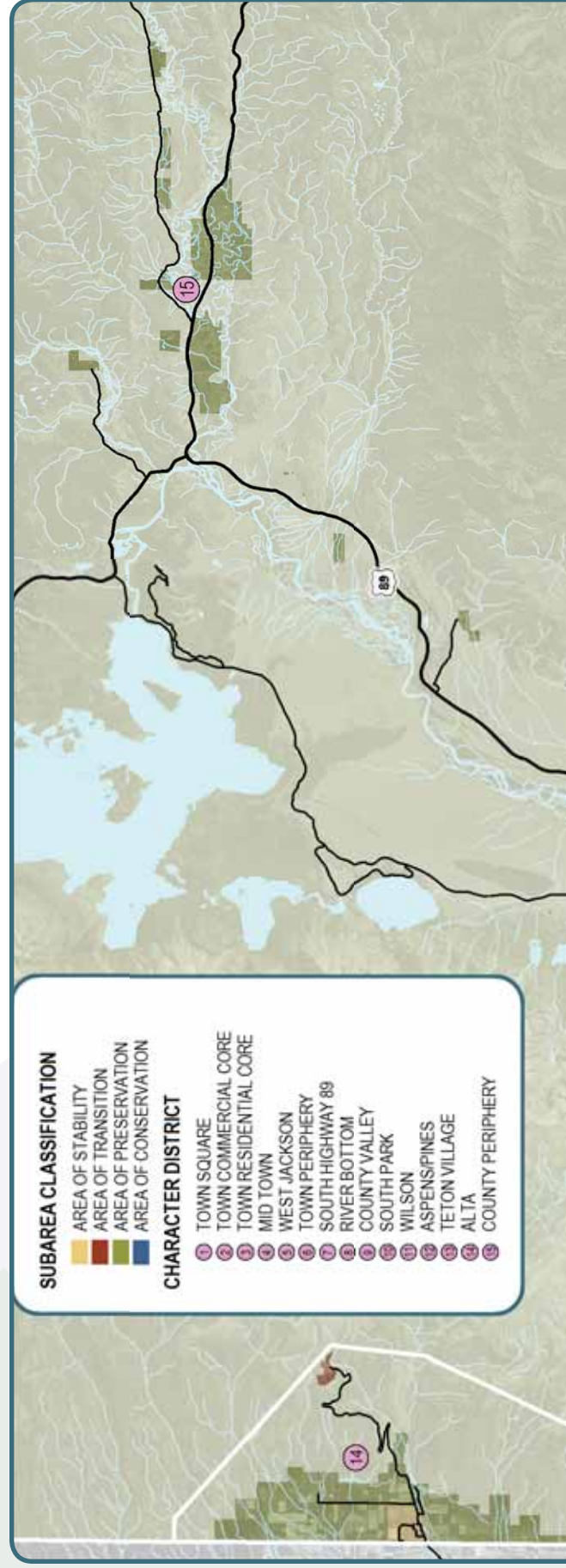
- Subareas where most of the community would agree that development/redevelopment or a change in character would be beneficial
- Subareas that would benefit from reinvestment and revitalization
- Goals for development include improving access to jobs, housing and services and reducing reliance on single-occupancy trips

