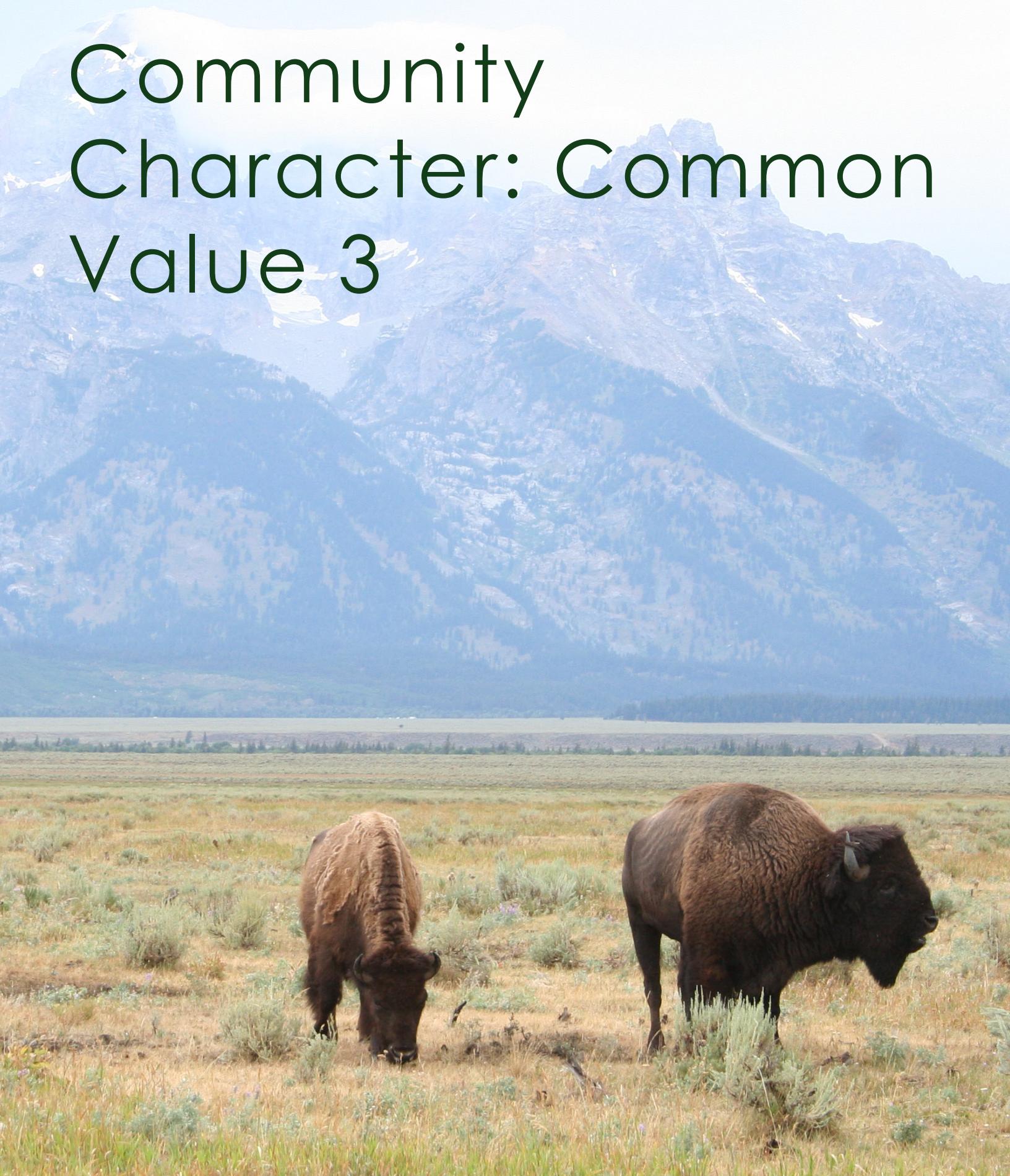


# Community Character: Common Value 3



# Why is Community Character a Common Value?

The Jackson and Teton County community has always emphasized the importance of our local identity and character. Our natural character is protected through the stewardship of the surrounding ecosystem (CV-1), and our physical character is guided by the way in which we manage growth (CV-2). However, the more emotional aspect of our character – our quality of life – is equally important to our community. We have always been a diverse community that supports a variety of lifestyles and employment opportunities, and we welcome others to share in the enjoyment of our intact ecosystem and western mountain lifestyle. Our quality of life and a quality visitor experience depend not only on ecosystem protection and growth management, but also on preserving our community character that is so attractive to residents and visitors alike.

Retaining a stable spectrum of local employment and housing opportunities preserves our identity as a community of primarily long-term residents who steward our surrounding ecosystem and welcome visitors to do the same. Residents and visitors have become accustomed to high-quality transportation, life safety, educational, social, cultural, and recreational services. Continuing to provide these services in a manner that better achieves our vision for ecosystem stewardship (CV-1), growth management (CV-2) by creating complete neighborhoods will enhance the livability and appeal of our community. A community that offers a spectrum of housing and employment options and provides access to safe, efficient, and economical transportation and services is a desirable community to call home and an attractive destination to visit time and again.

Ecosystem stewardship, growth management, and community character are interdependent values that all contribute to our quality of life. Reinforcing the character and integrity of our community will not only improve our quality of life, but also help us achieve our vision for ecosystem stewardship and growth management.

## How are we going to achieve Community Character?

### *Section 5. Local Workforce Housing*

- Maintain a diverse population by providing workforce housing (Principle 5.1)
- Strategically locate a variety of housing types (Principle 5.2)
- Address all causes of workforce housing shortages (Principle 5.3)
- Use a balanced set of tools to meet our housing goal (Principle 5.4)

### *Section 6. A Diverse and Balanced Economy*

- Measure prosperity in natural and economic capital (Principle 6.1)
- Promote a diversified local economy (Principle 6.2)
- Promote a balanced and stable economy (Principle 6.3)

### *Section 7. Multimodal Transportation*

- Promote the use of alternative modes of transportation (Principle 7.1)
- Create a safe, efficient, interconnected multimodal transportation network (Principle 7.2)
- Coordinate land use and transportation planning (Principle 7.3)

### *Section 8. Quality Community Service Provision*

- Maintain current, coordinate service delivery (Principle 8.1)
- Coordinate the provision of infrastructure and facilities needed for service delivery (Principle 8.2)

# Section 5. Local Workforce Housing

Ensure a variety of workforce housing opportunities exist so that at least 65% of those employed locally also live locally.

What does this section address?

*Principle 5.1 - Maintain a diverse population by providing workforce housing*

*Principle 5.2 - Strategically locate a variety of housing types*

*Principle 5.3 - Address all causes of workforce housing shortages*

*Principle 5.4 - Use a balanced set of tools to meet our housing goal*

Why is this section addressed?

