JACKSON HOLE Travel & Tourism Board

TETON COUNTY
Sustainable Destination Management Plan
2022-2027

PREPARED BY

International Institute of Tourism Studies
THE GEORGE WASHINGTON UNIVERSITY

confluence
SUSTAINABILITY

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Foreward

We gratefully acknowledge the Native peoples—including the Shoshone-Bannock, Blackfeet, Crow, Confederated Salish and Kootenai, Gros Ventre, and Nez Perce nations—on whose ancestral homelands Teton County was created, and the diverse communities who make their home near Teton County today.

Welcome to the Sustainable Tourism Management Plan for Jackson Hole and Teton County, among the best-loved places to live in the United States and the best-loved travel destinations in the world.

We are so proud to call this place home. Teton County offers everything—not just incomparable beauty but also a strong economy, a vibrant culture, recreation, education, adventure, and creativity. Our public lands are among our nation's most significant natural treasures. The global popularity of Teton County's public lands keeps our economy humming. Our historic dedication to conservation protects our ecosystem. Our diverse and involved citizenry helps our community thrive.

Impacts that have accompanied our vast popularity and opportunity have made some residents question the value of tourism, even as they acknowledge that it is the lifeblood of Teton County's economy.

We have listened carefully to those resident concerns and the concerns of all stakeholder groups, and have responded with an all-lands, all-communities plan for sustainability.

In late 2021 we began looking at past and present circumstances to understand and determine the best steps forward as a united community. Since then, we have methodically completed every aspect of successful sustainable destination management planning, and that planning has been participatory at every step.

Thank you to the thousands who engaged in the plan's development: residents, elected and appointed officials, business owners, land managers, and nonprofit leaders. We listened and identified what mattered the most to each of you, and we were able to map out your perspectives and identify where strengths and concerns aligned and resonated.

The Jackson Hole Sustainable Destination Management Plan has taken time, thought, discussion, patience, and commitment from many parties working together across all lands and all communities, accumulating trust, dedicating resources, and sharing responsibility for the plan's development. Now we must bring that same dedication to carrying out the plan and monitoring the results.

The foundation is laid. The construction of Teton County's proud future begins now. Please stay involved.

The Jackson Hole Travel and Tourism Board

Acknowledgments

Executive Summary

The Sustainable Destination Management Plan (SDMP) is a five-year roadmap guiding Teton County toward a sustainable future. For Teton County, sustainability means balancing the aspirations and needs of community members, businesses, and visitors with protection of the public lands that are core to the county's heritage, culture, and economy. The purpose of the SDMP is not to grow visitation numbers but rather to ensure that tourism is a positive force for people, for nature, and for the economy.

The SDMP is the result of a year-long participatory planning process spearheaded by the Jackson Hole Travel and Tourism Board (JHTTB) and guided by an 18-member Steering Committee. The process involved thousands of residents, community leaders, and tourism leaders in developing a shared vision for the future of tourism in the Tetons. The robust community engagement process has ensured that the values and vision of local communities are strongly represented in the SDMP.

COMMUNITY VISION

Teton County, Wyoming is a leader in balancing the needs and aspirations of community members, businesses, and visitors by actively integrating the viability of the tourism economy with the regeneration of the Greater Yellowstone Ecosystem and enhancement of community quality of life.

The SDMP supports the following community values:

Environmental and Economic Stewardship:
We recognize that our economic future depends on the protection of our natural environment—wildlife, waters, wildlands, and ecological processes—and believe that environmental and economic sustainability go hand-in-hand.

Managed Growth:
We understand that seasonal visitation management is a key to sustainability and quality of life of our communities.

Quality of Life for All:
We know that for Teton County to be sustainable it must address community infrastructure, housing, and transportation challenges.

Education & Engagement:
We know that communication of our history, challenges, values, and goals is critical to shaping visitor and resident attitudes and behaviors.

Accessibility and Inclusion:
We welcome everyone who shares our respect and admiration for Teton County.

Collaboration and Harmony:
We understand that sustainability begins with community agreement on a plan for the future.

These SDMP values are aligned with the pillars of the long-range vision in the Teton County Comprehensive Plan, which focus on ecosystem stewardship, growth management, and quality of life.

Teton County enjoys a well-deserved reputation as a world-class tourism destination, but its success has created challenges for local community members, infrastructure and services, governments, businesses, and even the natural resources and wildlife at the center of its tourism industry. The destination has been dealing with fluctuating visitation in recent years, a high cost of living driven mainly by limited affordable and attainable housing, and persistent workforce shortages. These interrelated challenges are discussed in depth in the SDMP Situation Analysis Report (presented separately), which is the foundation upon which this plan is built.

The complexity of these challenges requires coordinated management of all aspects of the destination. Operationally, this means a collaborative all-lands, all-communities approach to management. This is the best path toward a sustainable tourism industry. Without a collaborative management approach, strains can undermine the ecological integrity of public lands, the quality of life for residents, and the overall visitor experience.

The SDMP guides Teton County on a journey toward sustainable tourism by focusing collaborative efforts around eight stewardship goals and 25 strategic initiatives to fulfill each goal. The stewardship goals are outlined on the following page.

SDMP Stewardship Goals

1 Education & Communications
Create a common understanding of shared responsibilty among residents, businesses, and visitors.

2 Visitor Flow Management
Align the needs and aspirations of residents, businesses, and visitors across all lands.

3 Workforce Recruitment & Retention
Increase the stability of the tourism workforce.

4 Community Housing
Advocate for and support solutions to create community housing.

5 Transportion & Mobility
Advocate for and support transit and mobility solutions.

6 Climate Action
Reduce climate risks and enhance destination resilience.

7 Monitoring & Reporting
Monitor tourism and its impacts on people and place (all lands, all communities).

8 Governance
Maintain effective all-lands tourism governance, collaboration, and plan implementation.

The stewardship goals and strategic initiatives were developed over several months through a series of community engagement sessions including focus groups, workshops, work sessions, and one-on-one interviews.

The SDMP is a community plan, and its successful implementation will require involvement and leadership by all stakeholder groups—the public sector (town, county, state), businesses, public land managers, the civic sector, and community members. The plan outlines options and key considerations for an interim destination stewardship council and long-term tourism governance structure needed to support a collaborative all-lands, all-communities approach to management. Together, Teton County stakeholders have the opportunity to rethink how the visitor economy works and to deliver social, cultural, economic, and environmental benefits through tourism while providing exceptional visitor experiences.

The SDMP framework includes a five-year implementation schedule for strategic initiatives and a more detailed work plan of priority actions for the first three years.

Recommendations for year one include establishing a destination stewardship council that will serve as an interim structure for SDMP implementation. The destination stewardship council will sustain momentum and serve as a bridge to a permanent destination management and marketing organization. The destination stewardship council will tackle a few quick win priority actions during year one guided by the specific recommendations outlined in this framework.

The framework proposes key performance indicators (KPIs) to measure the success of the SDMP across all stewardship goals. Public progress reports on SDMP implementation will be critical to build and maintain trust among stakeholders.

Priority actions for year one are outlined below.

Priority Actions	Q1	Q2	Q3	Q4
8.1.1 Design network structure and scope of work for the destination stewardship council which will serve as an interim structure for SDMP implementation.	■			
8.1.2 Form a destination stewardship council that builds on the existing SDMP Steering Committee.	■			
8.3.2 Present SDMP to County Commissioners and Town Council Members and seek formal adoption of SDMP from County Commissioners and Town Council.	■			
8.3.1 Implement a comprehensive SDMP launch campaign that engages tourism businesses, public-sector agencies, the NGO community, and the wider community.		■		
8.1.3 Destination stewardship council defines year one SDMP quick-wins and guides implementation of priority actions. Action teams will need to be formed to oversee implementation of quick-win projects. Some quick-win projects could include:		■	■	■
1.3.3 Develop a "How to JH" guide that outlines "know before you go" trip planning, principles of responsible recreation and environmental stewardship, respectful interactions with the community including frontline workers, and general local etiquette and tips.		■	■	■
3.1.1 Create industry-level workforce pipeline development programs.		■	■	■
3.1.3 Advocate for immigration reform that enables the recruitment of immigrant and international workers.		■	■	■
5.2.1 Support the first generation of a transit application being developed by START.		■	■	■
5.3.1 Tourism representatives (representation from the JHCC and/or the destination stewardship council) monitor and participate as appropriate in the transit feasibility study commencing in late 2022 with JH Airport, Teton County, START, Grand Teton National Park, Wyoming Department of Transportation, and others.		■	■	■
2.1.1 Establish visitor management action team. First step will involve determining which sectors, organizations, and community stakeholders need to be represented on the action team and identify at least one representative from each group to participate in regularly scheduled meetings.		■	■	■
2.1.2 Coordinate initial meeting(s) to define the scope of the action team and collective agreements (e.g., governance, process agreement, and public engagement protocols) to sustainably manage visitor movement across all lands and on behalf of all communities.		■	■	■
6.1.2 Support the development and implementation of the Jackson/Teton Climate Action Roadmap.		■	■	■
1.1.3 Maintain the recently launched community engagement platform on tourism via Engage Teton County, developing this site as a hub for information releases.		■	■	■
1.3.1 Establish a Responsible Visitor Education Taskforce of tourism stakeholders that will meet quarterly to oversee education programs and outreach campaigns and ensure education is integrated into destination marketing efforts targeting the community as well as tourists.		■	■	■
1.3.2 Develop content distribution strategies to ensure consistency and continuity of responsible visitor messaging and campaigns among frontline stakeholder groups, and use platforms that reach visitors throughout their experience (at the planning stage, pre-arrival, and while in the destination).		■	■	■
8.2.2 Build capability and capacity of the JHTTB to oversee the change management process, including the interim and permanent governance structures.		■	■	
8.2.1 Design and implement a comprehensive change management process to establish a permanent destination management and marketing organization.			■	■

Few destinations are better positioned to address the strain of sustained tourism growth than Teton County. The county's many strengths and the significant public lands that form part of the Greater Yellowstone Ecosystem and fall within its boundaries provide ample leverage against key weaknesses and current and future threats. This is not to say that all of the weaknesses will be easily overcome or that the threats are not serious, but a sustainable future is within Teton County's grasp. There is one catch: The leadership stakeholders of Teton County have to see sustainable destination management as an understanding of the big picture that includes everyone with a stake in the outcomes. Teton County leadership stakeholders have to commit to working together and to respecting the perceptions and needs of all of the other stakeholders—businesses, community members, workers, land managers, governments, NGOs, and visitors.

1. Introduction

This section of the SDMP describes the purpose of the plan, the overarching sustainable destination management approach, our process and methodology, and the plan framework.

Purpose of the Plan

Teton County enjoys a well-deserved reputation as a world-class tourism destination, but its success has created challenges for local residents, infrastructure and services, governments, businesses, and even the natural resources and wildlife at the center of its tourism industry. The destination is dealing with a wide range of interrelated challenges: fluctuating visitation in recent years, a high cost of living driven mainly by limited affordable and attainable housing, and persistent workforce shortages, among others.

The SDMP is a plan for sustainable tourism. This plan examines all the ways tourism is affecting the area—positively and negatively—and uses intentional design to support benefits and reduce or eliminate negative impacts. The SDMP responds to the most significant tourism-related challenges ahead for Teton County with holistic priority actions.

The core purpose of this plan is to recognize and realize the full value of tourism by ensuring that tourism is a positive force for people, for nature, and for the economy. The ultimate aim is to create lasting, net-positive impact.

The SDMP has found agreement in shared goals and strategic initiatives that lead to a well-managed, sustainable, prosperous destination. It is designed as a framework that will evolve over time to guide the community in their stewardship of all lands.

Sustainable Destination Management Approach

Community feedback appears to favor a new approach to tourism in Teton County. Most respondents of the 2022 resident sentiment toward tourism survey said that tourism development is occurring too fast (85%), that they feel unheard (84%), and that they support planning and controls (90%). The business community also supports a greater focus on sustainable and responsible tourism and destination management. A 2021 JHTTB poll of Jackson Hole Chamber of Commerce (JHCC) members found that two-thirds wanted the Jackson Hole Travel and Tourism Board to focus on sustainable destination management: 54% of respondents preferred that the JHTTB focus 80% on sustainable destination management and 20% on driving demand through tourism promotion, and 12% of respondents preferred a 60/40 destination management and tourism promotion split. A similar shift in paradigm is occurring in iconic destinations around the world.

The SDMP is therefore built upon the foundations of destination management. The United Nations World Tourism Organization (UNWTO) states that destination management "consists of the coordinated management of all the elements that make up a tourism destination. Destination management takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination."[1]

Destination management focuses on the place as it is shaped by the people that live there and as it evolves over time. This approach recognizes that great destinations are great places to live, work, and visit, and strives to balance the needs and expectations of visitors with those of local residents, businesses, and the environment. Destination management includes the planning, development, marketing, and monitoring of a destination as well as how it is managed physically, operationally, and financially. It requires cooperation and coordination among tourism and community organizations working toward a shared vision and goals. Destination management ensures the long-term sustainability and competitiveness of a destination.

While there has been some management of public lands and growth management at the county level, as outlined in the Jackson/ Teton County Comprehensive Plan, the complexity of tourism-related challenges requires a collaborative approach to planning and management. The SDMP embraces an all-lands, all-stakeholders approach.

**WHOLE-OF-DESTINATION
ALL LANDS, ALL STAKEHOLDERS APPROACH**

Community Involvement

This plan was created for and with the community. Thousands of people gave generously of their time.

How the Community Shaped the Plan:

4,777 residents participated in the Tourism Sentiment Survey

7,392 travelers' online reviews were analyzed for 25 popular attractions

18 Steering Committee members participated in 11 monthly meetings

150 tourism leaders, elected officials, public land managers, and community members, including the Latinx and immigrant community and high school youth participated in 8 focus groups and 38 interviews

93 stakeholders participated in 2 full-day and 2 half-day in-person visioning and planning workshops

190 attendees in Jackson, Wyoming, and 48 attendees in Driggs, Idaho attended 5 community meetings

50 stakeholders developed SDMP goals and priority initiatives for 8 priority focus areas at 18 work sessions

538 individuals have interacted on the Engage Teton County platform

1,989 individuals have signed up to the SDMP project email list

Process and Methodology

The SDMP project kicked off in fall of 2021 with the establishment of an 18-member Steering Committee consisting of representatives from all key stakeholder groups and tasked with guiding the plan development process.

A comprehensive review of the current situation was the first step in composing a whole picture of how tourism interacts with Teton County and the people who live there. The economic, social, and environmental impacts of tourism were assessed to shed light on key pillars of sustainable tourism. The areas of assessment are described below.

- **Quality of economy and work:** tourism demand trends, economic contributions of tourism, implications of sustained tourism demand
- **Quality of life:** resident sentiment toward tourism
- **Quality of visitor experience:** inventory of tourism products and providers, visitor satisfaction
- **Natural environment:** impacts of tourism on public lands, impacts of a changing climate on public lands and the destination and natural resource protection and conservation
- **Enabling environment for sustainable tourism:** tourism governance, existing sustainability efforts, institutional capacity of tourism stakeholders for collaborative stewardship of the destination

The Situation Analysis Report (SAR) consolidates data, information, and insights from a wide range of sources and key stakeholder groups— local and state government, public land managers, elected officials, business community, residents, immigrant communities, and the civic sector. It serves as the most comprehensive baseline assessment to date of tourism in Teton County. It's also a useful reference document for research and can be used to inform decision-making. Visit visitjacksonhole.com/sdmp to access this report.

A total of 110 tourism stakeholders, residents, and elected officials helped to validate the main findings of the Situation Analysis in March 2022. The SDMP Steering Committee also reviewed the draft SAR and provided comprehensive feedback.

A survey designed to gauge resident sentiment toward tourism was deployed in Spring 2022. A total of 4,777 residents completed the survey. This level of response is similar to the voter turnout on election day in November 2022 (4,944).[2] Eleven percent of these respondents (396) own a local business. Of respondents who work in Teton County, 40% (942) indicated that they work in the tourism industry. The resident survey findings report is available at visitjacksonhole.com/sdmp.