## Rural Areas of Preservation

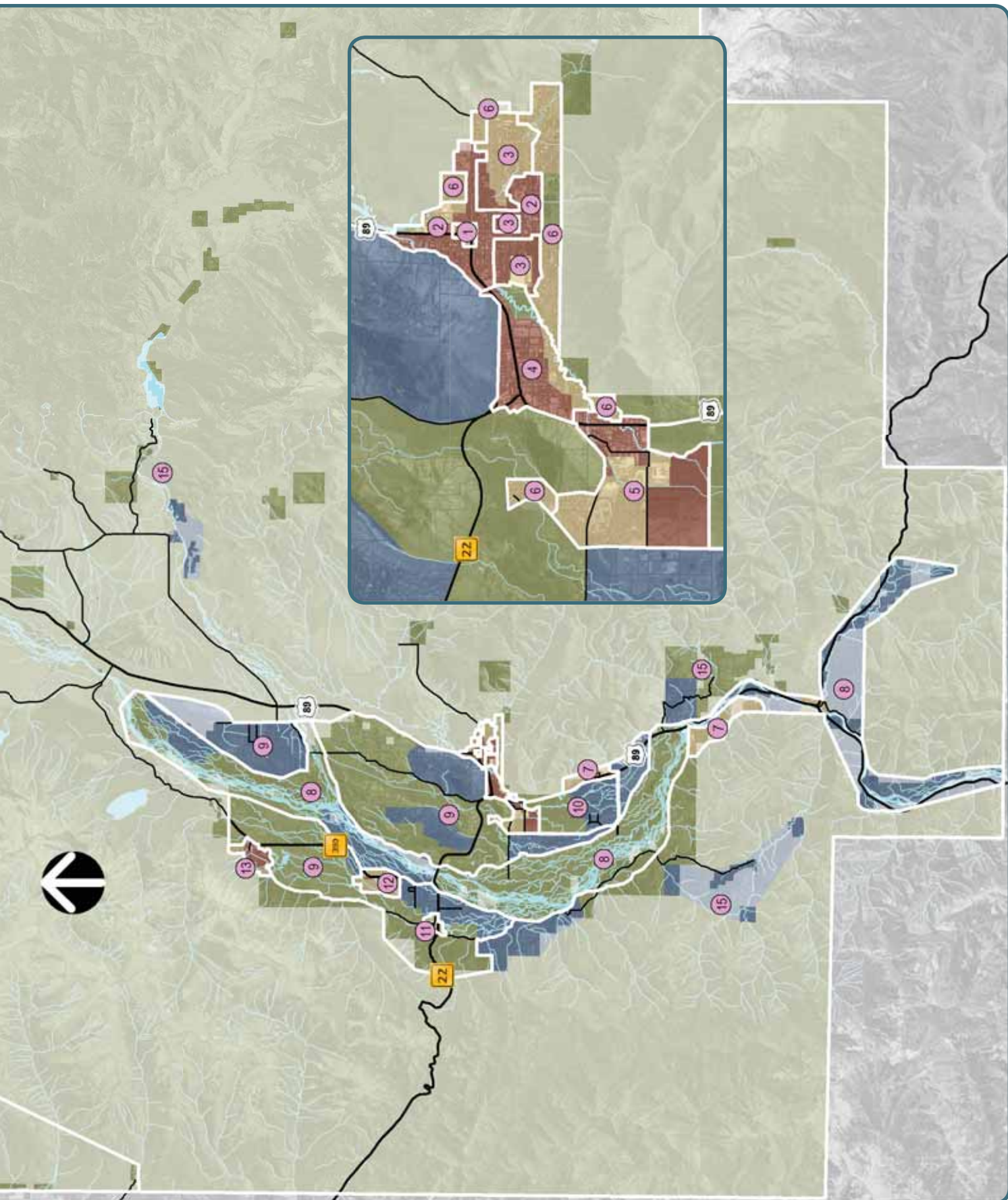
- Subareas in which no change to the existing undeveloped character of the scenic resources and wildlife habitat is necessary
- Additional amenities and infrastructure are inappropriate
- May benefit from some clustered residential development that improves the overall preservation of open space

## Rural Neighborhoods with Conservation Opportunities

- Areas of existing development and platted neighborhoods with high wildlife values, where development/redevelopment should focus on improved conservation
- Areas that benefit from an increase in open space, scenic resources, and habitat enhancement
- Goals include balancing existing developed wildlife with improved wildlife permeability and scenic enhancements.







# Character Defining Features - Map Symbols

The Character Defining Features Maps depict the characteristics that define each district and subarea. Below is a list of symbols and map attributes that are used on the maps. Characteristics that are locational are shown on the map using color symbols or map attributes. Other characteristics, depicted using black symbols, apply generally to a subarea, but are not location specific. All mapped features are illustrative of the character of an area and do not imply regulatory boundaries or specific locations.

## *Common Value 1 – Ecosystem Stewardship*



Wildlife Permeability: Design for wildlife permeability should be a characteristic of the subarea.



Agriculture: Agricultural use should be characteristic of the subarea.



Wildlife Highway Crossing: Wildlife-vehicle collision mitigation emphasis site as identified by the Western Transportation Institute and Montana State University College of Engineering in 2012.



Crucial Habitat: Bald eagle, trumpeter swan, mule deer, elk, and/or moose crucial winter habitat; mule deer and/or elk migration corridor; and/or bald eagle and trumpeter swan nesting area; and/or cutthroat trout spawning area as identified by the Conservation Research Center of Teton Science Schools in 2008.



Scenic Corridor/Vista: Scenic highway corridors and vistas as identified on 1994 Community Issues Maps.

## *Common Value 2 – Growth Management*



Gateway: A gateway into the community.



Public Parking: Existing parking provided by the Town of Jackson.



Road Corridor Enhancement: A roadway corridor that will be characterized in the future by enhanced pedestrian and commercial vitality.










Creek Corridor Enhancement: A creek within a complete neighborhood that will be characterized in the future by enhanced recreational opportunities and ecological value.