Jackson and Teton County have historically been characterized by a socially and economically diverse population, united by a shared community commitment to a strong environmental and social ethic. The cohabitation of year-round residents, second homeowners and seasonal workers; long-time families and new community members; the wealthy and those living paycheck-to-paycheck has become a defining characteristic that the community wants to preserve. In other mountain resorts, the loss of a local workforce has lead to the loss of a sense of community. By ensuring that at least 65% of our local workforce lives locally, we can retain that valued sense of community and avoid meeting the same fate.

Retaining a resident workforce supports all of the community's common values. It protects the ecosystem from the impacts of long commutes by responsibly locating housing and jobs in our complete neighborhoods. A resident workforce is more likely to invest socially, civically, and economically in the community they live.

Providing housing opportunities that support a resident workforce will lead to a population of primarily long-term residents who are stewards of our ecosystem. The stability of a relatively permanent population provides generational continuity in the community, which preserves our cultural heritage. Long-term residents have



considerably influenced the evolution of the community's common values and therefore have a greater understanding and appreciation of where we have been and what we want to achieve in the future. Long-standing residents are better able to express our common values to visitors and new residents, which benefits the community ecologically, socially and economically.

Lack of affordable housing is a primary reason many local employees choose to commute. Over the past 25 years land values in Jackson and Teton County have risen faster than local wages. The median home price has grown from 354% of the median income in 1986 to 1,400% in 2010. As a result, many people cannot afford to live in the community. Over the same period, the number of commuters has grown from less than 10% to 33% of the local workforce.

The formal housing program established by the 1994 Comprehensive Plan has successfully used regulations, incentives, and additional funding to create over 700 deed-restricted housing opportunities to date. The community must continue these efforts, but we must also broaden efforts to consider all available market, deed-restricted, and cooperative solutions if we are to maintain our resident workforce and the sense of community it provides.

## Workforce Housing...

**...is local market and deed-restricted housing occupied by people working locally who would otherwise commute from outside the community.**

# Principles and Policies

## *Principle 5.1—Maintain a diverse population by providing workforce housing*

We will ensure that at least 65% of the local workforce lives locally to maintain a diverse local population, an important aspect of our community character. Providing quality housing opportunities for the local workforce will sustain the socioeconomic diversity and generational continuity that preserve our heritage and sense of community.

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### **Policy 5.1.a: House at least 65% of the workforce locally**

The community's primary housing goal is to ensure that at least 65% of the local workforce lives locally. Other resort communities in the Rocky Mountains facing housing affordability issues have identified the loss of a resident workforce as the primary indicator of their lost sense of community. As the percentage of the local workforce living locally changes, regular monitoring of commuter numbers from neighboring communities will inform housing programs, policies, regulations, and incentives that ensure we meet our primary housing goal.

### **Policy 5.1.b: Focus housing subsidies on full-time, year-round workers**

Some members of the local workforce can afford local housing that suits their needs. For those who cannot, governmental and non-governmental subsidized housing programs will continue to provide deed-restricted housing opportunities to ensure realization of the community's housing goal. Subsidized housing programs will focus on providing housing for those members of the community who work locally full-time and year-round, whether at a single or multiple jobs.

### **Policy 5.1.c: Prioritize housing for critical service providers**

While the community values all members of the workforce, critical service providers will receive priority when the public is subsidizing deed-restricted housing. Ideally, housing for critical service providers will be located on-site or within the employee's response area. Especially for volunteer service providers, living a significant distance from one's response area increases response time and reduces the efficiency of service delivery.

## ***Principle 5.2—Strategically locate a variety of housing types***

Our diverse population will continue to require a variety of housing types throughout the community. Housing options should include both ownership and rental opportunities, as well as both deed-restricted and market housing. The strategies employed to meet the community's housing goal will be consistent with the ecosystem stewardship and growth management policies of the Plan.

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### **Policy 5.2.a: Zone for the provision of a variety of housing options**

The diversity of households that the community desires requires a variety of deed-restricted and market-rate housing options. The demand for detached single-family housing and duplex units is strong, but other housing options (condos, small lots, lofts, and apartments) are also needed to meet the community's housing goal. Multi-family units in particular require less financial subsidy per unit and are more affordable for the local workforce. They also condense the development footprint and increase the viability of alternative modes of transportation. Appropriate locations should be identified in Town and County Character Districts for the allowance and encouragement of multi-family, small lot, small unit and other housing types that provide market workforce housing.

### **Policy 5.2.b: Workforce housing will be consistent with Character Districts**

The development and redevelopment of all workforce housing, whether by-right or through incentive tools, will be consistent with the location, bulk, scale, and pattern described in the community's growth management policies and illustrated in the Character Districts. Specifically, the Character Districts should identify areas in the town and county for the provision of housing types that are likely to provide market workforce housing solutions.

### **Policy 5.2.c: Provide workforce housing solutions locally**

Our primary housing goal is to limit the percentage of the local workforce commuting from other counties. Therefore, it is not appropriate to provide

required workforce housing mitigation outside of our community. However, even achievement of our goal could mean that over 30% of our workforce will reside outside of the community and commute into the Town or County. The community will continue to develop enhanced transit options to limit the impacts of commuters.

### **Policy 5.2.d: Encourage deed-restricted rental units**

Existing market rentals continue to provide housing opportunities for the local community. However, if rental opportunities continue to disappear through redevelopment, conversion to ownership units, and increases in land values, the community will need additional deed-restricted rental units to maintain this housing type. Incentives and regulations will encourage the creation of deed-restricted rental units through both deed-restriction of existing units and construction of new units. Locations for deed-restricted units will be identified in the Character Districts.

### **Policy 5.2.e: Allow accessory residential units (ARUs) and County guesthouses**

Accessory residential units have historically provided a number of workforce housing opportunities. This will continue to be an encouraged housing type in the Town and mixed use areas of the County as part of our balanced workforce housing program. Guesthouses will continue to be allowed in the County and may be rented long-term as part of our workforce housing program. Restrictions on rental period, rental occupancy, guesthouse location, and other considerations should ensure guesthouse rental is consistent with all three common values of the community.

## ***Principle 5.3—Address all causes of workforce housing shortages***

The community will address all of the causes associated with local workforce housing shortages. In order to meet our primary housing goal, the community will need to monitor and mitigate housing impacts from new development, preserve existing workforce housing, and create new deed-restricted housing opportunities to address remaining workforce housing needs.

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### **Policy 5.3.a: Mitigate the impacts of growth on housing**

Developers of new residential, commercial, and other non-residential projects will continue to be required to mitigate their impact on the community's ability to provide adequate workforce housing. As a result of the gap between property values and wages, many of the local workers needed to construct, maintain, and/or staff new residential and non-residential developments cannot afford housing within the community. The number of employees generated by new development projects will vary by development. All development will be required to mitigate its housing impacts on a sliding scale that considers both the size and type of development. This will ensure that each developer's responsibility for mitigation is proportional to the impact.

Mitigation requirements will be updated following new legal nexus studies. Until nexus studies are in place to update these requirements, the existing program of inclusionary housing and nonresidential seasonal employee housing provision will be used to mitigate the impacts of development on housing to meet our community's housing goal. (See Appendix I: Affordable Housing Appendix A & B from the 1994 Plan.)