PHASE 1: INVENTORY OF EXISTING CONDITIONS
- Launch Steering Committee
- Develop Stakeholder Engagement Plan and Communications Strategy
- Create Resident Tourism Sentiment Survey
- Review Comprehensive Analysis of Existing Destination Data, Including Prior Visitor Input
- Draft Situation Analysis Report

WINTER 2021

PHASE 2: INVENTORY OF EXISTING CONDITIONS
- Launch Resident Tourism Sentiment Survey
- Lead Community Meetings for Process Introduction and Initials Feedback Collection
- Host 1:1 Interviews and Focus Groups With Elected Officials, Land Managers, Business and Civic Leaders
- Validate Situation Analysis Report

SPRING 2022

PHASE 3: PARTICIPATORY VISIONING & PLANNING
- Lead In-Person Community Visioning and Planning Workshops
- Host Stakeholder Focus Groups
- Share Workshop Outcome Report
- Develop SDMP Initiatives with Stakeholder Groups

SUMMER 2022

PHASE 4: PLAN DEVELOPMENT & VALIDATION
- Draft Sustainable Destination Management Plan (SDMP)
- Publication of the Resident Survey Research
- Present Key Stakeholder Findings
- Share Final SDMP and Other Research Outcomes
- Confirm Research and Implementation Toolkit

FALL-WINTER 2022

PHASE 5: PLAN LAUNCH
- Launch the SDMP to Shape the Future of Tourism

WINTER-SPRING 2023

To understand visitor feedback and sentiment about tourism attractions, 7,392 Tripadvisor online reviews were analyzed for 25 popular attractions located at least partially within Teton County, Wyoming. Destination managers can use analyses of online travel reviews to inform decision-making about improvements of attractions, amenities, and experiences to meet visitor needs and expectations. The full report is available at visitjacksonhole.com/sdmp.

The additional research helped to fill gaps in available information and present a snapshot of the county's current situation. Taken together, the SAR, the analysis of resident sentiment, and the analysis of visitor feedback create a holistic perspective that is essential for future planning.

The insights distilled in the SAR and research projects were then used to map the issue areas that matter the most to each stakeholder group—tourism stakeholders, residents, and visitors. The aim of this step was to find common ground among stakeholders and to ensure that every stakeholder group had an equal opportunity to shape the scope of the SDMP. The SDMP aims to deliberately build a sustainable Teton County that balances all stakeholder concerns.

Eight main focus areas were identified as most important to address in the SDMP. These focus areas were presented to and discussed with 225 tourism stakeholders and residents during vision and planning workshops, focus groups, and community meetings held in June 2022. At these meetings, the community validated the main issue areas and brainstormed initial solutions for addressing them.

The SAR, resident survey, analysis of online travel reviews, and outcomes of stakeholder consultations serve as the foundation of the SDMP.

Plan Framework

The SDMP provides a strategic medium-term community vision and framework for the future of tourism in the Tetons. The main components of the strategic framework are described below.

VISION STATEMENT | PAGE 18

The aspirational vision for tourism in the Tetons for 2027 was crafted with input from the resident sentiment survey and representatives of all stakeholder groups that attended workshops, focus groups, and community meetings.

VALUES | PAGE 18

Values provide the moral and ethical anchor for the SDMP. They represent community-defined convictions and priorities that guide SDMP goals and activities.

GUIDING PRINCIPLES | PAGE 18

Principles guide decision-making associated with the implementation of the strategy. Principles help keep the strategy alive and agile. Stakeholders will need shared commitments to the values and guiding principles.

FOCUS AREAS | PAGE 19

The plan identifies eight interrelated focus areas representing the tourism-related challenges identified as most important by tourism stakeholders from the public sector, private sector, and civic sector as well as residents and visitors. Understanding the linkages among the focus areas will result in more effective decision-making about plan implementation. Each focus area has a corresponding stewardship goal.

STEWARDSHIP GOALS | PAGE 19-20

Stewardship goals define the broad objectives or targets that stakeholders will need to plan and commit to achieving. Several stewardship goals are focused on the intersection of tourism with broader challenges such as workforce housing.

EXPECTED OUTCOMES | PAGE 21

Outcomes statements make the goals more concrete.

STRATEGIC INITIATIVES | PAGES 25-57

A collection of 25 short- and medium-term projects were carefully defined and designed with stakeholders. Strategic initiatives will close the gap between the current and future state and achieve the SDMP goals and vision.

PRIORITY ACTIONS | PAGES 25-57

Priority actions identify the main areas of work for each strategic initiative.

KEY PERFORMANCE INDICATORS | PAGES 25-57

KPIs are indicators that define what success looks like for each strategic initiative and measure the results of each strategic initiative.

GOVERNANCE AND IMPLEMENTATION | PAGE 58-63

The governance and implementation recommendations create a foundation for SDMP success. As a community plan, the SDMP is a framework that will need to adapt and evolve to the ever-changing landscape.

2. Current Situation

Where are we now?

This section of the plan provides an overview of tourism in Teton County and a high-level analysis of strengths, weaknesses, opportunities, and threats. The full Situation Analysis Report is presented separately and serves as the foundation of the SDMP.
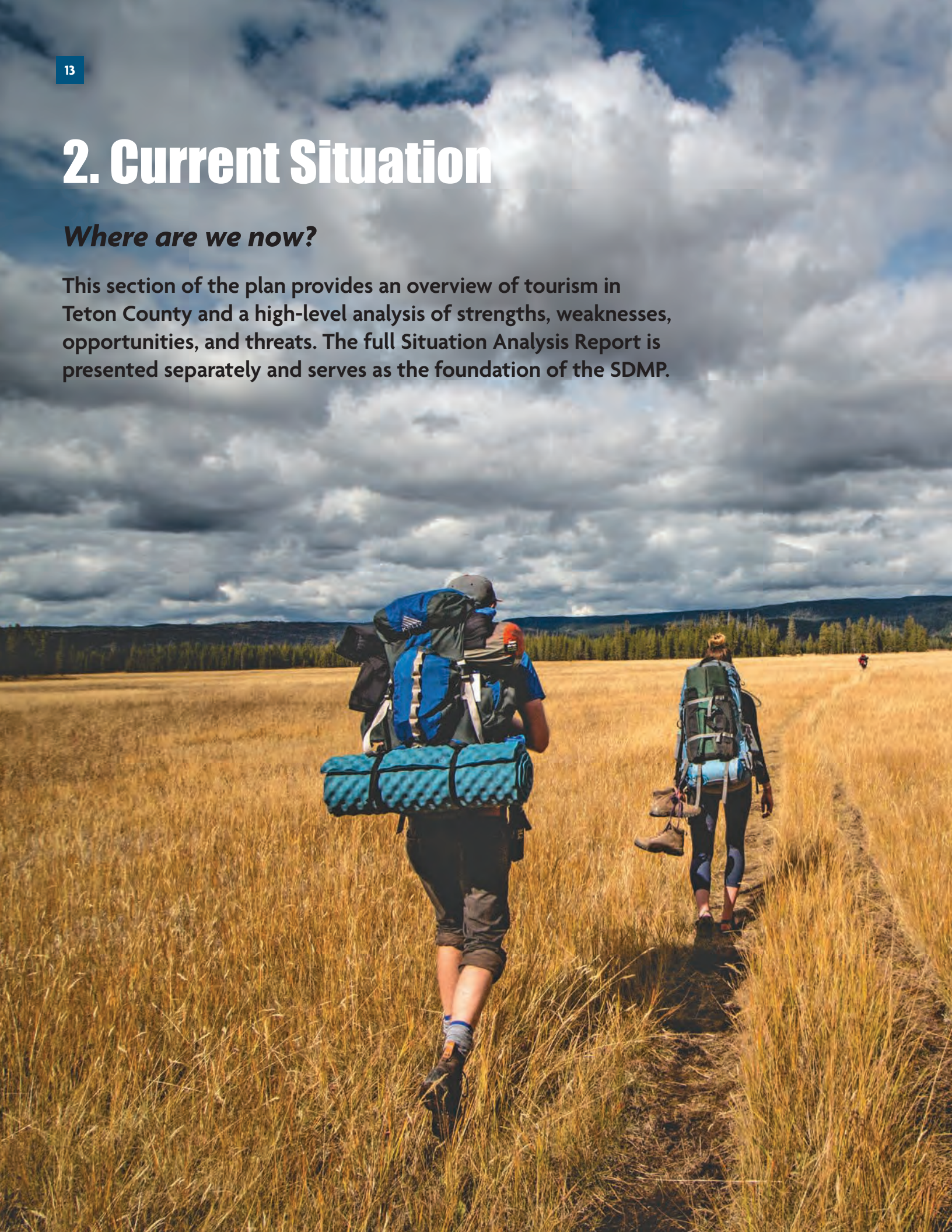
Background

Jackson Hole[3] is an iconic destination within the Greater Yellowstone Ecosystem, the largest intact ecosystem in the lower 48 states of the U.S., and serves as the gateway to Grand Teton National Park (GRTE) and Yellowstone (YELL), two of the most popular national parks in the country. The county is also home to three ski resorts, two national forests, a wildlife refuge, and one charismatic town named Jackson.

The vast majority (97.15%) of Teton County's 2.7 million acres are public lands. The remaining 2.85% of the county is equally divided between developed land, undeveloped land, and conservation easements.[4] Teton County's public lands have attracted residents and visitors who cherish the wildlife, natural beauty, and year-round world-class outdoor recreation. Residents and visitors benefit from having access to millions of acres of exceptional public lands, which are managed and protected through federal and philanthropic funding. Visitor survey data confirms that the GRTE is the number one reason people visit Teton County in the summer; skiing at resorts in the Bridger-Teton and Caribou-Targhee National Forests is the number one reason for visiting in the winter. These national treasures are the core of Teton County's heritage, culture, and economy.

Teton County's world-famous attractions and natural beauty bring in millions of visitors every year. Pre-pandemic overnight stays in Teton County increased steadily by 2% per year, with growth predominantly

driven by increased visitation during shoulder seasons. More than 2.6 million people visit Teton County every year.[5] This figure includes overnight and day visitors. In 2019, there were nearly 1.9 million estimated overnight visitors.[6]

The COVID-19 pandemic affected visitation in 2020 and 2021. It caused a dip in tourism activity in 2020; however, while the estimated number of overnight visitors in 2021 was still below 2019 numbers,[7] other tourism indicators broke records. For example, occupancy rates for hotels, lodges, campsites, and short-term rentals have always been high during the midsummer peak season, but occupancy rates in 2021 were high as early as May, moving up the start of the summer season. Cell phone data use in Jackson in midsummer 2021 was the highest ever recorded. The data revealed a peak of 60,000 visitors in early July—far greater than any other time in the last five years.[8] The Jackson Hole Airport also set a new record for enplanements in 2021, at 508,838.[9] Yellowstone National Park reported that visitation levels in 2021 were comparable to 2019, with increased re-entry and about 20% fewer overnight stays due to reduced availability of campsites and hotel rooms.[10] GRTE announced that it had surpassed record visitation for the calendar year in September 2021, reaching 3.9 million visits. The number of ski days at Jackson Hole Mountain Resort, the largest ski area, increased by 31% during the five years pre-pandemic.

During the first eight months of 2022, recreational visits in GRTE dropped by 23% compared to 2021 and decreased 15% compared to the same period in 2019. During the first seven months of 2022, recreational visits to YELL dropped by 30% compared to the same period in 2021 and 19% compared to 2019.[11] In July 2022 the hotel occupancy rate was 81.8%, down 12.4% from 2021 levels and down 2% compared to 2019.[12]

Tourism is the lifeblood of Teton County. It drives the local economy and supports hundreds of accommodation providers, restaurants, tour operators, and other businesses. Domestic and international travelers spent a total of $1.43 billion and generated $96.5 million in state and local tax revenue in 2021.[13] These amounts were the highest in the last five years.[14] Sales tax from visitors made up 56.3% of all sales tax collections in the county in 2019.[15] Without the tax generated from visitors, the average household in Teton County would have had to pay $10,034 more in taxes for existing public services in 2021.[16]

A significant reinvestment of lodging tax revenues enhances community infrastructure and programs, including but not limited to emergency services, transportation infrastructure such as the START bus system, the Historical Society and Museum, and the Parks and Recreation Department. Tourism also helps support the county's rich and vibrant local culture through sponsorship of year-round events and world-class amenities and attractions not usually found in a small town. In 2021, the number of direct tourism jobs increased to an estimated 7,740—about 23% of total private industry employment in the county.[17] Combined with the indirect jobs generated by the sector, this makes tourism the largest job generator in the county. Teton County ranks in the top ten of all American counties in its proportion of tourism-related jobs.

Strengths, Weaknesses, Opportunities, and Threats

A thorough review of the current situation reveals several **key strengths**:

- Public lands in Teton County are celebrated national and global treasures that are the core of Teton County's heritage, culture, and economy and have inspired the conservation and preservation of wild lands around the world.

- The community remains focused on stewardship and protection; stewardship is a shared community value.

- Tourism is the lifeblood of the economy and residents recognize that it creates jobs and keeps unemployment very low.

- Momentum is building in the business community for sustainable tourism operating practices.

- Visitor demand has remained strong for the past decade, despite a pandemic.

- Visitor online ratings for accommodations, restaurants, attractions, and sites are overwhelmingly positive.

- Public-private management of facilities and visitors on public lands is extraordinary.

- Accommodations, restaurants, and tour operations offer a wide variety of high-quality options.

- Tourism tax dollars are positively impacting residents by providing tax savings, public services, and community infrastructure.

- Community philanthropy on a per capita basis is among the highest in the U.S.

- Public-private collaboration around destination marketing and promotion is robust.

These strengths leave Teton County well positioned to manage the consequences of long-term tourism growth; however, tourism in the Tetons faces diverse **weaknesses and threats** that can undermine long-term sustainability:

- Visitors are concentrated in, and strain the resources of, particular seasons and locations.

- Some visitors are noticing crowding at certain attractions and sites.

- Record visitation numbers in public lands are straining staff, infrastructure, maintenance operations, and search and rescue capacity.

- There are persistent visitor complaints about the high cost or poor value of accommodations; limited options for budget and economy accommodations may be increasing day-trip visitors and thus road traffic, particularly in the summer season.

- There are no coordinated all-lands visitor management strategies in Teton County; instead, efforts by national parks and forests treat localized impacts of increased visitation in isolation. The town and county have no active management strategies.

- Minimal data collection and lack of coordinated analysis across all lands makes it difficult to understand, predict, or manage tourism impacts, visitor impressions, or resident sentiments.

- There is no governance structure for destination management, although the business community wants greater focus in this area.

- There is a need for expanded incentives and public transportation options for visitors, residents, and commuters to reduce traffic congestion.

- Increased traffic has a negative impact on both resident quality of life and visitor quality of experience, sometimes doubling drive times along commuter corridors.

- Affordable and attainable housing is limited.

- Workforce shortages create negative impacts on both visitor quality of experience and resident quality of life; labor shortages are amplified by the high cost of living and lack of affordable housing.

- The tourism workforce includes a high percentage of workers who belong to marginalized groups, and Diversity, Equity, and Inclusion efforts are scattered.

- Teton County's cost of living is the highest in Wyoming, mainly due to high housing costs. Second homes and short-term rentals add pressure to housing inventory and impact prices.

- Teton County is the wealthiest county in the United States on a per capita basis yet has the greatest income disparity; most of the county's wealth is held by a few people and generated by workers outside the county.

- Residents say short-term rentals and second-home tourism are negatively affecting their quality of life.

- Resident impressions of tourism are increasingly negative; high visitation is blamed for traffic problems, overcrowding, and environmental damage as well as reduced quality of life.

- Residents believe tourism development is happening too fast; they feel unheard and there are calls for more controls.

- The cascading effects of tourism development growth in Teton County are causing strains in neighboring counties; strategic coordination is needed.

- Climate change is causing negative impacts on the quality of the environment, including loss of snowpack, more frequent and intense wildfires, and more frequent flooding.

- Media exposure and commodification have contributed to growth.

A Way Forward

Together, the SAR and the outcomes of resident survey, analysis of online travel reviews and stakeholder consultations serve as the foundation of the SDMP. The SAR serves as the most comprehensive baseline assessment to date of tourism in Teton County. It serves as a valuable reference document for research and to inform decision-making. To access the SAR, visit visitjacksonhole.com/sdmp.

All parties—residents, the business community, the public sector, and the civil sector—will need to keep these findings in mind as they work to build on industry strengths, address weaknesses, and capitalize on opportunities. If all parties work together in an all-lands, all-communities approach to reduce or eliminate the main issue areas covered in the SDMP, Teton County will be unstoppable. Disharmony is the greatest risk that can hold the community back.