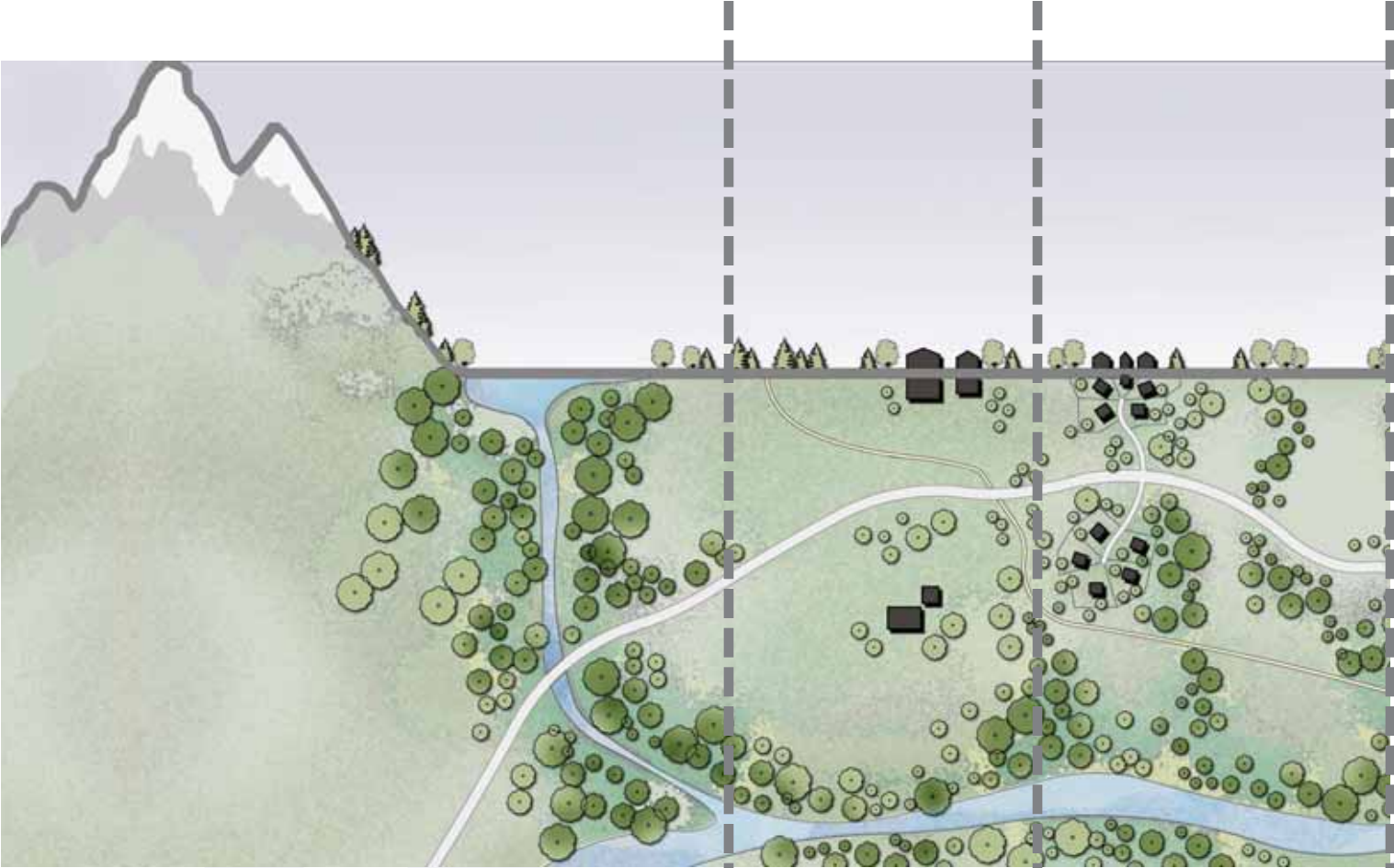
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### *Common Value 3 – Community Character*

-  Workforce Housing: Housing occupied by the workforce should be a characteristic of the subarea.
-  START Service: START service should be a characteristic of the subarea.
-  Local Convenience Commercial: Local convenience commercial should be located within the subarea.
-  Industrial: Light industrial and heavy retail use should occur in the subarea.
-  Parks and Recreation: Existing parks and recreation facilities.
-  School: Existing schools.
-  Key Transportation Network Project: Transportation network projects identified in Policy 7.2.d.
-  Existing/Proposed Pathways: Existing and proposed pathways identified in the Pathways Master Plan (2007).
-  Improved Interconnectivity: An area that will be characterized in the future by increased interconnectivity.

# Character Defining Features - Neighborhood Form Continuum

A Neighborhood Form identifies the general pattern and intensity of development representative of a certain character. One or more neighborhood forms are associated with each subarea. Below is a transect that depicts the continuum of Neighborhood Forms that make up our community and shows the relationship between the various patterns and intensities that define our character.



	Preservation	Agriculture	Clustering
Acres	n/a	70+	35+
Height	n/a	n/a	2 story
Use	Preservation	Residential, Conservation	Residential, Conservation
Special Considerations	Preserved open space, wildlife habitat	Agricultural exemptions + incentives, scale of historic agricultural compounds	Improved wildlife habitat, open space and scenic protection with respect for private property rights, integrated transportation planning, scale of historic agricultural compounds


































Habitat/Scenic	Conservation	Residential	Village	Village Center	Town	Resort/Civic
+/- 35	1-5	± 1	n/a	n/a	n/a	n/a
2 story	2 story	2 story	2 story	2-3 story	2-3 story	n/a
Residential, Conservation	Residential	Residential	Residential, Local Convenience Commercial, Civic	Residential, Commercial, Industrial, Civic	Residential, Commercial, Civic	Resort, Civic
Design for wildlife and/or scenery, scale of historic agricultural compounds	Design for wildlife and/or scenery, scale of historic agricultural compounds	Design for wildlife and/or scenery, scale of historic agricultural compounds	Variety of housing types, complete streets, workforce housing	Mixed use, pedestrian oriented, complete streets, workforce housing	Pedestrian oriented, public spaces, complete streets, workforce housing, employment center	Master Planned, more intense development, public, semi-public facilities

Our community's Vision is illustrated in 15 Character Districts. Each Character District has unique issues, opportunities and objectives. Each Character District guides the overall implementation of the Comprehensive Plan and will ensure that preservation and development occur in the desired amount, location and type throughout the community.