### **Policy 5.3.b: Preserve existing workforce housing stock**

Over 90% of the current workforce housing is market housing. Preserving this existing workforce housing is critical to achieving the community's housing goal. The resale and/or redevelopment of existing housing stock and combination of small lots to build larger houses are examples of possible "net losses" of workforce housing. The Town and County will explore a combination of tools to deed-restrict and otherwise preserve existing workforce housing stock. However, the tools to restrict existing workforce housing should not inadvertently deplete market workforce housing opportunities.

### **Policy 5.3.c: Create workforce housing to address remaining shortages**

Additional deed-restricted workforce housing will be needed to meet the community's housing goal. Leakage of existing housing stock from the workforce housing pool and housing impacts that are not fully mitigated by development will necessitate the creation of new workforce housing stock to address current and shortages. Incentives and direct funding should be used to create additional deed-restricted housing projects. These projects may contain market components, as long as they provide workforce housing benefits.

## ***Principle 5.4—Use a balanced set of tools to meet our housing goal***

The community will create a balanced plan for monitoring and addressing workforce housing issues. It will be necessary to use both market and deed-restriction based solutions to achieve our housing goal. A balanced approach using a combination of regulations, incentives, funding, cooperative efforts, and market allowances will be employed, with no one tool prioritized above the others.

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### **Policy 5.4.a: Create a community housing implementation plan or key action plan**

A community housing implementation plan should be created to coordinate efforts toward achieving the community's housing goals. The housing plan should be a cooperative effort of the Town, County, all local housing agencies and organizations, and other workforce housing stakeholders in the community. It should evaluate the costs and benefits of various housing tools, establish a system for monitoring the success of those tools in meeting our housing goal, and establish the roles that various entities, including the free market, will play in meeting the housing goal of the community.

### **Policy 5.4.b: Avoid regulatory barriers to the provision of workforce housing**

The Town and County will avoid regulatory barriers that inadvertently preclude workforce housing without furthering the achievement of the community's vision. This may include providing exemptions from certain regulatory requirements for projects that provide new deed-restricted workforce housing, consistent with Policy 5.3.c.

### **Policy 5.4.c: Promote cooperative efforts to provide workforce housing**

The diversity, generational continuity, and stability sought by the community also benefits employers and developers. Housing agencies and organizations should cooperate with government and non-government employers as well as developers to provide housing solutions that are mutually beneficial to all parties involved and the community as a whole. Housing agencies and organizations should also provide housing advice, sample contracts, sample deed-restrictions, and other aid

to facilitate workforce housing provision and raise awareness of the benefits of workforce housing.

### **Policy 5.4.d: Provide incentives for the provision of workforce housing**

Incentives to provide workforce housing offer solutions that require less public financial subsidy. The community should provide incentives for the preservation of existing workforce housing and the construction of deed-restricted workforce housing, consistent with Policy 5.3.c. Incentives may continue to include performance-based density bonuses that enhance the character of applicable areas of the Town and County. Additional incentives such as tax reduction or deferral, fee waivers, expedited review, buy-down programs, and others should also be considered.

### **Policy 5.4.e: Establish a reliable funding source for workforce housing provision**

A dedicated funding source should be established to help meet the community's housing goal, in addition to allocations from the general fund for government housing program administration. Funding will enhance public opportunities to engage in cooperative efforts, provide incentives, deed-restrict existing workforce housing stock and construct deed-restricted housing in accordance with Policy 5.3.c. A reoccurring funding source will facilitate planning for implementation of our workforce housing goal by providing predictable expectations of available funding.

# Strategies

The community will undertake the following strategies in initial implementation of the policies of this common value. While this list is only a starting point, and not all inclusive, the community shall periodically update strategies as tasks are completed or as additional action is necessary, based on monitoring of relevant indicators.

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## *Strategies to house a diverse population locally (Principle 5.1)*

- 5.1.S.1:** Evaluate and update qualifying criteria for subsidized housing on full-time workers, and continue to give priority to critical service providers.
- 5.1.S.2:** Seek opportunities to improve the public perception of workforce housing through high quality design and education about the common values.

## *Strategies to predictably locate a variety of housing types (Principle 5.2)*

- 5.2.S.1:** Identify appropriate areas for the provision of market workforce housing in the Town and County, with a particular focus on multi-family housing.
- 5.2.S.2:** Continue START service to Teton County, Idaho and Lincoln County, Wyoming, and explore other measures to limit the impacts of commuters on the ecosystem and the region.
- 5.2.S.3:** Evaluate and update guesthouse and accessory rental unit regulations.

## *Strategies to address all causes of workforce housing shortage (Principle 5.3)*

- 5.3.S.1:** Complete a new legal nexus study for the establishment of sliding scale mitigation requirements.  
Update current mitigation requirements as necessary.

## *Strategies to establish a balanced housing program (Principle 5.4)*

- 5.4.S.1:** Adopt a 10-year coordinated workforce housing implementation plan/ action plan consistent with Policy 5.3.a.
- 5.4.S.2:** Evaluate the appropriate governmental structure for the existing Housing Authority. Explore bringing under joint Town and County jurisdiction, and/ or whether it would better function as a department or sub-department within the Town or County.
- 5.4.S.3:** Evaluate and update Land Development Regulations to remove relevant barriers and provide appropriate exemptions for the provision of workforce housing.
- 5.4.S.4:** Evaluate and update existing workforce housing incentives, consistent with the Character Districts and housing policies of this Plan.
- 5.4.S.5:** Identify a sales tax, property tax, or other reliable funding source to allow for the preservation and/or production of workforce housing.  
Continue attempts to institute a real estate transfer tax.
- 5.4.S.6:** Continue to pursue State and Federal grants to fund the development of workforce housing.
- 5.4.S.7:** Increase awareness among the region's employers about opportunities for public/ private approaches to increase the supply of workforce housing.



# Section 6. A Diverse and Balanced Economy

Develop a sustainable, vibrant, stable and diversified local economy.

What does this section address?

*Principle 6.1 - Measure prosperity in natural and economic capital*

*Principle 6.3 - Promote a diversified local economy*

*Principle 6.2 - Promote a balanced and stable economy*

Why is this section addressed?

Over the past thirty years, the local economy has been composed primarily of two major sectors: tourism and real estate development. As such, these two sectors have been the focus of economic development efforts by the community. Tourism will continue to be the basis for our economy moving forward. While this basis for our economy has served the community well, Jackson and Teton County will pursue a more diversified, sustainable economy as we move into the future. This pursuit means developing the existing economy to be better, not bigger. More specifically, economic sustainability in Teton County will:

- Define prosperity in terms of both natural and economic capital;
- Stress balance, resilience, and a conviction that many small efforts work better than a single, one-size-fits-all approach; and
- Pursue a more diverse and self-reliant local economy.

Our economy will become less reliant on real estate and development by enhancing eco-tourism and other economic sectors compatible with our vision.