With its natural and cultural riches and its committed leadership, Teton County can protect the Greater Yellowstone Ecosystem and be a world leader in sustainable tourism, balancing the needs and aspirations of its community members, businesses, and visitors.

This is a really difficult problem and I won't pretend to be an expert. Jackson has also become really hostile to outsiders — as a result of the pressure placed on the community by tourism stress — and this is not a culture I'd want to foster by limiting tourism. We are near a national park — we should serve the general public, not be the exclusive playground of the ultra-wealthy. I think we need to make more efforts to support the community that provides services to tourists in the form of housing, childcare…. We should ensure that our affordable housing regulations are resulting in the kind of development that we need.

-Resident Survey Respondent

3. Strategy

Where do we want to go from here?

This section of the plan presents the five-year strategic framework for sustainable tourism in Teton County. It outlines the vision, expected outcomes, values, guiding principles, goals, strategic initiatives, and metrics that will be used to measure expected outcomes.

The SDMP begins with a collaborative vision for the future determined by the stakeholders' core values and guiding principles. These in turn determine the SDMP's goals, strategies, and expected outcomes.

Vision

Teton County, Wyoming is a leader in balancing the needs and aspirations of community members, businesses, and visitors by actively integrating the viability of the tourism economy with the regeneration of the Greater Yellowstone Ecosystem and enhancement of community quality of life.

This plan responds to the most significant tourism-related challenges with holistic priority actions. The changes we expect to see over five years are organized around five main pillars.

PILLAR 1: Our Natural Environment

The wildlife, waters, wildlands, and ecological processes integral to what makes the Greater Yellowstone Ecosystem globally significant are protected and continue to thrive. Climate change risk factors are monitored and reduced. Waste reduction, water quality, and other key environmental community goals and commitments are fully resourced.

PILLAR 2: Quality of the Economy and Work

Responsible and sustainable growth management results in long-term prosperity for tourism and other local industries. Tourism businesses support a diverse, stable, and thriving workforce.

PILLAR 3: Quality of Life

Community quality of life—including housing, healthcare, access to recreation, mobility, traffic mitigation, and inclusive communication—are addressed. Harmony has increased among historically adversarial groups.

PILLAR 4: Quality of the Visitor Experience

Education campaigns have encouraged residents to lead by example and visitors to be more responsible and respectful. Destination management, collaboration, seasonal visitor dispersal, and product diversification have eased strains and resulted in a warmer welcome for diverse visitors.

PILLAR 5: Foundations for Success

A permanent tourism governance structure facilitates collaboration among Greater Teton Area stakeholders across all communities and all lands and it continuously relies on data to monitor tourism's effects, and publicly reports findings. Confidence and trust in participatory planning makes it possible to hear all community voices and accept increasing contributions toward collaborative management of tourism and stewardship of all Teton County lands.

Values and Guiding Principles

Core values and guiding principles are a set of agreed-upon approaches and practices and behaviors integral to the SDMP and its implementation. These values and principles are shaped by Greater Teton Area community members and leaders and are embedded in all key elements of the SDMP.

CORE VALUES	GUIDING PRINCIPLES
*Environmental and Economic Stewardship We recognize that our economic future depends on the protection of our natural environment—wildlife, waters, wildlands, and ecological processes—and believe that environmental and economic sustainability go hand-in-hand.	We protect and support regeneration in the Greater Yellowstone Ecosystem.
*Managed Growth We understand that seasonal visitation management is a key to the sustainability and quality of life of our communities.	We support consistent, sustainable visitor and community policy. We strive to minimize visitation peaks and valleys while meeting visitors' and community members' expectations of quality and capacity.
*Quality of Life for All We know that for the Greater Teton Area to be sustainable, it must address infrastructure, housing, and transportation challenges.	We support quality infrastructure, affordable and attainable housing, quality year-round employment, equitable access to health and human services, and a seamless transportation system.
Education We know that communication of our history, challenges, values, and goals is critical to shaping visitor and resident attitudes and behaviors.	We effectively communicate our high community standards and expectations in order to influence visitor and resident behavior and impacts.
Accessibility and Inclusion We welcome everyone who shares our respect and admiration for the Greater Teton Area.	We are an inclusive and visitor friendly destination, fostering a tourist economy accessible to everyone, including workers and visitors from diverse socio-economic groups.
Collaboration and Harmony We understand that sustainability begins with community agreement on a plan for the future	We collaborate with all stakeholders to build understanding and respect for a sustainable future for each of us and all of us.

* Aligned with the Common Values from the Jackson/Teton County Comprehensive Plan

Focus Areas & Stewardship Goals

SDMP Stewardship Goals

1 — Education & Communications
Create a common understanding of shared responsibilty among residents, businesses, and visitors.

2 — Visitor Flow Management
Align the needs and aspirations of residents, businesses, and visitors across all lands.

3 — Workforce Recruitment & Retention
Increase the stability of the tourism workforce.

4 — Community Housing
Advocate for and support solutions to create community housing.

5 — Transportion & Mobility
Advocate for and support transit and mobility solutions.

6 — Climate Action
Reduce climate risks and enhance destination resilience.

7 — Monitoring & Reporting
Monitor tourism and its impacts on people and place (all lands, all communities).

8 — Governance
Maintain effective all-lands tourism governance, collaboration, and plan implementation.

Strategic Initiatives

STEWARDSHIP GOALS	STRATEGIC INITIATIVES
GOAL 1: Create a common understanding of shared responsibility among residents, businesses, and visitors.	1.1 Maintain community engagement in tourism. 1.2 Expand existing programs that promote sustainable operating practices. 1.3 Devise a visitor education strategy that influences responsible behavior in the destination. 1.4 Implement a tourism marketing and communications strategy that informs visitors and community members about their shared responsibilities.
GOAL 2: Align the needs and aspirations of residents, businesses, and visitors across all lands.	2.1 Establish a visitor management action team. 2.2 Establish community-defined acceptable thresholds for change. 2.3 Develop a collaborative visitor management strategy to manage spaces and mitigate impact across all lands.
GOAL 3: Increase the stability of the tourism workforce.	3.1 Build a robust and diverse tourism workforce pipeline. 3.2 Improve recruitment and retention of workforce. 3.3 Prioritize workforce development.
GOAL 4: Advocate for and support solutions to create community housing.	4.1 Advocate for funds to develop workforce housing. 4.2 Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing. 4.3 Incentivize employers to provide seasonal and year-round housing.
GOAL 5: Advocate for and support destination transit & mobility solutions.	5.1 Support expansion of affordable public transit around mobility hubs. 5.2 Support development of transit planning applications (mobility app) and broader integration with advanced trip planning. 5.3 Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and key attractions.
GOAL 6: Reduce climate risks and enhance destination resilience.	6.1 Demonstrate Teton County's leadership in reducing tourism's carbon footprint. 6.2 Establish science-based reduction targets for the tourism economy aligned with net-zero climate goals. 6.3 Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint. 6.4 Guide, support, and incentivize tourism businesses to reduce their carbon footprint.
GOAL 7: Monitor tourism and its impacts on people and place (all lands, all communities).	7.1 Establish an accessible and regularly updated destination data bank. 7.2 Publish an annual indicator report.
GOAL 8: Maintain effective all-lands governance, collaboration, and plan implementation.	8.1 Establish an interim destination stewardship council to guide SDMP implementation in the near term. 8.2 Establish a permanent governance structure for destination management and SDMP implementation. 8.3 Raise awareness and understanding of the plan among all key stakeholder groups.

Desired Outcomes and Metrics

This list of proposed key performance indicators (KPIs) will be reviewed and a final framework of indicators and performance measures will be agreed upon during year one activities.

Our Natural Environment

OUTCOME 1: The wildlife, waters, wildlands, and ecological processes integral to what makes the Greater Yellowstone Ecosystem globally significant are protected and continue to thrive. Climate change risk factors are monitored and reduced. Waste reduction, water quality, and other key environmental indicators and commitments are fully resourced.

KEY PERFORMANCE INDICATORS:

- Teton County establishes a formal carbon-neutrality goal and carbon emission reduction targets aligned with the Town of Jackson and neighboring public land agencies

- Scope 1, 2, and 3 emissions for the tourism industry are measured and carbon emissions are reduced to meet short-term targets and carbon-neutrality goals

- An established working group within the Teton Climate Action Partnership consisting of tourism-climate stakeholders meets regularly and secures funds for tourism-climate projects

- Teton County Zero Waste Goal of 60% diversion by 2030

- Preserve and Enhance Surface Water and Groundwater Quality – Principle 1.2/2020 Jackson/Teton County Comprehensive Plan

- All public, private, and civic stakeholders work collaboratively across jurisdictional boundaries to advance the shared goal of preserving and restoring the habitats, species, and ecological processes of the Greater Yellowstone Ecosystem

Quality of the Economy and Work

OUTCOME 2: Responsible and sustainable growth management in tourism results in long-term prosperity for tourism and other local industries. Tourism businesses support a stable, diverse, and thriving workforce.

KEY PERFORMANCE INDICATORS:

- Number of businesses who participate in sustainability/triple bottom line programs and pursue third-party certification

- Percentage of tourism business experiencing service interruptions and other operational disruptions over the last year

- Employment statistics for tourism industry

- Employee retention rate

- Rate of employee turnover

- Average wages for key occupations in tourism industry

- Number of sustainable workforce programs that are supporting the needs of tourism workforce

Quality of Life

OUTCOME 3: More mobility hubs, transit options, and pathways have led to reduced single occupancy vehicle traffic and congestion. Quality year-round jobs are readily available. Affordable and attainable workforce housing is available within Teton County to reduce commuting. Equitable access to health and human services. Harmony has increased among historically adversarial groups.

KEY PERFORMANCE INDICATORS:

- Community sentiment toward tourism is improving per resident and tourism stakeholder surveys

- Community stakeholders are satisfied with the balance of resident needs and visitor expectations

- Minimum of 65% of workforce is able to live in Teton County, WY

- Reduction per capita of Vehicles Miles of Travel in Jackson Hole Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal

- Increased START transit ridership: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035

- Active Transportation Mode Share (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035

Quality of Visitor Experience

OUTCOME 4: Education campaigns have encouraged residents to lead by example and visitors to be more responsible and respectful. Destination management, collaboration, seasonal visitor dispersal, and product diversification have eased strains and resulted in a warmer welcome for diverse visitors.

KEY PERFORMANCE INDICATORS:

- A collaborative visitor management strategy (focus beyond public lands) is developed and implemented

- Negative visitor impacts on local quality of life, quality of work, and quality of environment are mitigateds

- Visitor satisfaction trends remain highly positive and persistent issues related to cost of destination and value for money are addressed over time

- Seamless mobility and management of visitor flows throughout all jurisdictions of Teton County

Foundations for Success

OUTCOME 5: A permanent tourism governance structure facilitates ongoing collaboration among Greater Teton Area stakeholders across all communities and all lands, and it continuously relies on data to monitor tourism's effects as well as publicly report findings. Confidence and trust in participatory planning makes it possible to hear all community voices and accept increasing contributions toward collaborative management of tourism and stewardship of all Teton County lands.

KEY PERFORMANCE INDICATORS:

- An increased volume of educational communication impressions that reach the community (residents and tourism stakeholders)

- Globally recognized sustainable destination certification has been achieved

- Improved coordination and collaboration across all jurisdictions (public lands, Jackson, Teton County) and all communities (private sector, public sector, civic sector, and the wider community)

- Destination management structures communicate regularly with the private sector, public sector, civic sector, and the wider community to manage change and expectations about destination management outcomes

- High level of buy-in for the SDMP in the private sector, public sector, civic sector, and the wider community

4. Action Plan

How do we get there?

This section of the plan outlines 25 recommended strategic initiatives across the eight goals of the SDMP. Action plan details are presented for each proposed initiative, including objectives, priority action descriptions, potential resources, partner organizations, an implementation timeline, and KPIs. Related focus areas are also indicated.
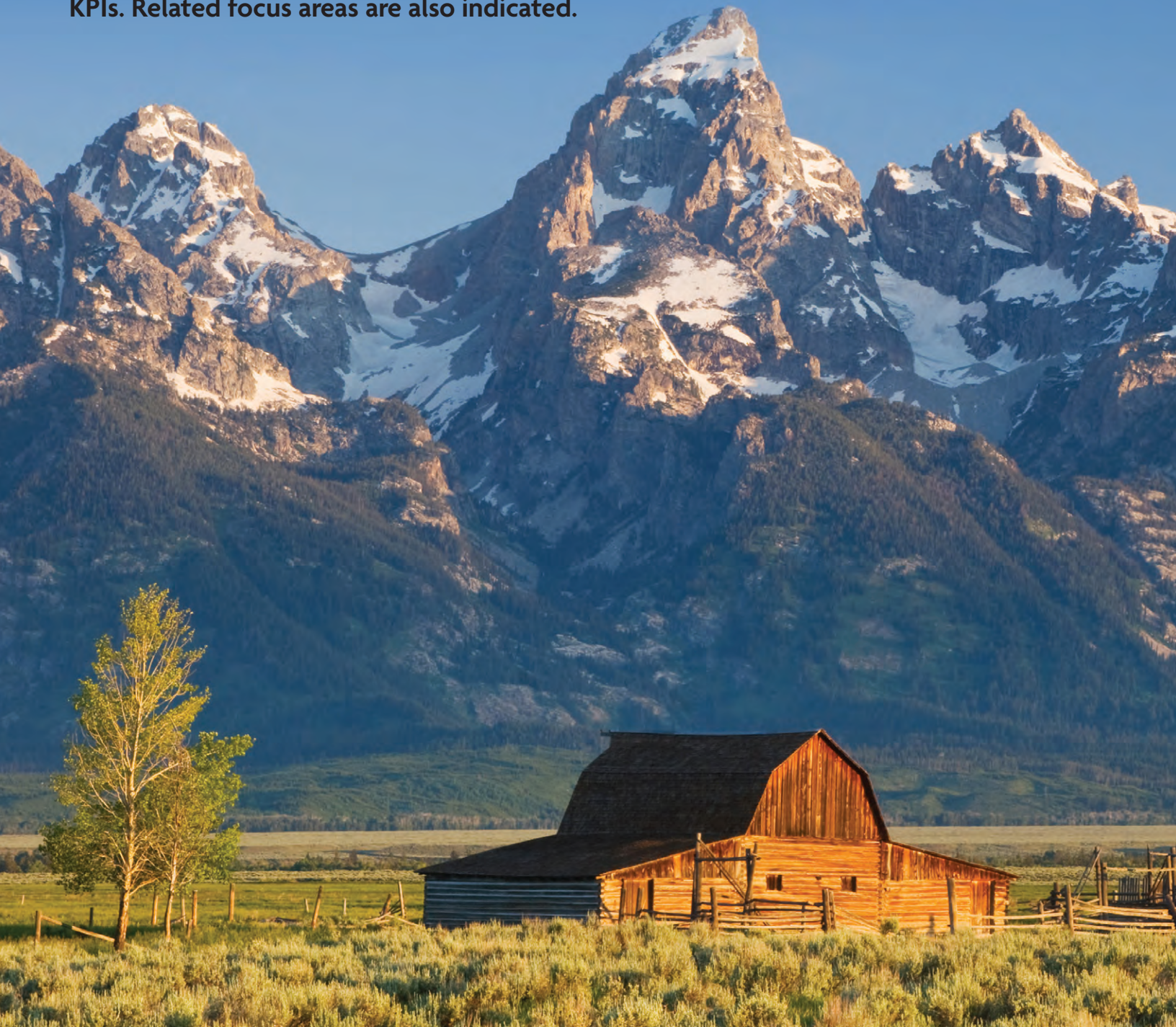
GOAL 1:

Create a common understanding of shared responsibility among residents, businesses, and visitors

Harmony around tourism—and especially between visitors, residents, and tourism stakeholders—can be achieved if each group understands their role in respecting the land and communities of Teton County and the Greater Yellowstone Ecosystem, which can be supported through a robust shift away from destination promotion to educational communications, and focus on quality and not quantity of visitors. Recognition of the need to transition marketing resources to support a broader visitor education and community engagement effort has been evident during multiple community meetings and feedback sessions, and this shift by the JHTTB will help support a harmonious balance and wider knowledge around tourism.