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### 3 Complete Neighborhood + Rural Area Chart

	DEFINITION	EXIST.	FUTURE	
COMPLETE NEIGHBORHOOD	Defined Character/High Quality Design			Defined character for business
	Public Utilities			Streets
	Quality Public Space			Enhance parks, pathways, Fish Creek
	Variety of Housing Types			Single family with some ADUs/apartments
	Walkable Squads, Commercial + Recreation			Maintain local oriented uses and amenities
	Connection by Complete Streets			Improved pedestrian connectivity
RURAL	Viable Wildlife Habitat + Connectivity			Maintain/enhance permeability
	Natural Science Values			
	Agricultural + Undeveloped Open Space			
	Abundance of Landscape over Built Form			Maintain existing ratio
	Limited, Detached, Single Family Res. Development			
	Minimal Nonresidential Development			
Legend:  Generally Present;  Partially Present;  Generally Absent				

IV-68



4. Existing + Future Characteristics describe in words the existing and future character of the district, focusing on the elements of character that should be preserved or enhanced. This section provides the overall goals and vision for the district.

#### 4 Existing + Future Desired Characteristics

Wilson is a small complete neighborhood with a broad reach. While relatively few residents live in the district, many more outside the district rely on it for services and consider it their home. In addition, it is the western gateway into the community for those travelling over Teton Pass. Wilson is characterized by quality social, economic, and natural amenities. It has parks, a community center, an elementary school, childcare, a general store, a hardware store, offices, medical services, restaurants, and bars all within a short distance. Fish Creek and the riparian areas of Wilson provide crucial wildlife habitat and wildlife corridors. Surrounding the district is permanently conserved agricultural open space.

Protecting Wilson's existing character while enhancing the district and meeting the community's growth management goals is the primary issue in Wilson. Wilson's future character should be consistent with the character which endears it to so many community members today. The district's residential subareas should maintain their character and Wilson should continue to provide locally-oriented commercial and neighborhood services that limit the need for trips from the west bank into Town. The provided services should be supportive of the residents of the district and those otherwise passing through the district without relying on additional development potential or attracting trips from elsewhere in the community. Pedestrian connectivity within the district should be enhanced by improved pedestrian access from the residential subareas into the commercial core, a more pedestrian-oriented design of the commercial core, and safe and convenient pedestrian crossings of Highway 22 in the commercial core and at the school. In addition, START should become a more viable option for residents of Wilson and surrounding areas. Wildlife should continue to inhabit the district through the periphery and riparian corridors of Wilson.

5. The Policy Objectives are policies from the Common Value chapters of the Comprehensive Plan that are particularly relevant and should be implemented in the district. There may be other policies that apply to the district, but these are the key objectives to be met in the district in order for the community to achieve our overall vision.

#### 5 Policy Objectives

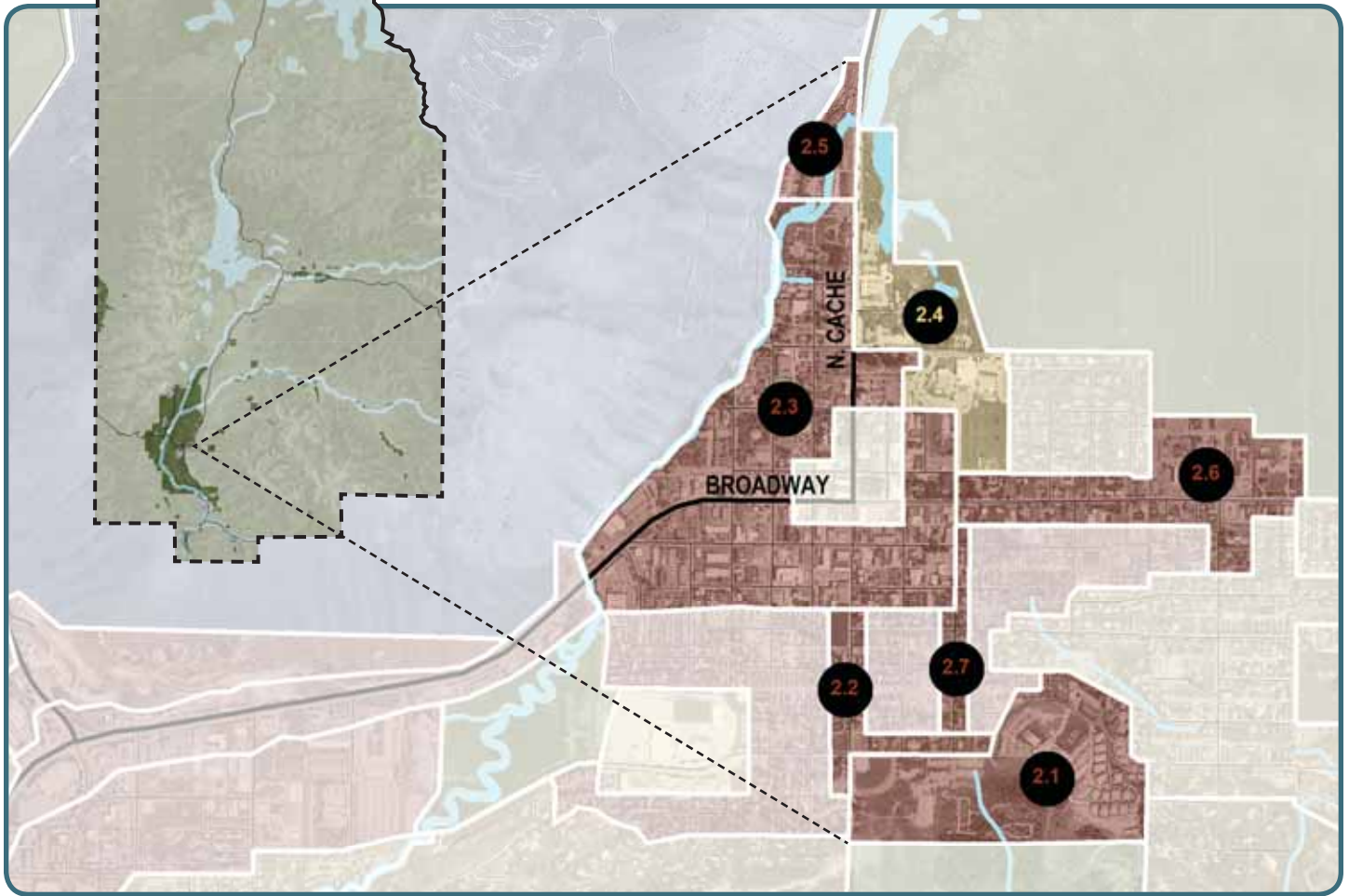
Common Value 1: <i>Ecosystem Stewardship</i>	1.1.c: Design for wildlife permeability 1.2.a: Buffer water bodies, wetlands, and riparian areas from development
Common Value 2: <i>Growth Management</i>	3.2.b: Locate nonresidential development to Complete Neighborhood 3.2.d: Emphasize a variety of housing types 3.2.f: Enhance natural features in the built environment
Common Value 3: <i>Community Character</i>	5.3.b: Preserve existing workforce housing stock 6.2.c: Encourage local entrepreneurial opportunities 7.1.c: Increase the capacity for use of alternative transportation modes