**Better, not Bigger**  
Economic Development means improving the economy without relying on physical growth.

**Natural Capital** is the extension of the economic notion of capital to the natural environment. Natural Capital is thus the stock of the ecosystem that yields a continued flow of valuable ecosystem functions into the future – those parts of the ecosystem critical to continued healthy ecosystem function.



Lifestyle-based economic sectors bring money into the community such as private investors and non-profit organizations capitalizing on the quality of our natural character. Direct and indirect utilization of the natural surroundings will remain one of the community's economic development strategies, but we must ensure that this type of economic development happens in a way that is sustainable and allows future generations to benefit from the same assets.

We must create an economic atmosphere that promotes year-round visitor and resident occupancy and encourages local spending. This will provide stability in times of global economic volatility. The community must continue to develop a more balanced, diverse and self-reliant economy that is supported by financial/investment income, small business, non-profits, governmental agencies and other economic sectors in addition to our continued reliance on tourism.

Year-round, stable employment opportunities that pay a livable wage help the community achieve our housing goal of a resident workforce, and therefore a diverse and stable population. This approach makes better use of our existing visitor accommodations. We must broaden our approach to build a more stable and diversified local economy.

# Principles and Policies

## *Principle 6.1—Measure prosperity in natural and economic capital*

A healthy ecosystem is our community's most important economic asset. Prosperity will not only be measured in economic terms, but also by how well the community preserves our natural capital. To preserve our natural capital, economic development will be consistent with the community's ecosystem stewardship, growth management and community character values.

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### **Policy 6.1.a: Create an environmentally sustainable economic development strategy**

The community will enhance the local economy by pursuing strategies that respect the community's vision for ecosystem stewardship, growth management and community character and encourage a more prosperous and sustainable use of existing resources. Our economic strategy will focus on businesses that are compatible with our vision, environmentally sustainable, premised on the "better not bigger" philosophy, that is not dependent on real estate and development.

### **Policy 6.1.b: Promote eco-tourism**

Tourism in Jackson will continue to focus on outdoor recreation, consistent with the community's ecosystem stewardship values. Eco-tourism, which promotes energy efficient and low impact enjoyment of the ecosystem, is the most desirable type of tourism for the community. Eco-tourism businesses are able to capitalize on the community's natural capital while promoting ecological conservation and passing along the community's stewardship ethic to visitors. Eco-tourism is a viable economic sector that also improves our ability to act as stewards of our ecosystem.

### **Policy 6.1.c: Establish an identity as a "green" community**

The community will become a model of sustainability for the built environment, by addressing the problems associated with global climate change at a local scale. As a result of such efforts, Jackson and Teton County will become a truly "green" community that has not only an enhanced quality of life and desirable visitor experience, but also a prosperous business climate. The community will support public and private sustainability efforts as economic development initiatives that attract visitors and business investors.

## *Principle 6.2—Promote a diversified local economy*

In addition to protecting the quality of life and visitor experience that support our economy, the community will diversify the local economy. Intellectual and entrepreneurial businesses provide middle-class wages and can be located in appropriate locations within our community. Locally-owned and operated businesses are able to contribute greatly to the economy because they circulate money within the community and reduce the ecological impacts of importing goods and services.

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### **Policy 6.2.a: Create a positive atmosphere for economic development**

Attracting the right types of business will be essential to achieving a “better not bigger” economy. Creating a positive and desirable atmosphere for businesses relies upon effective ecosystem stewardship as well as realizing our goals for complete neighborhoods, Town as heart, workforce housing, complete streets and service delivery. The community will encourage enhancement of our existing business atmosphere to attract a diversity of businesses. An emphasis will be placed on tools that do not require public investment to promote economic development.

### **Policy 6.2.b: Encourage local entrepreneurial opportunities**

The two primary sectors of the local economy, tourism and real estate development, are substantially dependent upon external market demand. It is a goal of the community to support a small entrepreneurial business community that is more adaptable to dynamic global markets. By fostering a business-friendly atmosphere, a high quality of life, and a truly “green” community, “green collar” or sustainability-based intellectual businesses and other entrepreneurs will find the community an ideal place to live and work. The community will proactively identify suitable locations and design regulations to allow for and attract small entrepreneurial businesses.

### **Policy 6.2.c: Provide jobs at a spectrum of income levels**

To attract and retain a socioeconomic and demographically diverse population, the community must offer employment opportunities at a range of income levels. The preservation of a resident workforce and the associated community stability is both a housing issue and an employment issue. Because middle to high-paying jobs in the construction industry are typically unstable, the community will encourage a greater diversity in employment opportunities at a similar income level in other economic sectors. The Town and County will promote and identify appropriate locations for such industries.

### **Policy 6.2.d: Facilitate viable local businesses**

Self-reliance is as important as diversity in ensuring economic stability. The local production and supply of goods and services circulates local money within the community. Where possible, it is important to connect local businesses with local consumers to reduce impacts of importing goods and services on the ecosystem and climate and keep money circulating locally. The community will explore a variety of land use regulations and other tools to support and connect the local business community, with a focus on strategies that do not require public investment.

## *Principle 6.3—Promote a balanced and stable economy*

Improving the stability of our economy is essential to retaining our sense of community and maintaining a year-round employment and resident base. The community will continue to promote sectors of the economy that provide local stability in times of global economic volatility.

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### **Policy 6.3.a: Maintain a stable local economy**

Tourism, governmental and non-governmental organizations, and other lifestyle-based businesses will continue to remain strong contributors to the local economy. These sectors benefit our community's character by providing stable employment opportunities, particularly during times of global economic volatility. While personal investment, global professional services, and non-profits may not generate local sales tax, they bring passive income into the community and invest financial resources locally.

### **Policy 6.3.b: Enhance tourism as a basis of the economy**

Tourism will continue to comprise a large segment of our local economy, and provides the greatest opportunity to further develop our economy consistent with our "better not bigger" philosophy. The community will enhance the visitor experience for tourists, second home owners and retirees to the community to promote year-round occupancy of lodging accommodations and increase visitor spending. Outdoor recreation tourism and eco-tourism will continue to be our primary focus. Cultural and heritage tourism, which capitalizes on our cultural and historic amenities and is less dependent on our seasonal climate, allows for better use of our existing visitor accommodation capacity, particularly during shoulder seasons. The community will continue to avoid carnival-type and retail-based tourism, as they do not support our desired community character.

### **Policy 6.3.c: Ensure year-round economic viability**

The local economy should be developed in a way that increases year-round economic activity. Our climate, and consequently the traditionally seasonal nature of our economy, results in shoulder seasons in the spring and fall when economic activity slows. As resident population and number of visitors decline in the shoulder seasons, fewer businesses remain open and the quality of life and the visitor experience are diminished. The Town and County will work with others in the community including local businesses, the Chamber of Commerce, and the Travel and Tourism Board to promote year-round business operations, provision of community services, and occupation of short and long-term lodging accommodations.