JHTTB's marketing efforts to date have been campaign-based and have not followed an overarching marketing and communications plan. Ushering in a new vision for tourism in the area provides a good moment to create a plan that is aligned with the SDMP and supports its goals around tourism management.

Visitor education is the best action to influence visitor behavior, and there is a strong need to provide messaging around responsible visitation that can be utilized by multiple frontline tourism stakeholders.

The development of the SDMP provided a platform for many community members to have a voice in tourism planning for the first time and helped them to understand the impacts and value of tourism. Developing this important feedback loop with locals, with periodic monitoring of resident and tourism stakeholder sentiment, is critical to achieving the SDMP goals. Transparency and trust can be cultivated through ongoing updates and information-sharing, and by giving residents a role and a voice of consideration in the process of future tourism planning.

Businesses have an opportunity to participate as well. There is a primary role to further promote existing sustainable good practice programs and encourage more businesses to participate in the programs to ensure that a critical mass of tourism businesses are supporting the local community by reducing their operational footprint on the environment, and educating visitors on how they can visit respectfully and minimize their impact. This can also be supported by other stakeholder groups including elected officials and the state tourism office.

Measuring Success

Key measures of success are outlined below.

1. Marketing resources shift from prioritizing destination promotion to a focus on visitor education and community engagement.

2. The community demonstrates true partnership behavior through ongoing engagement in tourism management conversations. This will be measured by the volume of participation in key touch points such as community tourism meetings, the number of resident sentiment and tourism stakeholder surveys completed annually, results on the surveys which indicate an increase in tourism stakeholder and resident sentiment toward tourism has improved, and total impressions on engagetetoncounty.com.

3. Visitors behave responsibly and respectfully, as shown by reduced negative environmental impacts such as a reduction in human–wildlife conflicts.

4. More local tourism businesses are adopting sustainable practices, as measured by increases in the number of tourism businesses operating in Teton County that participate in the Sustainable Business Leaders and BEST programs, and achieve BEST certification.

5. Globally recognized sustainable destination certification has been achieved.

Initiative 1.1: Maintain community engagement in tourism

The community engagement process in developing the SDMP over the last 12 months set the foundation for an unprecedented community engagement process—a "listening and informing strategy"—allowing residents of Teton County to learn about the broader context of tourism and its importance to the local economy and quality of life. Ongoing community engagement within Teton County, as well as neighboring overflow communities, is critical to ensuring that residents remain partners in tourism.

INITIATIVE 1.1: Maintain community engagement in tourism	Implementation Timeline: Years 1–5

OBJECTIVES:

1. Maintain a data-driven feedback loop for community engagement on tourism to build confidence in the tourism industry, while providing the community suitable platforms to have a voice.

2. Continue to provide opportunities for feedback, periodic education, and reports on tourism to the community (residents, businesses, and all tourism stakeholders).

PRIORITY ACTIONS:

1.1.1 Create a community engagement manager role within the JHTTB (or permanent destination management and marketing organization) that can manage and implement continued outreach and education programming and act as a community liaison.

1.1.2 Conduct bi-annual (every two years) resident sentiment and tourism stakeholder surveys to maintain input and measure the benchmark of sentiment.

1.1.3 Maintain the recently launched community engagement platform on tourism via Engage Teton County, developing this site as a hub for information releases such as data and research updates, impact and progress reports, and surveys.

1.1.4 Host an annual state of Teton County tourism community town hall event to present data monitoring and tourism performance indicators, solicit feedback and engagement from community attendees on tourism performance, and build trust in the community.

1.1.5 Improve community knowledge about the broader value of tourism and the visitor economy. Develop communication tools for tourism stakeholders to amplify information dissemination and ensure wider educational opportunities.

PARTNER ORGANIZATIONS:

JHTTB, Teton County (host agency of the engagetetoncountywy.com web platform), JHCC

POTENTIAL RESOURCES:

• JHTTB Lodging tax funding and staff time to coordinate efforts of surveys development, distribution, analysis, coordination of community town hall meetings, and any marketing efforts to promote all engagement initiatives

• Teton County's engagetetoncountywy.com as a communications platform

KPIS:

• Recruitment of a contracted or full-time equivalent community engagement manager, serving as part of the permanent destination management and marketing organization

• Number of resident and tourism stakeholder surveys completed annually

• Number of participants offering feedback on Engage Teton County

• Number of attendees at community tourism town hall meetings

• Increased number of satisfied residents and overall increase in resident sentiment survey scores

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Climate Action, Monitoring & Reporting, Governance

Initiative 1.2: Expand existing programs that promote sustainable operating practices

This initiative is designed to amplify participation in some of the world-class sustainability efforts that have grown in Teton County's business community through public-private partnerships, and at the same time generate awareness among visitors of these efforts.

INITIATIVE 1.2: Expand existing programs that promote sustainable operating practices	Implementation Timeline: Years 2–5

OBJECTIVES:

1. Increase local business participation in sustainability good practices including local and international certification programming, guide certification, and training programs.

2. Increase visitor awareness of tourism members of the Sustainable Business Leaders (SBL) that have received Business Emerald Sustainability Tier (BEST) certification to help inform choices to support sustainable businesses in Teton County.

PRIORITY ACTIONS:

1.2.1 Promote tourism sector businesses that are BEST certified to visitors. Provide information via visitjacksonhole.com and other content platforms. Develop visitor-facing communication that highlights sustainability success stories and can be incorporated into a JH Guide, social media, the website, and other platforms to inform visitors who want to support BEST certified businesses.

1.2.2 Promote certification opportunities for a wider variety of business types including and beyond BEST, such as the University of Wyoming outdoor guide certification program.

1.2.3 Incorporate BEST-certified business identification icons on visitor information guides such as trail maps, including icons to indicate sustainability practices.

1.2.4 Re-engage with a globally recognized sustainable tourism destination certification program.

PARTNER ORGANIZATIONS:

Riverwind Foundation, Teton Conservation District, Teton County Integrated Solid Waste and Recycling, JHCC, Community Foundation of Jackson Hole, Mountain IDEAL and EarthCheck, Global Sustainable Tourism Council

POTENTIAL RESOURCES:

• BEST Certification program staffing, budget, materials, and branding

• Time, effort, and budget of other certification programs

• JHTTB and/or destination management and marketing organization budget

KPIS:

• Increased participation by businesses in the Sustainable Business Leaders, BEST, and other certification programs

• Increased impressions of BEST and certification program communication materials

• Participation in a globally recognized sustainable tourism destination certification program

RELATED FOCUS AREAS:

Education & Communications, Climate Action, Monitoring & Reporting, Governance

Initiative 1.3: Devise a visitor education strategy that influences responsible behavior at the destination

This initiative introduces a new approach to responsible visitor education, convening frontline tourism stakeholders who are currently working in education and communications into a task force to oversee the development of consistent, streamlined messaging and communication within the overall marketing strategy. This taskforce will be formed as part of the destination stewardship council which is the proposed interim governance structure for SDMP implementation (see Goal 8). Newly developed data collection will enable visitor education to be responsive to particular need areas, especially around issues such as closures or seasonal impacts.

INITIATIVE 1.3: Devise a visitor education strategy that influences responsible behavior in the destination	Implementation Timeline: Years 1–2

OBJECTIVES:

1. Implement a consistent visitor education campaign that promotes a unified message developed through collaboration among tourism stakeholders.

PRIORITY ACTIONS:

1.3.1 Establish a Responsible Visitor Education Taskforce of tourism stakeholders that will meet quarterly to oversee education programs and outreach campaigns and ensure education is integrated into destination marketing efforts targeting the community as well as tourists.

- This taskforce should utilize the main outputs from Initiatives 2.2 and 2.3 which are focused on establishing community-defined thresholds for change and developing a visitor management strategy. This body of work should serve as a baseline to inform decision-making, improve understanding of visitor behavior across all lands (not just parks) and inform all visitor education campaigns.

- Taskforce members should represent organizations including GRTE, YELL, Bridger-Teton National Forest, Jackson AIR, Jackson Hole Mountain Resort, and should be considered broader than the destination stewardship council action teams.

1.3.2 Develop content distribution strategies to ensure consistency and continuity of responsible visitor messaging and campaigns among frontline stakeholder groups, and use platforms that reach visitors throughout their experience (at the planning stage, pre-arrival, and while in the destination).

- Consider touch points such as video content in the airport, digital marketing and social media, in-town touch points in stores and restaurants, and materials in lodgings and rental homes. Materials can be supported by a map that identifies key times when visitors access information to plan and implement trips so that relevant visitor education supports trip planning.

1.3.3 Develop a "How to JH" guide that outlines "know before you go" trip planning, principles of responsible recreation and environmental stewardship, respectful interactions with the community including frontline workers, and general local etiquette and tips. Some of the guide content can be targeted to niche activities such as backcountry recreation or wildlife interactions.

1.3.4 Provide local businesses with training and a toolkit for disseminating responsible visitor education and messaging among their employees, including frontline workers and guide services. Include local businesses and frontline workers in tourism ambassador program opportunities.

1.3.5 Develop visitor-contribution and voluntourism opportunities for the public to give back to the community, such as resilience, sustainability, and regeneration initiatives, and climate offset donations to local organizations. Develop communications to promote these opportunities. Develop a visitor (and resident) contribution fund (opt-out or opt-in) for supporting local sustainability and destination management actions.

PARTNER ORGANIZATIONS:

JHTTB; GRTE; YELL; Bridger-Teton National Forest; JHCC; Jackson Hole Airport Board; Jackson Hole Conservation Alliance; Teton Backcountry Alliance; Riverwind Foundation; Teton Conservation District; Leave No Trace; Recreate Responsibly Coalition, Jackson Hole Nordic Alliance; local tour operators and travel agencies that offer voluntourism opportunitiesFoundation of Jackson Hole, Mountain IDEAL and EarthCheck, Global Sustainable Tourism Council

POTENTIAL RESOURCES:

- Tourism stakeholders to participate in the task force

- JHTTB Marketing budget for development and production of any collateral such as guides, collateral (posters, window decals, webpages) from JHTTB

- Lodging tax funds to support the development of training program outline and materials

KPIS:

- Establishment of the Responsible Visitor Education Taskforce within the proposed destination stewardship council (i.e. proposed interim governance structure for SDMP implementation)
- Number of visitor guides distributed

- Number of frontline workers trained
- Number of businesses engaged in visitor education
- Results of resident, tourism stakeholder, and visitor surveys

RELATED FOCUS AREAS:

Education & Communications, Climate Action, Monitoring & Reporting, Governance

Initiative 1.4: Implement a tourism marketing and communications strategy that informs visitors and community members about their shared responsibilities

Destination marketing and communications should align to support all SDMP goals and educate the community on the new approach to tourism. A new integrated destination marketing and communications strategy should be developed, spearheaded by the JHTTB with oversight from the destination stewardship council to guide SDMP implementation in the near term. This strategy should encourage residents to lead by example and visitors to be more responsible and respectful.

INITIATIVE 1.4: Implement a tourism marketing and communications strategy that informs visitors and community members about their shared responsibilities	Implementation Timeline: Years 2–3

OBJECTIVES:

1. Promote the shared responsibilities of visitors and community members (residents and tourism businesses) around tourism.

2. Shift marketing resources away from destination promotion and toward educational communications.

3. Align marketing efforts with the SDMP and the values of the Teton County community.

PRIORITY ACTIONS:

1.4.1 Conduct ongoing monitoring of marketing and promotion to understand the impact of destination marketing on visitor demand generation. This should be conducted using a marketing research vendor such as Nielson, for a comprehensive analysis of JHTTB and other brand sales and marketing efforts. This should also include a compilation of a destination marketing inventory of all tourism industry and partner campaigns and reach.

1.4.2 Develop an integrated marketing and communications strategy that prioritizes visitor and resident education and communication. Draw on other national and international models leveraging resources such as Leave No Trace. The strategy should enable JHTTB to reach and engage with the following audience segments using unique and targeted messaging around shared and unique tourism stewardship responsibilities:

- Residents, segmented to identify specific resident groups and demographics within the community with different perspectives, e.g., second homeowners, temporary residents, outdoor recreationists, immigrant workforce
- Tourism stakeholders including the business community
- Visitors

1.4.3 Ensure that the new integrated marketing and communications strategy is aligned with efforts of the visitor education taskforce that can provide oversight on messaging, and support campaign dissemination.

1.4.4 Ensure the existing JHTTB marketing committee represents all community interests, including residents and tourism stakeholders and potential outreach partners including realtors, lodging and accommodation sectors.

1.4.5 Draft a policy that makes recommendations for any investment in marketing to prioritize visitor and resident educational communications.

PARTNER ORGANIZATIONS:

JHTTB (in particular the proposed community engagement manager); newly created visitor education taskforce (which can include representation from the destination stewardship council); JHTTB marketing vendors and contractors that provide services for social media, website development, content creation, media planning, public relations, and media outreach.

POTENTIAL RESOURCES:

- JHTTB marketing budget (existing)
- Data collection from research around marketing impacts on demand generation

KPIS:

- Number of educational communication impressions that reach the community (residents and tourism stakeholders)
- Number of marketing impressions that promote responsible visitor education messaging and campaigns

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

GOAL 2:

Balance the needs and aspirations of residents, businesses, and visitors across all lands

Public lands—parks, forests, grasslands, and marine sanctuaries— are vital assets that attract visitors from all over the world to gateway communities. Travel and tourism drive the local economy, but the volume of visitors and unmanaged impacts can strain community resources (infrastructure, public services, environmental systems) and lead to a poor visitor experience and diminished quality of life for residents.

Goal 2 takes into consideration that the national parks, forests, and wildlife refuges in Teton County are a global asset managed by federal mandates. These public lands belong to all Americans, and all visitors are important allies and stewards of these cherished areas. Federal public lands recognize anyone (resident or tourist) who enters a national park or forest as a visitor, whether they live one mile or one thousand miles away. And while local residents may be considered visitors when they enter national parks and forests, they live in the surrounding municipalities which are heavily-used transition areas for accessing public lands. Local community members are essential allies in the stewardship of Teton County's public lands, and being sensitive to their needs guarantees their engagement. These SDMP initiatives

include actions that are within local control and are aimed at finding and maintaining a sustainable volume of visitors throughout all the lands of the destination.

The initiatives are grounded in collaborative planning to mitigate visitation impacts, protect local quality of life, equitable work, and the environment, and ensure the sustainability of the destination while providing a world-class experience for every visitor to Teton County and its iconic public lands.

Measuring Success

Key measures of success are outlined below.

1. Seamless mobility and management of visitor flows throughout all jurisdictions of Teton County.

2. Community stakeholders feel their voices have been heard and their concerns have been addressed.

3. A collaborative, destination-wide visitor dispersion plan is developed and implemented.

4. Community stakeholders are satisfied with the balance of resident needs and visitor expectations.

5. Negative visitor impacts on local quality of life, quality of work, and quality of environment are mitigated, and destination visitation is sustainable.

Initiative 2.1: Establish a visitor management action team

Many businesses, organizations, and federal agencies are actively managing for a high quality visitor experience, in part, by managing visitor volumes. This ranges from actively managing transportation systems to the number of lift tickets sold at ski resorts or the number of tables available in a restaurant.. The objective of this initiative is to convene a diverse group of community stakeholders to establish an action team for discussion on how to best collaborate on the education, movement, spatial and temporal distribution, and volume of visitors across all lands and communities of Teton County.

INITIATIVE 2.1: Establish a visitor management action team	Implementation Timeline: Years 1–2

OBJECTIVE:

1. To convene local stakeholders (public, private, and civic sectors as well as representatives of local residents) across all lands and all communities to better coordinate initiatives related to visitor education, movement, spatial and temporal distribution, and volume.

PRIORITY ACTIONS:

2.1.1 Determine which sectors, organizations, and community stakeholders need to be represented on the action team and identify at least one representative from each group to participate in regularly scheduled meetings.

2.1.2 Coordinate initial meeting(s) to define the scope of the action team and collective agreements (e.g., governance, process agreement, and public engagement protocols) to sustainably manage visitor movement across all lands and on behalf of all communities.

2.1.3 Determine immediate steps to coordinate with other destination stakeholders on applicable areas of influence such as destination monitoring, education and communications, and transportation.

2.1.4 The action team will organize steps needed to proceed with a participatory planning process through which the community will define acceptable thresholds for change (commonly referred to as *limits of acceptable change*) and develop a visitor management strategy.