6. The Character Defining Features describe each subarea through text, neighborhood forms, and photos and/or drawings. The focus of the description is the character priorities that will allow for the desired character of the district, and consequently the community Vision, to be achieved. The neighborhood form(s) depict the general pattern and intensity of development that meets the desired character; while the illustrations and/or photos provide a more detailed illustration of the desired built form. The entire continuum of built forms can be found on pages IV-8 and IV-9.

#### 6



## District 2: Town Commercial Core

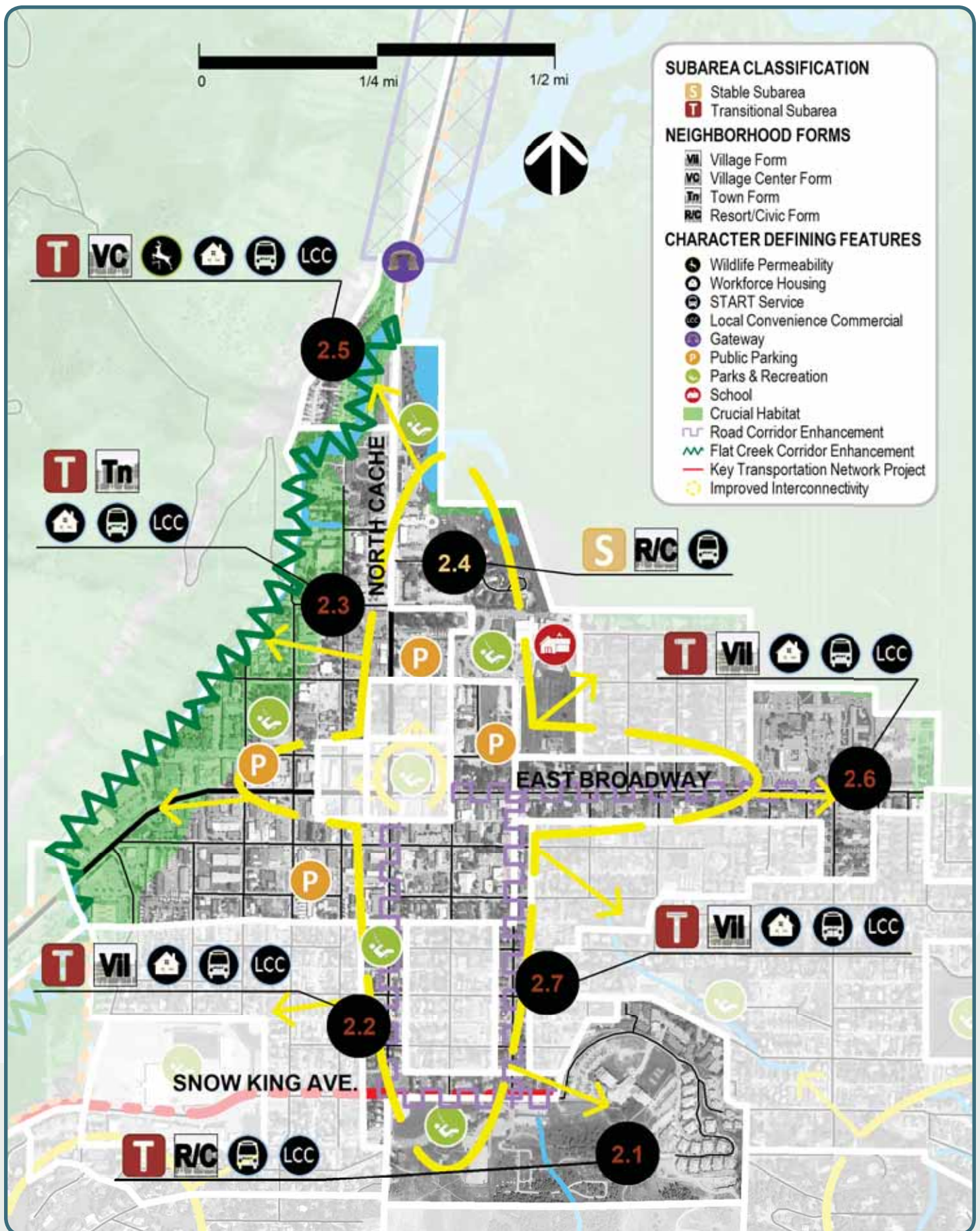


### Complete Neighborhood + Rural Area Chart

DEFINITION		EXST.	FUTURE	
COMPLETE NEIGHBORHOOD	Defined Character/High Quality Design			Two- to three-story buildings, street wall creating a vibrant pedestrian mixed use area
	Public Utilities			Water, sewer, storm sewer
	Quality Public Space			Miller Park, Phil Baux Park, Snow King, Center for the Arts
	Variety of Housing Types			Duplex, condominiums, apartments, multi-family
	Walkable Schools, Commercial + Recreation			Post Office, START, Limited convenience commercial, school, parks, pathways
	Connection by Complete Streets			Accommodations for alternative transportation modes a priority
RURAL	Viable Wildlife Habitat + Connectivity			Flat Creek enhancements
	Natural Scenic Vistas			
	Agricultural + Undeveloped Open Space			
	Abundance of Landscape over Built Form			
	Limited, Detached, Single Family Res. Development			
	Minimal Nonresidential Development			

Legend: Generally Present; Partially Present; Generally absent





## Existing + Future Desired Characteristics

The Town Commercial Core is the economic hub of Teton County. The district contains a significant amount of the community's commercial uses, employment opportunities and lodging capacity. The future goal of the district will be to create a vibrant pedestrian-oriented mixed-use area with a variety of non-residential and residential uses. A key component of achieving this goal will be to have visitors and residents visit the area more often and stay longer by increasing the availability of lodging and residential units and creating a vibrant Retail Shopping District.

Our community will strive to find creative solutions to develop the district into a year-round economic hub, by maintaining high lodging occupancy and sales tax collections during the shoulder seasons (April-May and October-November). Finding the correct balance of non-residential, non-profit and residential uses will be key to ensuring that the district remains economically and socially viable. In addition, it will be important to provide opportunities for local entrepreneurs and businesses that choose to locate in the community for our lifestyle within the district.