### **Policy 6.3.d: Promote light industry**

In order to achieve economic balance and stability in the local economy, the community will conserve areas for light industrial use and identify additional areas where this use is appropriate. Light industrial uses provide stable employment opportunities and middle-class wages, but they struggle to compete for leasable floor area with industries that need less room to make more money. New light industry will be identified consistent with the community vision. The Town and County will explore opportunities for live-work light industry within complete neighborhoods that is consistent with the character of the surrounding area.

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### **Policy 6.3.e: Pursue many small efforts**

The community will not develop its economy through large, one-size-fits-all projects or efforts. An emphasis on many small efforts is more consistent with the social, demographic, and economic diversity the community desires. This approach will ensure the local economy is more adaptable and resilient in a constantly changing global marketplace. Large projects flood the housing market with demand, and large, single-use nonresidential buildings are inconsistent with the community's character. The Town and County will continue to limit the size of nonresidential buildings, and will promote small, varied economic development projects.

### **Policy 6.3.f: Balance housing, nonresidential development, and civic uses**

Implementing the "better not bigger" economic development strategy the community desires will require a balance of nonresidential uses, as well as a balance between jobs and housing. Active monitoring of existing and new nonresidential development will ensure we achieve this balance. It will be important to monitor various types of nonresidential uses, including visitor and local retail; private, non-profit and governmental office uses; institutional uses, including educational facilities; and lodging to better understand their effects on permanent resident housing availability and the provision of civic services. The community will use the results to maintain an appropriate equilibrium between all uses.

# Strategies

The community will undertake the following strategies in initial implementation of the policies of this common value. While this list is only a starting point, and not all inclusive, the community shall periodically update strategies as tasks are completed or as additional action is necessary, based on monitoring of relevant indicators.

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## *Strategies to measure prosperity in natural and economic capital (Principle 6.1)*

**6.1.S.1:** Market the community as a “green” location to visit, live and work, and promote businesses based on ecotourism.

## *Strategies to promote a diversified local economy (Principle 6.2)*

**6.2.S.1:** Explore non-financial tools to promote economic development.

**6.2.S.2:** Evaluate and update land use regulations to foster a positive atmosphere and attract appropriate types of business to the community. Promote the types of uses that provide middle income jobs and promote entrepreneurship.

**6.2.S.3:** Explore tools to connect local consumers to local suppliers.

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*Strategies to promote a balanced,  
diversified and stable economy (Principle  
6.3)*

- 6.3.S.1:** Explore cultural tourism and other opportunities to fill existing capacity for lodging accommodations and services during the shoulder seasons.
- 6.3.S.2:** Expand tourism promotion to encourage longer stays and increased spending by visitors to the community, second home owners and retirees.
- 6.3.S.3:** Identify new locations for light industry, and evaluate and update regulations relating to live-work light industry opportunities.

# Section 7. Multimodal Transportation

Residents and visitors will safely, efficiently, and economically move within our community and throughout the region using alternative transportation.

## What does this section address?

*Principle 7.1 - Promote the use of alternative modes of transportation*

*Principle 7.2 - Create a safe, efficient, interconnected, multi-modal transportation network*

*Principle 7.3 - Coordinate land use and transportation planning*

**Every member of the community will need to consider walking, bicycling, rideshare, or riding transit instead of driving his or her vehicle.** Our community will be a leader in the provision and use of an integrated multi-modal transportation system for communities of our size and located in sensitive environmental settings. We will increase the use of alternative modes of transportation to meet our future transportation demands. The prominence of the automobile, large roads and the continual widening of our existing roads will diminish. The current failing system will be replaced with a network of small complete streets, transit and an expanded pathway system. Our complete streets will effectively incorporate all transportation modes (bikes, walking, cars, transit, rideshare, etc.) to achieve the desired mode shift goals and enhance community character. We must also acknowledge that this vision will be accompanied by increased congestion and a reduction in the level of service on many of our roadways. As a community, we have made this conscious decision in order to shift our community's transportation behavior away from the single occupancy automobile and toward alternative modes of transportation.

With visitor and local traffic growing faster than population growth, the current model is unsustainable. A transportation system oriented toward automobiles produces a greater carbon



footprint, having direct negative impacts on our natural resources.

Transportation choices made in Jackson and Teton County must be considered regionally. An increase in the number of workers commuting to Jackson from Teton Valley, Idaho and Star Valley, Wyoming has resulted in a substantial increase in traffic on Teton Pass and in the Snake River Canyon. These commuter trips inevitably increase the number of wildlife-vehicle conflicts and contribute to the carbon emissions of the region. Isolated development within and outside of our communities complete neighborhoods reduces the viability of alternative transportation modes.

Visitor traffic is another source of transportation congestion in the community. The current auto-centric travel choices of the estimated 3.5 million visitors traveling through the community fill roads to capacity in both summer and winter. Due to Jackson's regional significance as the destination hub at the south end of the Greater Yellowstone public lands complex, all arterial routes into Jackson and Teton County experience these transportation impacts. Partnerships with Yellowstone and Grand Teton National Parks and Bridger-Teton and Caribou Targhee National Forests offer potential benefits to the regional transportation network and must be part

## Alternative Transportation...

**...means a transportation system including transit, bicycle and pedestrian modes (including the pathways system) which offer alternatives to private motor vehicle travel for many trips.**

important that the community works cooperatively with the Wyoming Department of Transportation (WYDOT), other federal agencies, neighboring jurisdictions and private land owners to find solutions that are both consistent with community values and acceptable to partnering agencies.

The previous County/Town Transportation Plan was adopted in 2000. The portions of this plan applicable for continued use by the community are included as Appendix J: Transportation Supplemental Information. This section sets the broad principle and policy direction for the community and is supported by the information found in Appendix J. The policies presented in this section represent the focus for transportation planning in the future, and will be the basis for revisions and updates to the County/Town Transportation Plan. These policies will also guide complementary updates to the START Master Plan, updates to the Pathways Master Plan, and the development of a Complete Streets Plan.

of our transportation future.

Realistically, the continued convenience, affordability, availability, and necessity of the automobile limits the amount of traffic reduction that can be achieved through travel mode shifts. Intersection and roadway improvements will still be required in some areas. It is

# Principles and Policies

## *Principle 7.1—Promote the use of alternative modes of transportation*

Our transportation goal is to increase the use of alternative modes of transportation within the community to meet our future transportation demands. To achieve this goal, a year-round mode shift away from the single occupancy motor vehicle will be required. A combination of increased transit mode share along major corridors and the completion and use of an integrated transportation system that includes opportunities for rideshare, walking, and biking will be needed to increase the use of alternative modes.

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### **Policy 7.1.a: Develop a communitywide integrated transportation management plan**

The Town and County will develop an integrated transportation management plan based on existing infrastructure, funding, and baseline conditions to realistically achieve our transportation goals. The enhancement of transit opportunities and pathways will be the primary focus of the plan. The plan will evaluate the long-term costs and benefits of various transportation strategies and provide a detailed transportation implementation program. The Plan will identify metrics and baseline numbers, including measurement of both local and visitor traffic, and a long-term cost/benefit analysis of various transportation options. The Town and County will explore the establishment of a joint Transportation Planning Department to lead this effort.