Reference Resources:

- Interagency Visitor Use Management Framework
- National Visitor Use Monitoring Program (USFS)
- Grand Teton National Park Management Plan
- Yellowstone National Park Management Plan
- Bridger-Teton National Forest Management Plan
- 2020 Jackson/Teton Comprehensive Plan

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; National Elk Refuge; Bureau of Land Management Pinedale Field Office; Wyoming Fish and Game Commission; Greater Yellowstone Coalition; JH AIR; Wind River Reservation

POTENTIAL RESOURCES:

- Local, state, or federal funding
- Time and effort of all visitor management forum participants

KPIS:

- Number of working group meetings held
- Percentage and frequency of partners who participate in the working group
- Number of projects adopted and implemented by the working group

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

Initiative 2.2: Establish community-defined acceptable thresholds for change

At its core, visitor use management is about managing characteristics of the visitor experience. This includes measuring how many visitors there are and what kind of impacts they are having. Once a holistic group of community stakeholders have established the scope of the action team, the next step is to conduct a study to more carefully assess visitation to all lands of Teton County and account for impacts to visitor experience, resident quality of life, quality of economy, and the Greater Yellowstone Ecosystem quality of environment. The objective of this initiative is to document agreements on the sustainable levels of visitor volume and visitation impacts that are acceptable and align with community goals and values.

INITIATIVE 2.2: Establish community-defined acceptable thresholds for change	Implementation Timeline: Years 2–3

OBJECTIVES:

1. Define acceptable levels of visitation impacts and demonstrate how community-defined thresholds of impacts will be actively monitored and addressed where needed.

STRATEGIC INITIATIVES AND PRIORITY ACTIONS:

2.2.1 Commission a destination-wide study of visitor use and visitation impacts using recognized methodologies such as Limits of Acceptable Change to assess tourism flows more carefully, identify community-defined limits of acceptable change, and determine management actions to support activities within desired thresholds.

At minimum, the study should include the following:

- A comprehensive resident and visitor survey to improve understanding of recreation trends and visitor expectations within Teton County.
- Identification of critical impacts related to visitation based on amount of use, type of use, timing of use, location of use, and behaviors of users.
- Results of engagement with the community (public, private, and civic sectors as well as representatives of local residents) and visitors to capture inputs on desired conditions and thresholds of acceptable visitor use and visitation impacts.
- Definitions of the spectrum of visitor experiences within Teton County, such as:
  - Inventory of assets, attractions, and pain point areas
  - Costs (low/no cost to expensive)
  - Activity level (easy to difficult)
  - Accessibility (accessible by any user to highly specialized users only)
  - Variety (e.g., cultural, natural)
  - Use based on geolocation data (highly congested, seasonally congested)
- Definitions of the capacity expectations of assets within Teton County (e.g., higher capacities of visitors are expected within town limits than in the backcountry of a national park).
- Identification of key capacity indicators that can effectively measure visitation and associated impacts and effectively inform management decisions within local control.
- Established baseline, desired conditions, and threshold of acceptable change for each key capacity indicator and a clear understanding of how visitor use influences conditions. These thresholds will be community-defined through consensus to best ensure acceptance from public, private, and civic partners.
- Defined management actions (within the operating control of local stakeholders) that would be triggered if/when key capacity indicators are exceeded. For example, indicators related to behavior, type of use, timing of use, and/or location of use; to modify user expectations; modify spatial distribution of users; modify site's ability to handle use; increase supply and/or reduce use. Determine accountability protocols for executing management actions.
- Evaluate all existing efforts and previous reports to identify gaps. Align with monitoring and reporting initiatives (Goal 7, Initiatives 7.1 and 7.2).

Refer to the Interagency Visitor Use Management Framework and the National Visitor Use Monitoring Program (USFS) for guidance.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; National Elk Refuge; Bureau of Land Management Pinedale Field Office; Wyoming Fish and Game Commission Greater Yellowstone Coalition; JH AIR

POTENTIAL RESOURCES:

- Time and effort of organizations that participate in the visitor management forum
- Lodging tax funds
- Grant funding
- Support from universities
- Support from consultants

KPIs:

- Number of assets identified
- Number of indicators established
- Number of management actions defined

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

Initiative 2.3: Develop a collaborative visitor management strategy to manage spaces and mitigate impacts across all lands

The SDMP is a collection of initiatives, many of which are directly related to visitation management issues such as destination monitoring, visitor education, and transportation. As these initiatives move forward, it will be the responsibility of the forum to integrate those findings into the group's conversations along with the community-defined levels of acceptable change and management actions that have been established. The output should be a comprehensive visitor management plan to help manage spaces and reduce pressure through education, engineering, enforcement, and evaluation across all lands.

INITIATIVE 2.3: Develop a collaborative visitor management strategy to manage spaces and mitigate impacts across all lands	Implementation Timeline: Years 4–5

OBJECTIVE:

1. Implement a visitor management strategy developed through the collaborative action team that informs all applicable managers of the wide array of actions being taken to seamlessly move and manage visitors (and residents) through all jurisdictions of Teton County.

PRIORITY ACTIONS:

2.3.1 Integrate the following SDMP Strategic Initiatives and Priority Actions that are relevant to visitor use management:

- Destination monitoring (see Initiatives 7.1, 7.2)
- Visitor education and communications (see Initiative 1.3)
- Destination mobility solutions (see Initiatives 5.1, 5.2, 5.3)
- Climate action (see Initiative 6.3)

2.3.2 Integrate the findings from the participatory planning process through which community-defined conditions, thresholds, and management actions will be established.

2.3.3 Conduct additional site-specific evaluation of key assets as needed to identify critical impacts and define management actions for mitigation and/or rehabilitation.

- Compile a comprehensive summer and winter map based on currently available information on the diversity of visitor experiences, along with desired conditions and indicators that would track change and identify a prioritized list of stewardship challenges and opportunities to improve the visitor experience in alignment with SDMP vision and goals.
- Define management actions based on education, engineering, enforcement, and/or evaluation (e.g., signage, trail and river ambassadors, reservation/permit system, product diversification, parking and shuttle systems, mobile apps, dispersal).

2.3.4 Develop education and communication materials to be used by tourism businesses, public land managers, and government entities to educate visitors and residents about visitor flow challenges and solutions.

- Create educational materials for each site/asset with known impacts such as congestion, safety, lack of facilities, or wildlife sensitivities to share with visitors and community stakeholders (e.g., local businesses).
- Share the plan and report progress with all applicable community stakeholder groups to ensure priority challenges are being addressed and monitored.
- Communicate the work being done to address visitor flow challenges to the wider community, and share the results.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; National Elk Refuge, Bureau of Land Management Pinedale Field Office; Wyoming Fish and Game Commission; Greater Yellowstone Coalition; JH AIR

POTENTIAL RESOURCES:

- Visitor Education Strategy
- Town of Jackson and Teton County Integrated Transportation Plan

- GTNP and YNP Park Management Plans
- BTNF Management Plan
- Time and effort of organizations that participate in the visitor management forum

- Lodging tax funds
- Grant funding

KPIS:

- Number of stakeholders who provided inputs to the plan
- Number of management actions defined
- Number of management actions implemented

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

GOAL 3:

Increase the stability of the tourism workforce

Workforce shortages continue to trouble the tourism industry in Teton County. Tourism businesses cannot hire the workers they need to properly serve their customers, ultimately resulting in subpar service, service interruptions, employee dissatisfaction, and other operational disruptions. While the problem is partly due to the national labor shortfall caused by the COVID-19 pandemic, there are other causes within Teton County's sphere of influence. There is a general lack of affordable housing in Teton County, and tourism industry wages remain too low to cover rising costs of living in the county. Combined, these factors make it very difficult to attract and retain year-round and seasonal workers. Furthermore, the difficulty of obtaining H-2B and J1 visas is reducing the number of international workers available to fill staffing gaps in the busy summer and winter seasons.

There are opportunities to build the dynamic and diverse workforce that is critical to the long-term sustainability of the tourism industry in Teton County. Tourism businesses can work collaboratively with academic, nonprofit, and public sector partners to create industry-level workforce programs that engage, recruit, and retain a diverse workforce. They can also advocate for and actively support building affordable workforce housing (see Goal 4), health care, and childcare.

Employment motivators such as stability, work/life balance, and attractive wages are highly valued by workers. The industry-level workforce programs will therefore need to support wage growth, accessibility to opportunities for upward mobility, diverse work environments and experiences, flexible schedules, and a welcoming and inclusive environment. Identifying and supplying needed workforce skills and training workers to be more productive will benefit individuals, employers, and the community.

The tourism industry will also need to continue advocating at the state and national levels for further increases in visas and improved visa processing in order to recruit the international workers necessary for the industry and economy to grow.

The following strategic initiatives present a path forward for increasing the stability of the tourism workforce.

Measuring Success

Key measures of success are outlined below.

1. Greater stability in the regional workforce, especially filling areas of need during the times of the year that experience the greatest shortages.

2. Decreased tourism business service interruptions and other operational disruptions.

3. A growing and thriving workforce that is diverse, upwardly mobile, healthy, has career growth opportunities, and is continuously improving skills and knowledge through training and upskilling.

4. Increase in employee satisfaction in their work and workplace experience.

5. Reduction in tensions created by businesses competing against each other.

6. Increasing number of sustainable industry-level workforce programs implemented through creative partnerships.

Initiative 3.1: Build a robust and diverse tourism workforce pipeline

Private businesses, educational institutions, and state and local governments need to work together to strengthen Teton County's employment ecosystem. Private businesses have the opportunity to pool resources and use industry-level shared services to implement workforce development programs that can more effectively and efficiently address the scale of the problem. The destination needs a diverse and skilled workforce for the tourism industry, which will require new pathways into employment for workers from all backgrounds. Diversity strengthens private businesses by bringing new ideas and perspectives and better representing the nation's diverse population.

The destination must invest time and resources in work-based learning experiences at the high school and university levels (job shadowing, mock interviews, paid internships). Work-based learning is a proven way to grow the talent pipeline and attract youth from throughout Teton County and neighboring counties as well as nearby Tribal Nations. Students in these programs learn about tourism careers and their education and training requirements. They can also use these experiences to identify career interests and aptitudes and develop and demonstrate work-ready skills.

INITIATIVE 3.1: Build a robust and diverse tourism workforce pipeline	Implementation Timeline: Years 1–3

OBJECTIVE:
1. Pool resources and create strategic partnerships for an industry-level workforce development program.
2. Increase the number of prospective and qualified workers—in particular, youth, Native Americans, retirees, immigrants, and international workers.

PRIORITY ACTIONS:

3.1.1 Create industry-level workforce pipeline development programs.
- Tourism businesses pool resources at the association level to design and implement industry-level tourism workforce initiatives such as creating a searchable data bank of jobs, making it easier for potential employees to find information on housing and services.
- Expand recruitment pipeline through active outreach and partnerships with strategic organizations such as the U.S. Chamber of Commerce.

3.1.2 Ensure greater inclusion of youth, Native American, retiree, and immigrant communities to ensure the workforce better represents the region's diverse population.
- Engage with local tribes to create a pipeline of interested and engaged tourism talent.
- Attract a growing number of retirees that are stepping in as auxiliary workers in the travel industry in response to inflation rises and employers increase wages to attract workers.
- Support expansion of the partnership between the Wyoming Department of Workforce Services in Jackson and area schools that offer student partnerships in tourism occupations.
- Establish programs with high schools and colleges that provide training, mentorship, internships, and placement. An example is the partnership between Wind River Reservation's mobile culinary skills food lab and Central Wyoming College.

3.1.3 Advocate for immigration reform that enables the recruitment of immigrant and international workers.
- Identify advocacy priorities and work together to influence policies and introduce new programs that address gaps/risks; advocate for quicker arrival of J1/H-2B workers, especially returning employees.
- Maintain representation within state and national organizations, such as chambers of commerce and tourism and travel associations, and keep up efforts at federal level.

PARTNER ORGANIZATIONS:
JHCC; other key trade associations; high schools; Voices Jackson Hole; the main local employers; immigration law professionals; Wyoming Department of Workforce Services in Jackson; Idaho Department of Workforce Services; Wyoming Office of Tourism; and universities such as the University of Wyoming, Central Wyoming College, and Brigham Young University–Idaho (formerly Ricks College).

POTENTIAL RESOURCES:
- Tourism businesses supporting an industry-level program
- State- and federal-level grants
- Tools and approaches being developed by potential strategic partners, such as the U.S. Travel Association, that are developing resources for the industry to build an inclusive workforce

KPIS:
- Percentage of tourism business experiencing service interruptions and other operational disruptions over the last year
- Rate of employee turnover
- Average wages for key occupations in tourism industry
- Results of sustainable industry-wide workforce programs

RELATED FOCUS AREAS:
Education & Communications, Workforce Recruitment & Retention, Workforce Housing, Governance

Initiative 3.2: Improve recruitment and retention of workers

The turnover rate for the tourism and hospitality industry (84.9% in 2021) has persistently remained higher than the national average (47.2%). The scarcity of affordable housing is a persistent challenge to workforce attraction and retention. There is an urgent need to improve recruitment and retention to build a stable workforce.

INITIATIVE 3.2: Improve recruitment and retention of workforce	Implementation Timeline: Years 2–5

OBJECTIVE:

1. Increase total number of jobs filled in tourism and hospitality through recruitment efforts outside the Greater Teton Area

2. Reduce workforce turnover

PRIORITY ACTIONS:

3.2.1 Establish ongoing industry-level workforce recruitment programs.

- Expand workforce recruitment efforts through a large-scale, industry-level program (see Initiative 3.1) that targets and addresses the different needs of seasonal and full time employees.
- Make housing for the tourism workforce a top priority of the industry-level program. Look to public-private partnership opportunities for housing (See Goal 4: Advocate for and support solutions to create workforce housing).
- Document and disseminate good practices for workforce recruitment and retention from within the business community; promote widespread adoption of good practices; celebrate the success of nonresident workers and show the community the value they provide.

3.2.2 Create a more inclusive community that is responsive to workforce needs, in particular housing and wages.

- Create programs that incentivize retention, guarantee immigrant and employee rights and prevent exploitation of vulnerable workers. Pool resources and offer industry-level programs that expand:
  - Housing options
  - Public transportation
  - Access to childcare, medical care, and mental health services
  - Local resources for immigration assistance
- Support job sharing and flexible workforce practices such as schedule sharing between employers, both short term (daily) and long term (seasonally); advocate for transportation planning to allow for shift work

PARTNER ORGANIZATIONS:

JHCC; JHTTB; Chambers of Commerce in Star Valley, Wyoming, and Teton Valley, Idaho; high schools; Voices Jackson Hole; local and state economic development organizations; local employers; and universities such as the University of Wyoming, Central Wyoming College, and Brigham Young University–Idaho.

POTENTIAL RESOURCES:

- Tourism businesses pay into industry-level program
- State- and federal-level grants
- Tools and approaches being developed by potential strategic partners such as the U.S. Travel Association, which is developing resources for the industry to build an inclusive workforce

KPIS:

- Percentage of tourism business experiencing service interruptions and other operational disruptions over the previous year
- Employment statistics for tourism industry
- Employee retention rate for year-round and seasonal employees
- Employee turnover rate for year-round and seasonal employees
- Average wages for key occupations in the tourism industry
- Number of sustainable workforce programs that are supporting the needs of the tourism workforce

RELATED FOCUS AREAS:

Education & Communications, Workforce Recruitment & Retention, Workforce Housing, Governance

Initiative 3.3: Prioritize workforce development

At the national level, the skills gaps among tourism workers and their managers and supervisors are much higher than for other industries. To support upward mobility and improve retention, workers need ongoing opportunities for training and employers need to cultivate a culture of learning. By embracing a culture of continuous learning, the tourism industry in Teton County can benefit from a workforce that feels valued and nurtured. Investing in a well-trained and well-educated workforce will help the industry maintain long-term viability and profitability.

INITIATIVE 3.3: Prioritize workforce development	Implementation Timeline: Years 3–5

OBJECTIVE:

1. Foster a culture of continuous learning

2. Reduce workforce turnover

PRIORITY ACTIONS:

3.3.1 Provide training and professional education opportunities to the tourism workforce.
- Prioritize technical skills and general competencies needed for quality service delivery and management.
- Make leadership development a key component of the program to encourage employees to establish career paths within the tourism industry.