The district can easily be divided into two primary economic and community centers, each with their own unique identity and role - subareas 2.1 Snow King Resort and 2.3 Downtown. A key goal of the district will be to better connect these subareas in order to benefit from each other's vitality, complementary uses, and activities while supporting the overall success of the district as the center for our tourist based economy.

Historically, buildings have been one, two or three stories, oriented both to the street and to large parking areas provided onsite. New buildings should be pulled to the street, creating an attractive street wall with parking located predominantly underground or out of sight. In the future the district should be defined by strategically located public parking lots and on street parking. This will create a welcoming pedestrian experience where visitors and residents park once and enjoy a variety of uses and community events on foot. Flat Creek is the significant natural feature of this district. Future enhancements and redevelopment should seek to incorporate Flat Creek as a recreational and ecological amenity for the entire community.

The existing gridded network of streets and alleys create connectivity and redundancy for both pedestrians and the automobile and should be maintained. Future improvements to the district's streetscape to create inviting public spaces and accommodate a wide array of complete street amenities will be essential to achieving a vibrant mixed-use district. Public reinvestment in this district will be encouraged in order to create great public spaces and amenities for residents and visitors alike.





## Policy Objectives

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*Common Value 1:* N/A

*Ecosystem Stewardship*

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*Common Value 2:* 4.1.b: Emphasize a variety of housing types, including deed-restricted housing

*Growth Management* 4.1.d: Maintain Jackson as the economic center of the region

4.2.c: Create vibrant walkable mixed-use districts

4.2.d: Create a Downtown Retail Shopping District

4.2.f: Maintain lodging as a key component in the downtown

4.4.b: Enhance Jackson gateways

4.4.d: Enhance natural features in the built environment

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*Common Value 3:* 5.2.d: Encourage deed-restricted rental units

*Community Character* 6.2.b: Support businesses located in the community because of our lifestyle