### **Policy 7.1.b: Implement a Town/County Transportation Demand Management (TDM) program**

A TDM program will be implemented to focus on reducing travel demand, particularly at peak commute hours, rather than increasing roadway supply. Doing so will make efficient use of the current roadway system without adding capacity. The TDM program will provide incentives and disincentives to influence travelers to use alternative transportation modes, which will address roadway capacity issues without needing to widen roads. The Town and County will develop a TDM program that emphasizes coordination and education on mode shift opportunities, such as car or vanpooling programs, bus pass subsidies, alternative work schedules, telecommuting options and parking management.

### **Policy 7.1.c: Meet transportation demand through alternative modes of travel**

Every day, residents and visitors in the valley consciously decide on their mode of travel. The Town and County will make alternative modes of travel more convenient and efficient for residents and visitors, by prioritizing capacity for alternate modes, with the goal of increasing the share of trips made by alternative transportation modes rather than single occupancy vehicles. Additional capacity that is created for single occupancy motor vehicles always fills up with more single occupancy motor vehicles. Conversely, if an increased proportion of trips are made by alternative modes, capacity can be made available on our existing roadway system.

### **Policy 7.1.d: Discourage use of single occupancy motor vehicles (SOV)**

Incentives to use alternative modes of transportation will not be enough to reduce our community's reliance on single occupancy motor vehicles (SOV) as long as the use of that mode remains as convenient as it is today. To discourage automobile use, the Town and County will use "Level of Service D", as defined by the American Association of State Highway Transportation Officials (AASHTO) standards for autos, as an acceptable level of congestion and delay along existing roadways and at intersections. Additional strategies, such as managed parking in areas served by alternate modes and other incentives and disincentives can also discourage SOV travel and should be explored as part of the overall Integrated Transportation Management Plan.

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### **Policy 7.1.e: Coordinate transportation network decisions**

Because the Town and County do not have jurisdiction over much of the local trunk transportation network, cooperation with WYDOT, FHWA, and public land managers is essential to realizing our transportation goals. It will be key to communicate to WYDOT that the community has made a conscious decision to encourage smaller roads and multimodal options. The community will continue to work with WYDOT to incorporate community values into solutions for improvements to the state highway system, while recognizing the mission, goals and Level of Service requirements of the Federal Department of Transportation. The Town and County acknowledge that continued cooperation with WYDOT is essential to accessing Federal funding to complete local transportation improvements. Collaboration with FTA, FHWA, and adjacent public land managing agencies is equally important to successfully realizing our transportation goals. The community will also work with private interests to acquire the easements and rights-of-way needed to implement our transportation vision.

### **Policy 7.1.f: Establish a cooperative transit strategy**

The Town and County will assume a leadership role in working with other local entities, such as the School District, Teton Village and adjacent counties, states, and federal land agencies, to better coordinate the design and use of our regional transportation system. Regional transportation partnerships will be created to coordinate investments and programs. The development of a regional transportation strategy should be explored. In addition, the creation of some type of Regional Transportation Authority (RTA) may offer the community an opportunity to coordinate our alternative transportation system regionally, which would greatly assist in meeting our community's transportation goal.

### **Policy 7.1.g: Establish a permanent funding source for an alternative transportation system**

A permanent funding source must be established to effectively and proactively implement a complete alternative transportation system. Increased public investment will be necessary to increase the percentage of trips made through alternative transportation and fully implement the communitywide Integrated Transportation Management Plan, which will include extensive improvements to alternative mode infrastructure and execution of an aggressive Transportation Demand Management Plan (TDM).

## *Principle 7.2—Create a safe, efficient, interconnected, multimodal transportation network*

The transportation network will be based upon the provision of “complete streets” that address the needs of all users, with an emphasis on providing alternative transportation options. The connectivity, redundancy and efficiency of the network will encourage the desired mode shift and meet our community’s carbon reduction goals. Some upgrades to the existing roadways for the automobile will be necessary to achieve this goal, but these improvements should not be the priority focus in enhancing the transportation network.

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### **Policy 7.2.a: Create a transportation network based on “Complete Streets” and “Context Sensitive Solutions”**

The Town and County will adopt and implement “complete street” and “context sensitive” roadway design standards. The construction of complete streets and context sensitive roadways will serve as the backbone for a community wide transportation network that supports a significant mode shift to alternative transportation. To achieve the community’s transportation vision, improvements should safely accommodate all users of the public right-of-way, including: pedestrians, bicyclists, automobile drivers, trucks and transit riders. Public safety and reduction of crashes and fatalities (motor vehicle, bike, pedestrian, and wildlife) is a core transportation goal to be considered in the application of all strategies. The community will need to work with WYDOT to incorporate the complete street and context sensitive policies into their projects within the community.

### **Policy 7.2.b: Interconnect all modes of transportation**

Our alternative transportation system will provide a means to connect all alternative modes of travel. Park ‘n’ Rides, bicycle parking, complete streets, transit, and pathways will be incorporated into an integrated alternative transportation system. A system of trails to connect our parklands and trailheads should be considered as part of the transportation system. The Town and County will work jointly to identify opportunities for connections between various alternative transportation modes.

### **Policy 7.2.c: Maximize interconnection, redundancy and hierarchy in the transportation network**

The development of an interconnected and redundant network is critical to the assurance of a safe, efficient and complete transportation system. In the event that a road or bridge is closed due to a natural hazard or other event, interconnection and redundancy will ensure continued access between and within locations in the community. It will be important to strike a balance between adding new roads and widening existing roads to provide for this community need. The Town and County will consider the need for interconnection, redundancy, and hierarchy when planning for an integrated transportation network.

### **Policy 7.2.d: Complete key Transportation Network Projects to improve connectivity**

In order to consistently implement transportation strategies as part of the Communitywide Integrated Transportation Management Plan, the community shall complete a Jackson/Teton County Transportation Improvement Plan for highways, streets (including pedestrian facilities), transit, and pathways to improve connectivity throughout the transportation system. This plan will describe a realistic 5-year construction program, and will be updated as projects are completed. This plan will include some highway construction and improvements along with strong investment in alternative modes of transportation, consistent with our transportation goals.

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Based on 2008 modeling and previous transportation planning efforts completed by the community, the following action items will provide a starting point for the development of the plan.

1. Complete a START Transit Facility.
2. Complete the WY-22 Wilson to Jackson Pathway connection.
3. Consider the Tribal Trials Connector between Highway 22 and South Park Loop Road.
4. Upgrade Snow King – Maple Way.
5. Reconstruct the “Y” to accommodate all modes (Highway 22/89/26 intersection).
6. Pursue a multi-lane complete street roadway with WYDOT on Highway 22 between Town and Highway 390.
7. Redesign Highway 390 as a complete street from Highway 22 to Teton Village.