PARTNER ORGANIZATIONS:

JHCC; other key trade associations; local employers; Voices Jackson Hole; high schools; and universities including but not limited to the new University of Wyoming Haub School of the Environment and Natural Resources' Wyoming Outdoor Recreation, Tourism and Hospitality (WORTH) program, Brigham Young University–Idaho's recreation management program, and Central Wyoming College's culinary arts and hotel and restaurant management programs.

POTENTIAL RESOURCES:
- Tourism businesses supporting an industry-level program
- State- and federal-level grants
- Tools and approaches being developed by potential strategic partners such as the U.S. Travel Association, which is developing industry resources to build and retain an inclusive workforce

KPIS:
- Employee retention rate for year-round and seasonal employees
- Employee turnover rate for year-round and seasonal employees
- Career growth opportunities widely available to tourism workforce

RELATED FOCUS AREAS:

Education & Communications, Workforce Recruitment & Retention, Workforce Housing, Governance

GOAL 4:

Advocate for and support solutions to create community housing

Insufficient affordable, attainable workforce housing is a challenge shared nationally, especially within flourishing rural tourism destinations. Many western and mountain communities have sustained record population growth over the past decade. This population growth was accelerated by the COVID-19 pandemic, as part-time residents began spending more time in their second homes and remote workers relocated from urban centers. These changes increased demand for extended short-term rentals and real estate purchases, driving up housing prices within Teton County, Wyoming, and in neighboring communities such as Teton County, Idaho.[18] As indicated in a 2020 Short Term Rental Study, these conditions have strained already limited and expensive housing options for residents in Teton County and adjacent communities.[19] This challenge is further documented in the Sustainable Destination Management Plan – Situational Analysis Report, in Section 5.2.

Teton County recognized the growing need for more affordable and attainable housing nearly 30 years ago, and has focused diverse resources on the challenge for decades. Nonprofit organizations and public agencies dedicated to housing have built dynamic programs aimed at helping critical members of the community (teachers, emergency responders, health care workers, public sector employees, tourism workers) establish more permanent housing. This focus is also shared by large private and public sector employers (e.g., St. John's Health, Grand Teton and Yellowstone National Parks, and Wyoming Fish & Game).

To maximize impacts, the SDMP development process has focused on identifying existing community plans and programs and potential resource gaps while supporting established goals and targets.

Specifically, SDMP housing priorities align with the 2020 Jackson/Teton County Comprehensive Plan and other housing plans and programs. Of note, it does not elevate all priorities in these plans and programs. Additional priorities within these plans should be considered as work within the SDMP evolves.

An important consideration in resourcing priorities is the acknowledgment of housing supply as a fundamental challenge in workforce recruitment and retention. The following initiatives frame initial priorities to address greater engagement by the private sector and tourism industry stakeholders in advocacy and funding for workforce housing.

Measuring Success

Key measures of success are outlined below.

1. Progress toward the KPIs per initiative (e.g., minimum 65% of workforce lives in Teton County, Wyoming) is measurable and key tourism stakeholders are visibly and consistently engaged in workforce housing advocacy.

2. Specific actions have been identified and pursued to earmark diversified and consistent funding sources (e.g., sales or lodging tax) for housing development, including statewide engagement to pass a real estate transfer tax.

3. There is greater consistent engagement from representatives of the tourism industry on housing boards and commissions.

4. A diverse and vibrant workforce reflective of the changing needs and demographics of the community is established and able to secure permanent homes within Teton County, Wyoming, which also supports easier access to multimodal, lower impact transit and mobility options.

Initiative 4.1: Advocate for funds to develop community housing

Teton County cannot buy its way out of the workforce housing shortage, but consistent funding and additional resources and collaboration can help close the gap. Key private and public sector tourism, recreation, and natural resource management stakeholders are significantly impacted by a lack of affordable and attainable housing, which makes it difficult to recruit and retain employees.

The first initiative prioritizes greater engagement from private sector tourism and hospitality representatives—resort operators, hoteliers, tour operators, and restaurateurs—in advocating for the generation of development funds for community workforce housing, including passage of a statewide real estate transfer tax. These efforts supplement the work by state and federal agencies and land managers and large employers who are working to expand housing supply for their employees.

INITIATIVE 4.1: Advocate for funds to develop community housing	Implementation Timeline: Years 2–5

OBJECTIVES:

1. Increase amount and breadth of tourism stakeholder engagement and advocacy for workforce housing.

2. Identify and obtain consistent funding sources for quality, resource efficient workforce housing that supports easy access to multimodal mobility options.

3. Develop a tourism-industry-led strategy and advocacy campaign to catalyze the community including realtors and developers, legislators, and statewide advocates to support passage of a real estate transfer tax.

PRIORITY ACTIONS:

4.1.1 Work with Teton County, housing NGOs, and federal and state agencies to inventory existing projects, funding mechanisms, and opportunities for additional housing sources.

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

4.1.2 Engage with state legislators and others currently leading lobbying for the passage of a statewide real estate transfer tax to establish collaborative opportunities to advance efforts.

4.1.3 Identify and convene additional local and state advocates/influencers to support passage of statewide real estate transfer tax.

4.1.4 Evaluate opportunities for private sector tourism advocacy to build public awareness and engagement around diversified funding and the benefits of a real estate transfer tax to support development of workforce housing.

PARTNER ORGANIZATIONS:

JHCC; JHTTB; WY Office of Tourism; Teton County elected officials; Town of Jackson elected officials; JH Community Foundation and partner organizations; Tourism and hospitality businesses; Teton Board of Realtors; Teton County residents; GRTE; and Wyoming Department of Transportation.

POTENTIAL RESOURCES:

• Leadership by state legislators and local elected officials
• 2020 Jackson/Teton County Comprehensive Plan – Principles 5.1 & 5.4
• Teton County Housing Authority Staff, Assessments, Plans, and Programs
• JHCC, committees, and membership base

KPIS:

• Minimum 65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%
• Community campaign is launched to meet Principle 5.4 – Strategy 5.4.S.5 in 2020 Jackson/Teton County Comprehensive Plan and support passage of statewide real estate transfer taxy
• Completion of workforce housing strategies within Principle 5.4 of the 2020 Jackson/Teton County Comprehensive Plan by 2027
• Minimum of one representative from a tourism or hospitality business participates consistently on all voluntary boards and commissions dedicated to housing

RELATED FOCUS AREAS:

Workforce Recruitment & Retention, Mobility Solutions, Governance

Initiative 4.2: Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing

2020 Jackson/Teton County Comprehensive Plan Principles 5.1 through 5.4 outline specific priorities to break down zoning barriers and promote creative reuse of land and community infrastructure to expand the development of affordable and attainable housing.

These commitments are currently supported and resourced by the Jackson/Teton Housing Authority and community NGOs and their related housing plans and programs. More and broader involvement from private sector tourism stakeholders is needed. In the short term, these parties should advocate for the adoption and utilization of existing incentives to allocate land and repurpose infrastructure for housing. Longer term, tourism stakeholders should expand incentives and networks to identify additional housing solutions.

INITIATIVE 4.2: Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing	Implementation Timeline: Years 2–5

OBJECTIVES:

1. Advocate for and educate private sector tourism and other stakeholders to counteract NIMBY attitudes for workforce housing development in established neighborhoods.

2. Promote existing zoning and incentivize/resource current properties to add employee housing on their properties. Advocate for zoning expansion as needed.

PRIORITY ACTIONS:

4.2.1 Create a complementary education and outreach campaign leveraging existing efforts to promote the importance of workforce housing.

4.2.2 Educate the community about housing challenges and solutions and promote zoning and regulations to support tiny homes and other creative reuse of infrastructure.

4.2.3 Support housing programs tied to property tax reduction (including review of current deed restrictions).

4.2.4 Identify opportunities to integrate mitigation requirements into new development approvals and permitting.

4.2.5 Advocate for incentives for current homeowners who may be retiring and/or leaving the community to sell homes to the local workforce.

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

PARTNER ORGANIZATIONS:

JHCC; JHTTB; Jackson Hole Community Housing Trust; Teton County Housing Authority; Teton Habitat for Humanity; Town of Jackson and Teton County program administrators and elected officials; Community Foundation of Jackson Hole and other applicable partner organizations; neighboring communities.

POTENTIAL RESOURCES:

- Teton County Housing Authority Administration, Assessments, Plans, and Programs
- Teton Habitat for Humanity
- Teton County Specific Purpose Excise Tax (SPET)
- JH Chamber Membership Campaigns
- JHTTB funding
- Other community housing models (e.g., Truckee/Lake Tahoe)

KPIS:

- Minimum 65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%
- Actions have supported the completion of related strategies within the 2020 Jackson/Teton County Comprehensive Plan
- Private-sector employers with over 100 employees secure and make available housing for 10% of their employees by 2024 and 20% by 2028
- A tax incentive fund is developed for private sector to convert underutilized infrastructure for employee housing (e.g., hotels)

RELATED FOCUS AREAS:

Education & Communications, Workforce Recruitment & Retention, Mobility, Governance

Initiative 4.3: Incentivize employers to provide seasonal and year-round housing

There are several feasible approaches and mechanisms identified in the 2020 Jackson/Teton County Comprehensive Plan, specifically Principles 5.1–5.4, to advance creative approaches to the development of workforce housing. As discussed, several of the supporting strategies will be slow to achieve without greater community engagement, especially within the private sector and specifically tourism-related businesses. Stakeholders identified the need for more incentives for businesses to provide greater leadership in securing and developing workforce housing. This initiative frames objectives and actions that align strongly with identified priorities and provides another mechanism to support the community in achieving these commitments.

INITIATIVE 4.3: Incentivize employers to provide seasonal and year-round housing	Implementation Timeline: Years 3–5

OBJECTIVES:

1. Incentivize flexible options to repurpose infrastructure, e.g., seasonal campgrounds (permanent sites) and older hotels and historic structures.

2. Establish incentives and financing options to improve current or potential rental properties with a "reasonable remodel" or adaptive reuse fund.

PRIORITY ACTIONS:

4.3.1 Create tax benefits for individuals and businesses to establish housing allocations within existing and new/planned developments.
- To support this effort, modify deed restrictions in all areas of Teton County (including West Bank) to support diversity of unit and housing types.

4.3.2 Create incentives to repurpose older hotels for workforce housing.

4.3.3 Identify opportunities to support 2020 Comprehensive Plan – 5.4.S.9: Actively enforce short-term rental prohibition in the county.

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs,and reports.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson and Teton County program administrators and elected officials; Community Foundation of Jackson Hole.

POTENTIAL RESOURCES:

- Teton County Housing Authority (Administration and Programs)
- Housing Preservation Program
- Teton Habitat for Humanity
- Teton County Specific Purpose Excise Tax (SPET)
- JH Chamber Membership Campaigns
- JHTTB funding

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

KPIS:

- Actions support completion of related strategies within the 2020 Jackson/Teton County Comprehensive Plan
- Minimum 65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%
- Private-sector employers with over 100 employees secure and make available housing for 10% of their employees by 2024 and 20% by 2028

RELATED FOCUS AREAS:

Workforce Recruitment & Retention, Transportation & Mobility, Governance

GOAL 5:

Advocate for and support destination mobility solutions

In other world-class destinations—small and large, rural and urban—cultural and recreational offerings are complemented by easy and efficient transit access from airports and points of entry throughout the destination.

Throughout the SDMP process, residents and visitors have mentioned traffic challenges and raised the need for improved mobility and transportation networks. Specific references were captured in the resident sentiment survey responses and online visitor reviews, and reinforced through stakeholder meetings and consultations.

As discussed in the SDMP Situation Analysis Report, the average commuter from Teton County, Idaho, to Teton County, Wyoming, drives about 10,750 per year and pays roughly $6,300 per year in transportation costs. The commute from North Lincoln County costs more, averaging 17,500 miles and $10,260 per person per year. Excessive commutes impact residents' quality of life by taking time away from family, friends, and recreation and relaxation. Other critical environmental, resource, and health and safety impacts are considerable—vehicle emissions, risk to area wildlife, and road hazards throughout the year. Although the 2020 Jackson/Teton County Comprehensive Plan calls for fewer greenhouse gas emissions than the community produced in 2012, emissions have trended upward for the past eight years.[20]

For visitors, especially during the summer season, slow downs through central corridors, congestion, and lack of parking at key attractions can compromise the overall visitor experience.

The SDMP development process identified initial priorities to support increased tourism industry involvement in addressing destination transportation and traffic congestion issues.

An overarching objective is to identify and frame tourism advocacy and stable funding sources for transportation infrastructure and public transit expansion—local and regional. To maximize outcomes, initiatives align to existing and planned transportation and traffic congestion mitigation initiatives in the 2020 Jackson/Teton County Comprehensive Plan, the Town of Jackson and Teton County Integrated Transportation Plan, and Southern Teton Area Rapid Transit (START) Bus strategic plans.

Measuring Success

Successful implementation of these initiatives can be identified by monitoring the following KPIs drawn directly from the 2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan and other key indicators raised through the SDMP development process:

1. Reduction per capita of Vehicles Miles of Travel in Jackson Hole - Goal: 525,000,000 in 2024/≤ 560 million target 2035 (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan)[20, 21]

2. Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)[21, 22]

3. Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)[20, 21]

4. Reduced commuter times and visual impacts of vehicle traffic with further verification through ongoing surveying of resident sentiment regarding traffic congestion and mobility options.

Initiative 5.1: Support expansion of affordable public transit around mobility hubs

Together, the priority initiatives build a dynamic network of solutions to mobility and traffic challenges in Teton County. The community can draw on the operations of the existing Stilson Lot (Village Road Transit Center) and planned improvements to inform the development of additional transit centers/mobility hubs. The greatest challenge in advancing this initiative will be coordinating efforts to secure critical central locations for future mobility hubs. In parallel to the three priority initiatives, community stakeholders listed several other initiatives to support existing plans and programs. In particular, community leaders hope that a more formal process is facilitated for the advocacy, development, testing, and management of core pedestrian-only areas (Deloney & Center Streets). Objectives include keeping cars out of the downtown area, enhancing the pedestrian experience and character of downtown, and reducing the environmental impacts of vehicle traffic.

INITIATIVE 5.1: Support expansion of affordable public transit around mobility hubs	Implementation Timeline: Years 2–5

OBJECTIVES:

1. Expanded transit around "mobility hubs."

PRIORITY ACTIONS:

5.1.1 Identify the value of transit services to support the tourism and hospitality industry workforce, visitor services, and community special events.

5.1.2 Identify and prioritize opportunities for greater tourism and hospitality industry involvement in transportation planning and funding. Include pricing structures to encourage transit use by the workforce.

5.1.3 Support improvements to and operations of Stilson Transit Center. Construction by early 2026 and funding for ongoing Operations and Maintenance.

- Build transit expansion around an additional 1–2 mobility hubs modeled after the Stilson Lot (Village Road Transit Center).
- Considerations/locations for 1–2 more mobility hubs beyond the Stilson Lot:
  - Home Ranch
  - Near the Y – Wells Fargo area (addresses Idaho commuters as well)
  - Miller Park
  - Micro Park and Ride Centers

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

PARTNER ORGANIZATIONS:

START Bus; Teton County Regional Transportation Planning Administrator; JHCC; neighboring counties/communities; and Wyoming and Idaho Departments of Transportation.

POTENTIAL RESOURCES:

- JHTTB special projects funding (allocation from lodging tax revenues)
- JHCC organizational funding and member resources
- Teton County Specific Purpose Excise Tax (SPET)
- Regional Transportation Authority Property Tax (future option)
- Additional lodging, property, and sales taxes
- Federal and state transportation grants
- Wyoming Office of Tourism
- Newly formed Regional Transportation Task Force & collaborative funding requestsoption)

KPIS:

- Reduction per capita of Vehicles Miles of Travel in Jackson Hole - Goal: 525,000,000 in 2024/≤ 560 million target 2035 (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan)[20, 21]
- Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)[20, 21]
- Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)[20, 21]
- Increased purchase of Employer Transit Passes for employees
- Number of events that rely on START Bus services to deliver attendees
- Number of events that require Town resources for street closures
- Number of events using Pathways for all or part of event

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Climate Action, Monitoring & Reporting, Governance

Initiative 5.2: Support development of transit planning applications and broader integration with advanced trip planning

This priority initiative supports the creation of the transit planning application (mobility app) that START Bus is developing. Stakeholders framed the initiative to look at opportunities to build off of the initial START Bus app to add in features for more extensive trip planning to target a reduction in single occupancy vehicle use by residents and rental car usage by visitors. A consideration within this priority is the inclusion of diversification of and promotion of visitor activities that do not require a vehicle. Key success metrics are a visible reduction in single occupancy vehicles on key county access roads and in vehicle miles traveled—priorities established in the 2020 Jackson/Teton County Comprehensive Plan, the Town of Jackson and Teton County Integrated Transportation Plan and START Bus strategic initiatives.