6.2.c: Encourage local entrepreneurial opportunities

6.3.a: Ensure year-round economic viability

7.1.c: Increase the capacity for use of alternative transportation modes



# Character Defining Features

## 2.1: *Snow King Resort*

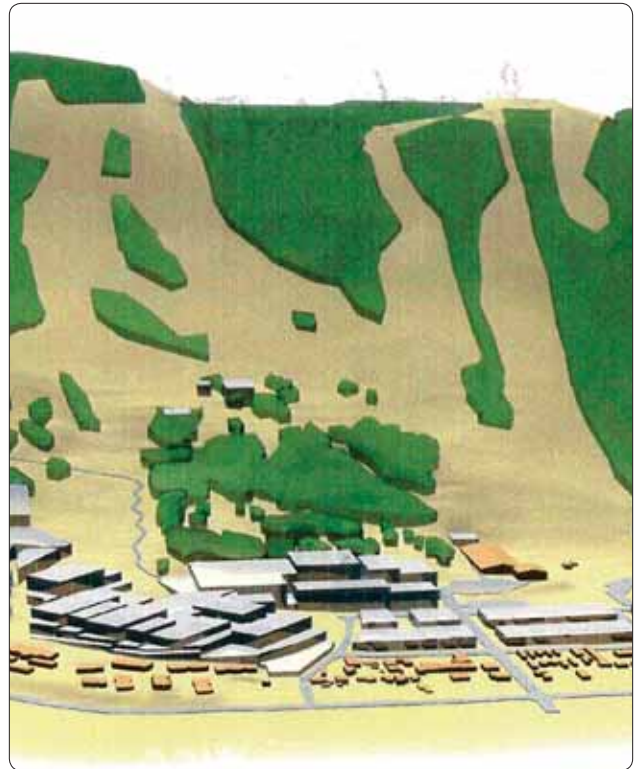
This TRANSITIONAL subarea is currently subject to the Snow King Resort Master Plan. The plan seeks to create a vibrant mixed-use resort complex, including a multi-faceted conference/convention center and community facility that contributes to the economy of Downtown and also serves as a permeable border between the town and Snow King Mountain. The resort has long been an integral part of the community, playing the role of the “Town Hill”, providing a host of winter and summer recreational amenities.

In the future the subarea will act as a complementary subarea to the downtown for lodging and tourist amenities. Lodging will be provided in a variety of types and forms from hotel rooms to condominiums, in order to support the local tourism-based economy. The size and scale of structures in the subarea will often be larger than those typically allowed in other areas of town, as resorts typically require a larger critical mass necessary to support visitor functions. Though buildings will tend to be larger than in other districts, the subarea will maintain an abundance of open space to the built environment key to a successful resort experience.

Consistent with the master plan, Snow King Avenue will be developed into a mixed-use corridor that includes a variety of commercial uses while still serving as a major transportation corridor in the community. Along with this it will be important to create a more visible and attractive base area along Snow King Avenue to attract residents and visitors to the many amenities and recreational opportunities found there.



*Resort/ Civic*

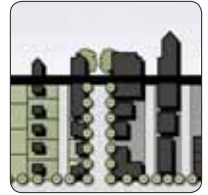




## 2.2: Snow King and South Cache Corridors

This TRANSITIONAL subarea is envisioned as a pedestrian-oriented mixed-use corridor. The goal of the corridor will be to provide an attractive pedestrian link between the Snow King (2.2) and Downtown (2.3) subareas. The corridor is anchored by the Center for the Arts, the community hub for cultural events and activities and other public spaces, including the Center for the Arts Park, Phil Baux Park and the Snow King base area.

The goal of this subarea will be to provide an attractive pedestrian link between Downtown, Snow King and the many under-utilized public spaces in the area. In order to achieve this, ground-level uses should add vitality and street life that support the Center for the Arts and attract residents and visitors to the subarea. Upper floors should provide residential uses, designed to promote workforce housing. Buildings should be two (2) stories in height and front the street. Particular care and attention will be necessary to ensure a successful integration between this mixed-use subarea and the adjacent residential subarea 3.2. Particular attention will need to be given to the location of buildings, parking, types of uses, and intensity of uses to ensure a successful transition.



Village

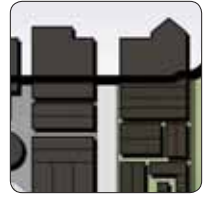


### 2.3: Downtown

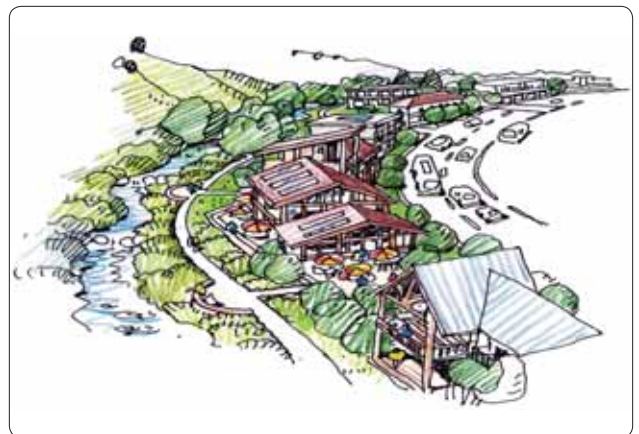
This large TRANSITIONAL subarea currently consists of a variety of retail, restaurant, office and other commercial activities, along with long-term residences and lodging in a variety of building sizes and forms. Downtown is the center of civic, cultural, economic and social activity for our community as well as the center of the visitor experience, as a significant amount of lodging is located here. The existing character and built form is varied and inconsistent.