## ***Principle 7.3—Coordinate land use and transportation planning***

Current and future land use patterns and the associated roadway network will greatly affect the community's ability to meet its transportation goal. Complete neighborhoods and complete streets facilitate the use of alternative modes of transportation, lessening our dependence on the SOV and reducing our overall energy consumption. A compact land use pattern interconnected by an integrated alternative transportation system will have less impact on our wildlife and natural resources. Our community's land use pattern and transportation network are closely intertwined, so we must coordinate current and future development and transportation system improvements to support our shared vision.

### **Policy 7.3.a: Develop a land use pattern based on transportation connectivity**

A goal of this plan is to interconnect existing County neighborhoods and the Town of Jackson with a multimodal transportation system. Within existing County and Town neighborhoods, alternative modes of transportation are viable for daily trips year-round, and these opportunities should be maintained and enhanced. Interconnecting existing neighborhoods (i.e. Rafter J and Melody Ranch), as well as future development, will maximize the efficiencies of the existing land-use pattern. The Town and County will consider the effects of the land use pattern on the local transportation system when defining appropriate locations for growth and development.

### **Policy 7.3.d: Reduce wildlife and natural and scenic resource transportation impacts**

The presence of additional vehicles on our roadways will increase the likelihood of wildlife-vehicle collisions, even if mitigation efforts are pursued. New transportation network projects and enhancements to our existing transportation system need to be designed to minimize or mitigate impacts to wildlife, natural and scenic resources. Specifically, improvements need to address wildlife permeability, crossing issues and identified wildlife "hotspots". The community will need to cooperate with WYDOT on funding and planning to achieve the wildlife permeability goals of the community.

### **Policy 7.3.c: Require development to implement and fund alternative transportation**

The Town and County will require facilities and building orientations that promote transit, walking, and biking in locations where alternative modes of travel are viable. In addition, specific provisions for alternative transportation infrastructure will be required in all developments, including the provision of sidewalks, pathways, easements, transit infrastructure, and other complete street features.

### **Policy 7.3.d: Review land use proposals and decisions against their transportation network impacts**

A critical component of informed transportation planning is the concurrent review of transportation impacts with land use applications. As land use decisions are made that will result in transportation impacts, the Town and County will require that impacts be identified and mitigated. Development decisions will be made with an equal and concurrent consideration of both land use and transportation impacts. On a regional scale, we will recognize that the decisions of our community have effects reaching beyond our jurisdiction.

# Strategies

The community will undertake the following strategies in initial implementation of the policies of this common value. While this list is only a starting point, and not all inclusive, the community shall periodically update strategies as tasks are completed or as additional action is necessary, based on monitoring of relevant indicators.

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## *Strategies to promote the use of alternative modes of transportation (Principle 7.1)*

### **7.1.S.1:** Develop a Countywide Integrated Transportation Management Plan

- Explore the establishment of a joint Town-County Transportation Planning Department.
- Develop a Transportation Improvement Program for highways, streets (including pedestrian facilities), transit, and pathways.
- Determine the costs and benefits of various transportation strategies to guide a detailed transportation implementation program.
- Identify proper metrics and baseline numbers to monitor our progress into the future.
- Pursue transit service between Jackson and the airport, Grand Teton National Park, and strategic route expansions.

### **7.1.S.2:** Consider a seventh cent sales tax, additional mil property tax, or other funding source for the provision of infrastructure for alternative transportation modes.

### **7.1.S.3:** Continue to fund the local match for federal transportation grants and the administration of alternative mode travel programs through the General Fund so additional money can be dedicated to infrastructure.

### **7.1.S.4:** Create a Countywide Transportation Demand Management (TDM) program, which will include efforts to:

- Educate the community on alternative transportation options and benefits.
- Pursue home mail delivery.
- Encourage or require students in all grades to use active modes of transportation rather than driving or being driven to school.
- Establish a trip reduction coordinator to work with employers to reduce trips and facilitate rideshare.

### **7.1.S.5:** Discuss with neighboring jurisdictions and State and Federal officials the costs and benefits of funding sources and planning options, such as a Regional Transportation Authority.

### **7.1.S.6:** Prepare comments and recommendations on the State Transportation Improvement Plan (STIP) funding requests.

### **7.1.S.7:** The TAC, partner agencies and non-profits will complete an updated Travel Study at a minimum of every 5 years to assist in the evaluation of the transportation indicators.

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*Strategies to create a safe, efficient, interconnected, multi-modal transportation network (Principle 7.2)*

- 7.2.S.1:** Adopt “complete streets” and/or “context sensitive” policies and updated road design standards for all roadways.
- 7.2.S.2:** Work with WYDOT to have “complete streets” and/or “context sensitive” policies incorporated into all WYDOT roadways within the community.
- 7.2.S.3:** Include wildlife crossing and other wildlife mitigation standards in road design regulations.
- 7.2.S.4:** The TAC will cooperatively create, maintain, implement, and monitor a joint Town/County Transportation Capital Improvement Plan (TIP). Establish priorities for Town, County and WYDOT transportation projects, as well as transportation projects in this Plan. Consider all modes of travel when prioritizing projects.
- 7.2.S.5:** Construct the new START storage and maintenance facility to allow expansion of transit service.
- 7.2.S.6:** Complete the core Pathways System, including the Wilson-Jackson Pathway connection along WY-22 and other key pathways identified in the Pathways Master Plan.
- 7.2.S.7:** Develop and carry out a comprehensive sidewalk improvement program for the Town of Jackson, appropriate County Roads,

and Teton Village streets.

- 7.2.S.8:** Discuss and coordinate improvements that can be made to the regional transportation system with neighboring jurisdictions.

*Strategies to coordinate land use and transportation planning (Principle 7.3)*

- 7.3.S.1:** Concurrently review development projects for transportation impacts that need to be mitigated.
- 7.3.S.2:** Track incremental impacts of development and land use on the transportation system, and periodically evaluate their cumulative effect.
- 7.3.S.3:** Reevaluate parking standards and other regulations that currently promote travel by single occupancy motor vehicle.
- 7.3.S.4:** Adopt specific provisions for current planning review to require alternative transportation components in new development, including but not limited to sidewalk easements, pathway easements, transit easements, funding for infrastructure and TDM strategies, and connectivity provisions. Specific provisions for alternative transportation components and building complete streets will be identified in all current planning approvals.

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# Section 8. Quality Community Service Provision

Timely, efficient and safe delivery of quality services and facilities in a fiscally responsible and coordinated manner.

## What does this section address?

*Principle 8.1 - Maintain current, coordinated service delivery plans*

*Principle 8.2 - Coordinate the provision of infrastructure and facilities needed for service delivery*

## Why is this section addressed?

Provision of life-safety, educational, social, cultural and recreational services is central to residents' quality of life and a visitor's experience. Components of our community's character include engaging parks and quality recreational facilities, as well as pleasant gathering places that enhance sense of community. Moreover, the community relies on the efficient, timely, and safe delivery of critical utilities and services, such as fire protection, emergency medical treatment, and water and sewer services. Residents, visitors and businesses expect local government to provide these services year-round and take appropriate and reasonable steps to prepare for critical service delivery in times of emergency.