INITIATIVE 5.2: Support development of transit planning applications and broader integration with advanced trip planning.	Implementation Timeline: Years 1–5

OBJECTIVES:
1. Support resident and commuter utilization
2. Reduced visitor SOVs and car-free visitor itineraries

PRIORITY ACTIONS:
5.2.1 Support the first generation of a transit application being developed by START with education and outreach (e.g., JHCC, JHTTB, central reservations, tourism entities' booking systems).

5.2.2 Support and participate in a process (e.g., task force/working group) to expand app(s) for advanced trip planning building on START bus application..

5.2.3 Tourism industry (JHTTB, JHCC, Grand Teton National Park, and proposed permanent destination management and marketing organization) to coordinate with START and Teton County Regional Transportation Planning Administrator to develop wayfinding and educational materials.

PARTNER ORGANIZATIONS:
START Transit; Teton County Regional Transportation Planning Administrator; JHTTB; JHCC plus engagement of members; and, Jackson Hole Airport

POTENTIAL RESOURCES:
- START Bus Transit Application, first generation
- JHTTB special projects funding (allocation from lodging tax revenues)
- JH Chamber organizational funding and member resources
- Teton County Specific Purpose Excise Tax (SPET)
- Employer Transit Pass Program
- State and Federal Transportation Grants
- Wyoming Office of Tourism

KPIS:
- Reduction per capita of Vehicles Miles of Travel in Jackson Hole – Goal: 525,000,000 in 2024/≤ 560 million target 2035 (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan)[20, 21]
- Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)[20, 21]
- Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)[20, 21]

RELATED FOCUS AREAS:
Education & Communications, Visitor Flow Management, Climate Action, Monitoring & Reporting, Governance

Initiative 5.3: Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and key attractions

The SDMP process further verified the destination's long-established gap in public transit to the airport, GRTE, and key attractions such as trail heads, Town Square, and outlying locations with limited transit schedules and access. Leading sustainable destinations complement world-class attractions and amenities with comprehensive and efficient public transit solutions to create a more seamless visitor experience. This initiative is designed to create a better experience for both residents and visitors: streamlined access, fewer cars on the road, reduced congestion, and reduction of direct and indirect environmental impacts.

INITIATIVE 5.3: Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and key attractions	Implementation Timeline: Years 1–5

OBJECTIVES:

1. Support evaluation and potential resourcing of public transit to the airport, GRTE, and key attractions.

2. Reduce traffic congestion in and around key attractions, reduce single occupancy vehicles (SOVs) in and around Jackson, reduce greenhouse gas emissions, reduce parking challenges, and improve resident and visitor experience.

PRIORITY ACTIONS:

5.3.1 Tourism representatives (representation from the JHCC and/or the destination stewardship council) monitor and participate as appropriate in the transit feasibility study commencing in late 2022 with JH Airport, Teton County, START, GRTE, Wyoming Department of Transportation, and others.

See Appendix B: SDMP Alignment to Existing Teton County Plans and Programs for alignment to existing Teton County plans, programs, and reports.

5.3.2 Convene community and tourism stakeholders as needed to review solutions and support advocacy efforts.
- JHTTB-designated representative ensures community tourism stakeholders are kept abreast of the study's progress and have appropriate opportunities to advocate for solutions and funding.

PARTNER ORGANIZATIONS:

Teton County Teton County Regional Transportation Planning Administrator and other department leads; START; JH Airport Staff; Grand Teton National Park; JHCC; JHTTB; and Wyoming Department of Transportation

POTENTIAL RESOURCES:
- START Bus Transit Application (first generation) funding by Teton County
- JHTTB special projects funding (allocation from lodging tax revenues)
- JHCC organizational funding and member resources
- Teton County Specific Purpose Excise Tax (SPET)
- Regional Transportation Authority Property Tax (future option)
- Additional lodging, property, and sales taxes
- Federal and state transportation grants
- Wyoming Office of Tourism

KPIS:
- Reduction per capita of Vehicles Miles of Travel in Jackson Hole - Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal (2020 Jackson/ Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan)[20][21]
- Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)[20][21]
- Public transit times are increasingly more time-efficient than SOV travel
- Reduction in carbon emissions and mitigation goals identified in the Climate Action Roadmap and related plans and programs
- Reduction in human-vehicle-wildlife impacts and collisions

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

GOAL 6:

Reduce climate risks and enhance destination resilience

Teton County is highly vulnerable to the threats of climate change. The 2021 Greater Yellowstone Climate Assessment warns of rising temperatures that will influence the hydrologic cycle and result in loss of snowpack,[23] limiting critical freshwater resources for communities and natural ecosystems. Climate change has detrimental effects on the sustainability of the natural environment and increases the risk of disasters such as droughts, flooding, avalanches, and wildfires.[24] The impacts of climate change on tourism in Teton County are already being felt, reducing the length and quality of the winter sport season and negatively altering water habitats and fisheries which impact nature viewing, water sports, and angling. The increasing risks and impacts of unmanageable wildfires and flooding in the popular summer months pose a significant threat to resident and visitor safety, and drive unpredictable short-term cancellations, hurting the tourism economy.

The tourism industry is not just a victim of climate change; tourism is also responsible for an estimated 8% of the world's greenhouse gas (GHG) emissions, contributing to accelerated global warming.[25] Teton County, local communities, and the tourism industry must increase climate action to reduce climate risks and enhance the resilience of Teton County and the Greater Yellowstone Ecosystem.

Numerous organizations across public, private, and nonprofit sectors in Teton County have made advancements in climate action. The Town of Jackson established a goal to be carbon neutral by 2030. The Jackson Hole Climate Action Collective is advancing a draft county-wide Climate Action Roadmap, and organizations throughout the County and beyond are working closely together across private, public, and nonprofit sectors to reduce carbon emissions and build resilience.

However, there is currently no formal carbon reduction goal at the county level and there is no tourism-focused collaborative climate action strategy to monitor and address tourism's contribution to GHG emissions and climate change impacts, as well as educate and engage residents and visitors. Teton County is uniquely positioned to become a global leader in climate action, and now is the time to launch the effort.

The following strategic initiatives present a path forward for collaborative climate action for tourism in Teton County and the Greater Yellowstone Ecosystem. The four strategic initiatives provide a comprehensive approach to guide climate leaders and the tourism industry to establish Teton County as a leader in destination climate action. Alignment of these initiatives with goals and priorities from existing plans and programs (e.g., the Jackson/Teton Comprehensive Plan) are presented in Appendix B.

Measuring Success

Key measures of success are outlined below.

1. A reduction of GHG emissions in Teton County to reach carbon neutrality by 2030

2. Active partnerships that consistently advance climate action projects that are well-funded and aligned with county-wide plans and strategies

3. A science-based GHG emission monitoring and reporting program for tourism in Teton County that reports progress frequently and guides project decision-making

4. Active participation in global and regional climate action networks, exchanging knowledge and planning support with destinations around the world

5. A well-educated, active visitor base and resident community that contributes to emission reduction efforts and inspires others to take climate actions, preserve precious resources, and protect the natural environment

6. A majority of tourism businesses committed to understanding and reducing their carbon footprint, with recognition and celebration within and outside of Teton County

Initiative 6.1: Demonstrate Teton County's leadership in reducing tourism's carbon footprint

The organizations, businesses, public agencies, and communities of Teton County are well positioned collectively to become a global leader in reducing tourism's carbon footprint, building on the progress made throughout the county through an increase in renewable energy use and waste reduction programs. Human and financial resources are critical to the advancement of tourism climate projects. Given the magnitude of the challenge and necessity for collective action across a diverse range of stakeholders, the priority actions for initiative 6.1 focus on foundational needs—partnerships, funding, and alignment with existing plans—to ensure consistent and long-term effort is made to reduce tourism's carbon footprint.

INITIATIVE 6.1: Demonstrate Teton County's leadership in reducing tourism's carbon footprint	Implementation Timeline: Years 1–5

OBJECTIVES:

1. Advocate for Teton County to establish a formal carbon neutrality goal aligned with the Town of Jackson's resolution to be net zero by 2030.
2. Advance tourism climate projects and partnerships to help Teton County reach a carbon neutrality goal by 2030.
3. Participate in tourism climate networks to promote and inspire collective climate action globally.

PRIORITY ACTIONS:

6.1.1 Create a tourism climate action working group of diverse representatives to advance climate projects and partnerships.
- Re-engage the tourism working group within the Teton Climate Action Partnership.
- Create a Memorandum of Understanding for partners (town, county, public land, private sector, and nonprofit organizations) to sign confirming their commitment to implementing SDMP climate action initiatives.
- Identify quick-win priority projects to implement in year two to gain momentum.

6.1.2 Support the development and implementation of the Jackson/Teton Climate Action Roadmap.
- Advocate for Teton County to establish a formal carbon neutrality goal and support the finalization and implementation of the Climate Action Roadmap.
- Lead on tourism-specific alignment of priorities, strategies, and projects between the Climate Action Roadmap and the SDMP.
- Measure the success of alignment between the Climate Action Roadmap and the SDMP annually.
- Identify and incorporate steps to maintain and create a resilient ecosystem and resilient infrastructure in the face of a changing climate.

6.1.3 Become an active member of tourism climate support networks to exchange knowledge and good practices.
- Reconnect with the Travel Foundation and learn about engagement opportunities with the Glasgow Declaration global network.
- Increase engagement with Mountain Towns 2030; explore leadership opportunities, including a potential subgroup of destinations that have sustainable management and/or climate action plans.

6.1.4 Identify and secure sustainable funding for tourism-related climate projects.
- Assess all potential funding mechanisms and funders.
- Create a short-list of the most viable funding options for identified projects.
- Collaborate on proposals to secure funding.

PARTNER ORGANIZATIONS:

Town of Jackson; Teton County; JH Climate Action Collective; Teton Climate Action Partnership (facilitated by LegacyWorks Group); Yellowstone-Teton Clean Cities; Greater Yellowstone Coordinating Committee; Lower Valley Energy, Teton Conservation District; Riverwind Foundation; Energy Conservation Works; JHTTB; Voices JH; Sunrise Movement Jackson Hole; Vista 360; Jackson Hole Airport; Hole Food Rescue; Straw Free Jackson Hole; Wyoming Outdoor Council; JHCC; Public Land Management Organizations; tourism businesses—Sustainability Leaders and BEST program; and community experts

POTENTIAL RESOURCES:
- Staff time from partner organizations
- Specific Purpose Excise Tax (SPET)
- Lodging Tax (events and education campaigns)
- Federal and state grants
- Foundation grants (e.g., Patagonia, Community Foundation of Jackson Hole)
- Private-sector impact investing
- Public-sector financing

KPIs:
- Carbon neutrality goals formally established by Teton County
- Number and frequency of meetings of the tourism climate action working group
- Percentage and frequency of partners who participate in the working group
- Number of projects adopted and implemented by the working group
- Number of potential funding resources identified for climate projects
- Amount of funding secured for tourism climate projects
- Percentage and frequency of participation in meetings and events with global and regional climate support networks

RELATED FOCUS AREAS:
Education & Communications, Climate Action, Monitoring & Reporting, Governance

Initiative 6.2: Establish science-based reduction targets for the tourism economy aligned with net-zero climate goals

Initiative 6.2 presents priority actions that measure and disclose all travel and tourism-related emissions in Teton County. Destinations around the world are finding innovative ways to measure their carbon footprint and take science-based actions to reach global goals to reach net-zero as soon as possible before 2050.[26] Teton County is uniquely positioned to lead in tourism carbon emission measurement and reporting: sustainability commitments have already been made and advanced by numerous sophisticated organizations, agencies, and tourism businesses and support for climate action within the community is strong.

The actions described below outline steps that can be taken within the first year of plan implementation to advance tourism climate measuring and reporting. This will hold partners accountable to their climate action commitments and contribute to global understanding of emission reduction within the tourism industry.

INITIATIVE 6.2: Establish science-based reduction targets for the tourism economy aligned with net-zero climate goals	Implementation Timeline: Years 2–5

OBJECTIVES:

1. Create a science-based GHG emission monitoring and reporting program for tourism in Teton County that reports progress frequently and guides project decision-making.

PRIORITY ACTIONS:

6.2.1 Create a framework to assess tourism's carbon emissions across the destination and set reduction targets.
- Identify all existing data and gaps for tourism's carbon emissions and create agreements with organizations and agencies to contribute information regularly.
- Assess Teton County's unique tourism industry value chain carbon (scope 1, 2, and 3 emissions) emissions across the destination with all tourism businesses including air travel, ground transportation, accommodations, attractions, tours, restaurants, and service facilities.
- Determine realistic, science-based reduction targets for the local tourism economy to achieve with initial targets established for 2030 and 2050.
- Establish a schedule to review the metrics and methods used for analysis and make necessary adjustments.

6.2.2 Create a tourism climate impact dashboard that reports carbon emissions, impacts, and progress toward reduction targets.
- Support the Teton Climate Action Partnership (facilitated by LegacyWorks Group) to leverage their climate dashboard to present tourism-specific data.
- Coordinate reporting with the overall SDMP data monitoring framework.

6.2.3 Establish participation in climate accountability networks to provide regular reports on reduction progress.
- Identify potential climate networks dedicated to holding communities accountable to reporting on and reaching climate goals (e.g., ICLEI, Carbon Disclosure Project).
- Join a climate network and implement consistent reporting processes.

PARTNER ORGANIZATIONS:

Teton Climate Action Partnership (facilitated by LegacyWorks Group); Town of Jackson; Teton County; Jackson Hole Airport; Yellowstone-Teton Clean Cities; Energy Conservation Works; Teton Conservation District; JH Climate Action Collective; Greater Yellowstone Coordinating Committee; Lower Valley Energy, Wyoming Department of Transportation; Riverwind Foundation; JHTTB; Voices JH; Sunrise Movement Jackson Hole; Vista 360; Hole Food Rescue; Straw Free Jackson Hole; Wyoming Outdoor Council; JHCC; Public Land Management organizations; tourism businesses (Sustainability Leaders and BEST program); and community experts.

POTENTIAL RESOURCES:
- Staff time from partner organizations
- Specific Purpose Excise Tax (SPET)
- Federal and state grants
- Foundation grants (e.g., Patagonia, Community Foundation of Jackson Hole)
- Private-sector impact investing
- Public-sector financing

KPIs:
- Measurable progress toward science-based carbon reduction targets
- Frequency of reporting tourism GHG emissions on local dashboard
- Frequency of reporting to and participating in climate accountability networks

RELATED FOCUS AREAS:
Education & Communications, Monitoring & Reporting, Governance

Initiative 6.3: Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint

Increasingly, visitors are interested in traveling to sustainability-minded destinations and want to help protect the places they visit. Equally, residents recognize the need for collective climate action but may have a hard time understanding where to start. The priority actions for initiative 6.3 present opportunities to educate visitors and residents about tourism's role in climate change and provide easy and inspiring ways for visitors and residents to act on climate and protect the Greater Yellowstone Ecosystem.

INITIATIVE 6.3: Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint	Implementation Timeline: Years 2–5

OBJECTIVES:

1. Create education and action campaigns and itineraries that enable and incentivize visitors to easily learn about and help reduce their carbon footprint.
2. Educate and engage Teton County residents, particularly short-term rental owners and part-time homeowners, to understand and reduce their carbon footprint and provide input on destination climate projects.
3. Increase donations to local organizations effectively that are reducing or absorbing carbon emissions.

PRIORITY ACTIONS:

6.3.1 Develop education and action campaigns that inspire and effectively enable visitors to reduce carbon emissions. Review current campaigns by JHTTB, JHCC, Jackson Hole Airport and tourism businesses about how visitors can help reduce their carbon footprint (carbon offsets, resource use, waste management, low-emission experiences, transportation behavior, etc.).
- Identify all activities that visitors can participate in or contribute to that reduce carbon emissions and support local programs.
- Create education and action campaigns and materials that inspire and incentivize visitors to act on climate and promote Teton County as a sustainable destination.