The goal of this subarea is to create a vibrant mixed-use area by accommodating a variety of uses and amenities. The subarea will be the starting point for the development of a refined Lodging Overlay boundary and future discussion of the type and size of lodging desired. A key challenge will be to provide a balance between lodging and long-term residential housing. Commercial uses that create an active and engaging pedestrian experience will be predominantly located on the first and second floors of buildings. Examples of these uses include restaurants, bars, a variety of retail shops and commercial amusement. Furthermore, as portions of the subarea will be located within a future Downtown Retail Shopping District, uses such as office, residential and lodging will be predominantly located on upper floors.

A goal of this subarea will be to create a consistent building size and form. In the future, a variety of two to three story buildings are desired. Buildings should be located to create an attractive street wall and take advantage of good urban design principles including massing, articulation and the provision of public space. The pedestrian realm will be of great importance in this subarea, and emphasis should be placed on adding improvements focusing on the pedestrian experience. Parking should continue to be provided predominately in public lots and on street to create a vibrant, walkable area that is oriented to the pedestrian. On-site parking should be predominantly underground or screened from view. Future redevelopment should enhance the Flat Creek corridor for recreational and ecological purposes. Buildings should front onto the creek to provide opportunities for interaction and enjoyment of this community resource.



Town





## 2.4: Public/Civic

This STABLE subarea is defined by institutional facilities such as the Davey Jackson Elementary School, the Teton County/Jackson Recreation Center, and the various State and Federal Agencies along North Cache Street. This area will continue to provide these essential public services in a central location consistent with the sustainability and community service policies of the Plan. In the event that lands within this subarea are conveyed into private ownership, any development of non-public uses could require this subarea to be amended.

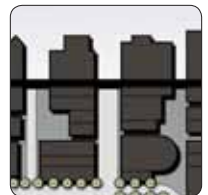


*Resort/ Civic*



## 2.5: North Cache Gateway

This TRANSITIONAL subarea will be characterized as a key gateway into the town from the National Parks and the airport to the north. Flat Creek enhancement is of great importance here, and redevelopment should seek to promote Flat Creek as a recreational and ecological amenity. The existing mix of non-residential and residential uses, including workforce housing, are appropriate. The redevelopment of these uses should take the form of two (2) and three (3) story buildings that address North Cache and the Flat Creek corridor, with an emphasis on providing workforce housing. Building designs should incorporate techniques to mitigate height such as stepping back upper floors from the streetscape.

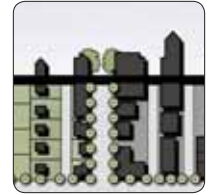


*Village Center*



## 2.6: East Broadway Mixed-use

This TRANSITIONAL subarea currently contains a variety of single-family residential, multi-family residential, office and large institutional uses such as St. John's Hospital and the National Elk Refuge Headquarters. The future use of the private property along Redmond Street and East Broadway Avenue will be mixed-use office or multi-family residential. The development pattern should locate buildings toward the street predominantly two-stories in height. Parking should be minimized and screened from the view of the public right of way. Office, residential and local convenience commercial should be located on the first level with residential above and behind. Some limited local convenience commercial is desirable to serve the surrounding residential areas with the goal of reducing trips outside the neighborhood. The existing institutional uses shall remain as anchors to the local economy by providing many jobs and services to the community. The bulk, scale and intensity of the St. John's campus has always been and will continue to be of a higher intensity than the surrounding mixed-use and residential neighborhoods.

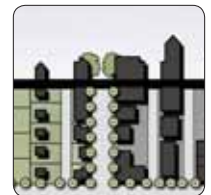


Village

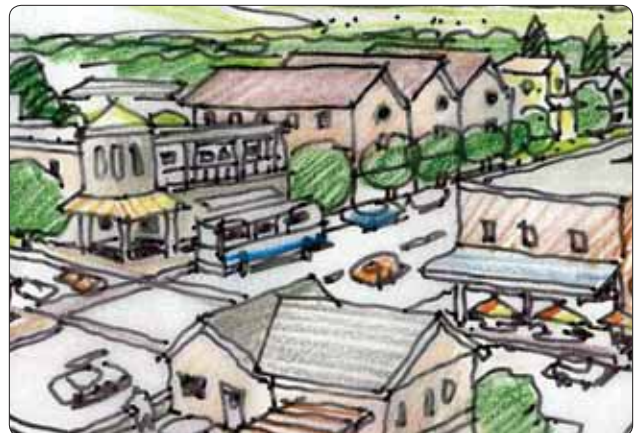


## 2.7: Willow Street Corridor

This TRANSITIONAL subarea is envisioned to be a pedestrian-oriented mixed-use corridor. The goal of the corridor will be to provide an attractive pedestrian link between the Snow King (2.2) and Downtown (2.3) subareas. In order to achieve this, ground-level uses should add vitality and street life to the corridor to attract residents and visitors to the area. Upper floors will be used to provide residential uses, including workforce housing. Buildings should be two (2) stories and front the street. Particular care and attention will be necessary to ensure a successful integration between this mixed-use subarea and the adjacent residential subarea 3.2. Particular attention will need to be given to the location of buildings, parking, types of uses, and intensity of uses to ensure a successful transition.



Village



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