Continued provision of all services depends upon collaboration and coordination between government and non-government entities to efficiently maximize the services and facilities provided in a manner that is consistent with our common values. The Town and County must also collaborate with other service providers to ensure the needs of the community are met. This coordination is essential to understanding future capital needs for continued service delivery and opportunities for funding. New development must not outpace our ability to provide quality community services to residents and visitors. Further, local government must ensure that new development pays its fair share of the cost of maintaining desired service levels. By assuring timely, efficient, and safe



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delivery of quality community services, we improve our safety and reinforce the integrity of our civic and social community character.

# Principles and Policies

## *Principle 8.1— Maintain current, coordinated service delivery*

The Town and County will coordinate and collaborate with independent service providers to ensure desired life-safety, educational, social, recreational, and cultural service levels are maintained consistent with the community's common values. Barriers to service delivery objectives will be identified, and the Town and County will budget sufficiently to meet desired service delivery objectives.

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### **Policy 8.1.a: Maintain current, coordinated plans for delivery of desired service levels**

A “service level” is defined as the quality and quantity of a service provided to the community. To ensure that services are delivered to the public in a safe, efficient and timely manner, the Town and County will use best practices in coordinating with governmental and nongovernmental service providers to accomplish the following:

1. Identify each provider’s acceptable service level
2. Develop an approach to ensure desired service levels are met
3. Identify barriers to service delivery objectives
4. Develop standards for measuring service delivery success

The community will identify acceptable service levels and develop standards for measuring service delivery success for the following local government services (listed in no particular order):

- Fire, EMS and law enforcement,
- Library,
- Parks and recreation,
- Public health,
- Utilities and infrastructure,
- Public transportation,
- Weed and pest management,
- Arts, culture and community events,
- Child care,
- Waste management and recycling, and
- Energy conservation.

### **Policy 8.1.b: Coordinate with independent service providers**

The Town and County will coordinate with independent service providers to quantify and understand their service delivery goals, as well as their relation to the common values of the community. The community will derive greater benefit from long-term, coordinated planning efforts between the Town and County and independent service providers than would be realized through a project-by-project approach.

The Town and County will collaborate with independent service providers to identify acceptable service levels and develop standards for measuring service delivery success for the following services (listed in no particular order):

- Education,
- Utilities and infrastructure,
- Medical care,
- Child care,
- Waste management and recycling,
- Airport,
- Human services,
- Energy conservation,
- Arts, culture and community events, and
- Public transportation.

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### **Policy 8.1.c: Identify barriers to service delivery goals**

Service providers may or may not be currently delivering their services at an acceptable level. The Town and County, in collaboration with independent service providers, will identify barriers to our service delivery goals and implement strategies to overcome such obstacles. Whether the barriers are geographic, political, financial or otherwise, this approach will ensure the community's life-safety and quality of life objectives are met. Working jointly with governmental, non-governmental and independent service providers will provide greater opportunities to address barriers.

### **Policy 8.1.d: Ensure redundancy of services**

Town is the logical place to locate many critical and non-critical facilities and service providers. However, during natural disasters, severe weather, or other times of emergency, key services may be delayed or entirely unavailable to those in outlying portions of the community, due to road closures or bridge failures. Therefore, it will be important to ensure that critical services and facilities are available to citizens dispersed throughout the County, particularly those who are physically separated from Town by the Snake River or Teton Pass.

### **Policy 8.1.e: Budget for service delivery**

Budgeting allows for an annual commitment to service delivery objectives. Each year, the Town and County will evaluate service delivery objectives during the budgeting process, make appropriate modifications to the delivery approach, and affirm the desired service level with the appropriate amount of funding. Without adequate funding, even the most thoughtful and strategic approach will fall short of its objectives, so a careful budgeting process is essential.

## *Principle 8.2—Coordinate the provision of infrastructure and facilities needed for service delivery*

The Town and County will coordinate the development of a communitywide Major Capital Project List. This will ensure that the community can adequately maintain existing capital facilities and provide needed future facilities, consistent with the common values of the community. Coordinated planning for capital projects will also allow the Town and County to ensure that new development pays its fair share of the costs of providing new facilities to maintain service levels.

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### **Policy 8.2.a: Coordinate the creation of a Major Capital Project List**

The Town and County will coordinate with independent service providers to track major capital projects in the long term (5-year view). The Town and County and independent service providers will still maintain detailed individual Capital Improvement Plans, but the Town and County will coordinate the compilation of the individual plans to maintain a current Major Capital Project List. Maintenance of this list will ensure that new facilities are located consistently with the community's values and that development approvals are consistent with the capacity of existing and planned facilities.

### **Policy 8.2.b: Design critical infrastructure and facilities for the peak effective population**

Critical facilities, as defined by the electeds through service level planning, should be designed to provide an acceptable level of service to the peak effective population. Other facilities will be designed to accommodate average demand. Temporarily reduced service levels may occur at times of peak population; however, reductions should not produce a meaningful threat to the public safety. This approach will ensure that life-safety services are designed to accommodate peak loading and that quality of life services will be delivered in a manner that respects both cost and average level of community demand.

### **Policy 8.2.c: Require mitigation of the impacts of growth on service levels**

Developers should pay their fair share of the costs of future facilities and services necessitated by new development. Costs for added facilities and services as a result of development should not be passed on to existing residents. New developments create additional demand for existing services and facilities, which impacts service delivery levels. Development will be required to provide exactions and/or impact fees that will cover the proportionate cost of public facilities and infrastructure required as a result of growth. These exactions and impact fees will be updated and evaluated regularly based on service delivery plans and infrastructure and facility needs.

Until nexus studies are in place to update exaction and impact fee requirements, the existing exactions and fees will be used to mitigate impacts of growth on service levels.

# Strategies

The community will undertake the following strategies in initial implementation of the policies of this common value. While this list is only a starting point, and not all inclusive, the community shall periodically update strategies as tasks are completed or as additional action is necessary, based on monitoring of relevant indicators.

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## *Strategies to maintain current, coordinated service delivery plans (Principle 8.1)*

- 8.1.S.1:** Use budgeting to affirm desired service levels from government service providers that address all policies of Principle 8.1.
- 8.1.S.2:** Coordinate with independent service providers to understand their service delivery plans, especially those service providers seeking local government funding.
- 8.1.S.3:** Identify critical services and services requiring redundancy in service provision.

## *Strategies to coordinate the provision of infrastructure and facilities needed for service delivery (Principle 8.2)*

- 8.2.S.1:** Coordinate the creation and maintenance of communitywide Major Capital Project List for all services listed in Principle 8.1.
- 8.2.S.2:** Update exaction and impact fee nexus studies.
- 8.2.S.3:** Evaluate and update development exaction regulations and impact fee requirements.