6.3.2 Expand opportunities for visitors to give carbon offset donations to local organizations that are effectively reducing emissions, conserving resources, or protecting the environment.
- Catalog all existing and potential options for visitors to give carbon offset donations to local organizations (e.g., Good Traveler Program and YTCC), identifying gaps and opportunities.
- Create more opportunities for visitors to give carbon offset donations easily through technology, partnerships, and booking processes.

6.3.4 Utilize existing community resources to educate short-term rental owners and part-time resident homeowners on how to reduce carbon emissions year-round.
- Distribute the Mountain Neighbor Handbook and related materials with short-term rental owners and part-time resident homeowners.
- Create and distribute a short guide about home and landscape management improvements for short-term rental owners and part-time homeowners.
- Organize in-person and virtual sessions to educate new homeowners.

6.3.5 Create a communications framework that provides transparent updates and elicits resident input.
- Provide regular updates to residents about tourism climate action efforts.
- Establish avenues for resident input/feedback (e.g., Engage Teton County).

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Jackson Hole Airport; Vista 360; Public Land Management Organizations; Tourism Businesses; Riverwind Foundation; Teton Climate Action Partnership; Yellowstone-Teton Clean Cities; Energy Conservation Works; Teton Conservation District; JH Climate Action Collective; Town of Jackson; Teton County; Greater Yellowstone Coordinating Committee; Voices JH; START Bus; Teton County Housing Authority; Teton Habitat for Humanity; Community Foundation of Jackson Hole and, neighboring communities

POTENTIAL RESOURCES:

- Staff time from partner organizations
- Specific Purpose Excise Tax (SPET)
- Lodging Tax (events and education campaigns)
- Federal and state grants
- Foundation grants (e.g., Patagonia, Community Foundation of Jackson Hole
- Good Traveler Program (hosted by the Jackson Hole Airport)

KPIs:

- Number of campaigns that educate and inspire visitors to act on climate
- Number of and amounts for carbon offset donations by visitors to local organizations
- Number of low/no-carbon itineraries, promotional metrics, and the number of visitors who participated in them
- Number of short-term rental owners and part-time resident owners who receive education materials
- Number of short-term rental and part-time resident owners who participate in informational events and report on changes they are making
- Engagement numbers on Engage Teton County website

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

Initiative 6.4: Guide, support, and incentivize tourism businesses to reduce their carbon footprint

The private sector plays a critical role in reducing GHG emissions. They are the main interface with visitors and are responsible for all amenities and services for a quality visitor experience. From fueling air and ground transportation to providing accessible accommodations and hosting entertainment through tours, events, shopping, and culinary experiences, a tourism business's carbon footprint can grow quickly. Initiative 6.4 outlines steps that tourism businesses and support organizations/agencies can take to understand the private sector's carbon footprint and take practical actions to reach sustainability goals. Coordination across the destination and with associated industries, particularly transportation and agriculture, will be critical for successful initiative implementation.

INITIATIVE 6.4: Guide, support, and incentivize tourism businesses to reduce their carbon footprint	Implementation Timeline: Years 2–5

OBJECTIVES:
1. Increase the number of tourism businesses participating in sustainability programs and reducing their carbon emissions.
2. Measure and celebrate tourism private sector progress in reducing carbon emissions.

PRIORITY ACTIONS:

6.4.1 Help tourism businesses calculate their carbon footprint, establish reduction targets and create realistic action plans.
- Identify resources, guidelines, and toolkits for businesses to calculate their carbon footprint, establish reduction targets, and create realistic action plans.
- Fund and coordinate climate change experts to mentor tourism businesses in calculating their carbon footprint and reducing it with creative solutions.

6.4.2 Encourage tourism businesses to participate in the Sustainable Business Leaders and BEST programs.
- Identify tourism businesses who have not participated or who have not remained active in the programs and target promotional efforts to them.
- Celebrate participating businesses more widely.

6.4.3 Motivate tourism businesses to participate in waste reduction/diversion programs from the Road to Zero Waste movement.
- Coordinate with Teton County Integrated Solid Waste and Recycling to promote and engage in the movement through food waste composting, zero-waste events, and green purchasing initiatives.
- Identify and celebrate successful agritourism collaborations (farm-to-table and sustainably-sourced culinary experiences); increase local food sourcing through strategic partnerships and knowledge sharing.

6.4.4 Create regional partnerships to decarbonize the tourism supply chain through coordinated sustainable procurement.
- Using GHG emission data, conduct an assessment to identify opportunities for large tourism businesses (ski resorts, accommodations, tour operators, and restaurants) to coordinate procurement.
- Establish multi-business partnership agreements to coordinate sustainable procurement processes.

6.4.5 Educate and enable tourism businesses and services that use vehicles to switch to fully-electric fleets (electric cars, sleds, maintenance trucks)
- Analyze the current use of electric/hybrid vehicles for all tourism-related businesses in Teton County and categorize businesses by their level of readiness to switch to being fully electric.
- Identify all current leaders in electric/hybrid vehicle use and celebrate their progress and share their methods with other businesses seeking to shift.
- Work with partner organizations to educate and incentivize tourism businesses to create a plan and increase their electric vehicle use.

PARTNER ORGANIZATIONS:
Riverwind Foundation; JHCC; Teton County Integrated Solid Waste and Recycling; Public Land Management Organizations; Tourism Businesses; Town of Jackson; Teton County; JH Climate Action Collective; Teton Climate Action Partnership; Yellowstone-Teton Clean Cities; Greater Yellowstone Coordinating Committee; Teton Conservation District; Energy Conservation Works; JHTTB; Voices JH; Jackson Hole Airport; Hole Food Rescue; Straw Free Jackson Hole; Wyoming Department of Transportation.

POTENTIAL RESOURCES:
- Staff time from partner organizations
- Specific Purpose Excise Tax (SPET)
- Lodging Tax (events and education campaigns)
- Federal and state grants
- Foundation grants (e.g., Patagonia, Community Foundation of Jackson Hole
- Private-sector impact investing
- Public-sector financing

KPIs:
- Number of tourism businesses that calculate their carbon footprint, set reduction targets, and create action plans
- Number of tourism businesses that participate in the Sustainable Business Leaders and BEST programs
- Number of tourism business that participate in the Road to Zero Waste movement and their specific metrics on reduction/diversion efforts
- Number of tourism businesses participating in coordinated procurement processes and the GHG emission reduction metrics
- Number of businesses that have switched from gas/diesel vehicles to electric/hybrid and associated emission reduction metrics
- Number of agritourism and locally-sourced culinary experiences

RELATED FOCUS AREAS:
Education & Communications, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

GOAL 7:

Monitor tourism and its impacts on people and place (all lands, all communities)

Impact monitoring is an essential part of sustainable destination management. The SAR revealed that there is a lack of holistic monitoring of tourism-related impacts across all lands and all communities. For example, the Jackson Hole Comprehensive Plan Indicator Report measures several tourism indicators related to managing growth, but it doesn't reflect on how tourism growth could affect quality of life or quality of environment.

The following initiatives do not aim to supplant any current monitoring efforts, but rather to build upon them by adding tourism-oriented indicators, monitoring the trends identified in the SAR, and reporting specifically on the identified issues areas.

Ultimately, the intended outcome of the comprehensive monitoring initiative is to provide pertinent, unquestionably valid, and necessary data to support decision-making for the adaptation, regeneration, and sustainability of Teton County, its attractions, its neighboring communities, and the Greater Yellowstone Ecosystem.

Measuring Success

Key measures of success are outlined below.

1. An appropriately resourced working group of highly engaged stakeholders will convene regularly and oversee a wealth of data that can be used to tell a factual yet compelling story that can inform the public and direct evidence-based decision-making. As this monitoring data accumulates, a validated trend report will be published showing improving trends across all identified critical issue areas.

2. The community at large will have confidence that community managers are taking an active role in managing tourism.

3. The results of the monitoring lead to evidence-based decision-making.

4. Long-term trends are improving and backed by validated monitoring.

Initiative 7.1: Establish an accessible and regularly updated destination data bank

Numerous community stakeholders are currently collecting valuable data points about various impacts throughout the destination.
The objective of this initiative is to convene these stakeholders and establish a collaborative, comprehensive, and accessible destination data bank.

INITIATIVE 7.1: Establish an accessible and regularly updated destination data bank	Implementation Timeline: Years 2–5

OBJECTIVE:

1. Establish an accessible destination data bank that is regularly updated with comprehensive and valid data from a diverse group of community stakeholders.

PRIORITY ACTIONS:

7.1.1 Convene an Destination Stewardship Council action team that consists of diverse community organizations (e.g., ecosystem stewardship, community health and safety, public services, private industry) to organize destination data sources and establish protocols.
- Determine which sectors need to be represented in a monitoring action team.
- Identify at least one representative organization for each sector, invite them to participate, and confirm their availability to participate in ongoing meetings.
- **Coordinate an initial meeting to define the scope of the monitoring and reporting, determine the working group oversight, identify indicators and data sources, and define protocols for data collection, validation, interpretation, and reporting.

7.1.2 Identify and catalog all pertinent impact indicators, including data sources and contact information for participating organizations.
- Identify and catalog any additional impact indicators not found in the SAR that are relevant to the SDMP Focus Areas (e.g., workforce housing, climate impacts, public land visitation).
- Identify and catalog intangible community livability indicators (e.g., tourism sentiment, wait time at restaurants, workforce commute time).
  - 2020 Jackson/Teton County Comprehensive Plan Indicator Report
  - Riverwind Foundation Sustainability Report Card
  - Riverwind Foundation Destination Certification Master Database

7.1.3 Engage with contributing organizations through interviews and surveys to better understand the following:
- What issue areas is their organization working on within their sector?
- What data is being collected to monitor those issues?
- What challenges do they have with existing data collection?
- Are they willing to regularly provide data to the destination data bank?
- Are they willing to adhere to destination data bank and reporting protocols?

7.1.4 Determine an appropriate platform for hosting the destination data bank.
- This could be a highly effective and simple worksheet (e.g., Google Sheet) or a more interactive and productive application (e.g., Tableau, AirTable).
- Provide access to an interactive tool for the general public.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; JH AIR; Riverwind Foundation; Teton Conservation District; Teton County Housing Authority; Community Health Assessment; JH Wildlife Foundation; Teton and Star Valley Communities; WY Department of Transportation; Charture Institute

POTENTIAL RESOURCES:
- Staff time from lead partner organizations
- Lodging Tax funds
- Grants

KPIs:
- Number of working group meetings held
- Accuracy and timeliness of data collected and reported
- Percentage and frequency of partners who participate in the working group
- Number of projects adopted and implemented by the working group

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

Initiative 7.2: Publish an annual indicator report

Once stakeholders have established a destination data bank, the next step is to interpret the data trends and analyze the potential impacts. The objective of this initiative is to work with an independent facilitator who specializes in data interpretation and can facilitate a discussion around the collected data. The independent facilitator can provide an objective voice, which can build greater confidence within the community that efforts are being made to identify recurring themes and address any significant impacts.

INITIATIVE 7.2: Publish an annual indicator report	Implementation Timeline: Years 3–5

OBJECTIVE:

1. To transparently report on tourism impacts and build confidence that those impacts are being actively addressed.

STRATEGIC INITIATIVES AND PRIORITY ACTIONS:

7.2.1 Interpret data and analyze trends to communicate the complex story of tourism to the general public in a simple way.

- On an annual basis, convene the established action team to ensure all identified data has been collected and validated.
- Hire an independent contractor to facilitate a group discussion on data interpretation and analysis of trends during the past season and previous years..
- Hire an independent contractor to draft an objective report of data findings and group discussion.
- At a minimum, the report should include
  - Updates and trends on impact indicators found in the SAR
  - Updates and trends on how SDMP strategic initiatives are being implemented
  - Updates and trends on how the destination is performing on GSTC-D best practices
  - A compelling story on the complex intersections of community, tourism, and sustainability, told through data, infographics, and narrative.

7.2.2 Publish the report annually through readily accessible media channels.

PARTNER ORGANIZATIONS:

JHTTB; JHCC; Town of Jackson; Teton County; Wyoming Office of Tourism; GRTE; YELL; Bridger-Teton National Forest; JH AIR; Riverwind Foundation; Teton Conservation District; Teton County Housing Authority; Community Health Assessment; JH Wildlife Foundation; Teton and Star Valley communities; WY Department of Transportation; Charture Institute.

POTENTIAL RESOURCES:

- Staff time from lead partner organizations
- Lodging Tax funds
- Grants

KPIs:

- Number of reports published
- Number of visits to report online; number of report downloads
- Number of instances the report is referenced in other publications

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

GOAL 8:

Maintain effective all-lands tourism governance, collaboration, and plan implementation

The journey toward sustainable tourism will require long-term coordination across all lands and all communities. The destination management principles guiding this plan are critical to the long-term health and competitiveness of the tourism industry in Teton County.

A solid foundation needs to be laid in order to realize the community vision for tourism in the Tetons: to become a leader in balancing the needs and aspirations of community members, businesses, and visitors by actively integrating the viability of the tourism economy with the regeneration of the Greater Yellowstone Ecosystem and enhancement of community quality of life.

Laying a solid foundation means establishing an effective governance structure for destination management and plan implementation; raising awareness and understanding of the SDMP among tourism businesses, public sector agencies, the NGO community and the wider community; and ensuring alignment and coordination with other local

and regional plans and strategies, such as the Comprehensive Plan and transportation and housing plans, that intersect with the goals outlined in this plan. This foundational work underpins all other goals in the SDMP.

Measuring Success

Key measures of success are outlined below.

1. Effective interim and permanent structures for destination management and SDMP implementation are established.

2. Improved coordination and collaboration across all jurisdictions (public lands, Jackson, Teton County) and all communities (private sector, public sector, civic sector, and the wider community).

3. Destination management structures communicate regularly with the private sector, public sector, civic sector, and the wider community to manage change and expectations about destination management outcomes.

4. High level of buy-in for the SDMP in the private sector, public sector, civic sector, and the wider community.

Initiative 8.1: Establish an interim destination stewardship council to guide SDMP implementation in the near term

Establishing a permanent governance structure for destination management will take time. While that work proceeds, an interim network is needed to maintain the momentum created by the SDMP participatory planning process and to foster ongoing communication and engagement with and between key stakeholder groups. The community will be eager to see changes occur quickly, so the interim network will need to manage expectations as well. A destination stewardship council can serve as an interim governance option to bridge the gap between the current situation and the establishment of a permanent destination management and marketing organization.

The existing 18-member SDMP Steering Committee, which includes representation from all key stakeholder groups, can serve as the starting point for the destination stewardship council. There are advantages to this approach. First, the SDMP Steering Committee members have a good understanding of the issues, which may make it easier for them to agree on actions to be taken and establish implementation methods and boundaries. The SDMP Steering Committee also has a broad spectrum of community-specific expertise.

This interim option offers the JHTTB an opportunity to test what works and what doesn't before creating a longer-term governance structure for destination management. It is important not to get stuck on this interim step, though. The interim network will need to develop a plan to establish the long-term destination management governance structure, and clearly communicate that plan to tourism stakeholders and the wider community.

INITIATIVE 8.1: Establish an interim destination stewardship council to guide SDMP implementation in the near term	**Implementation Timeline: Year 1**

OBJECTIVE:
1. Establish an interim structure for plan implementation that maintains momentum and a sense of shared responsibility for SDMP implementation.

PRIORITY ACTIONS:

8.1.1 Design network structure and scope of work for the destination stewardship council.
- Network structure recommendations: JHTTB will convene and chair the network; a subset of network members will serve as a core/executive group to expedite decision-making; a network manager will be contracted to manage the network; network members will be organized into action teams based on agreed upon quick-win priority actions; network members can choose to join one or more action teams; organizations not currently involved in the network can be invited by the JHTTB to join it.
- Network scope of work recommendations: The destination stewardship network will guide implementation and monitoring of the SDMP in the near term; support collective action around quick-win priority actions; support ongoing communications with key stakeholder groups about progress; foster trust, knowledge sharing, and learning among network participants; encourage key stakeholders to engage with and participate in the network; and remain accountable for SDMP implementation to tourism stakeholders and the wider community.

8.1.2 Form a destination stewardship council that builds on the existing SDMP Steering Committee.
- Build on the current SDMP Steering Committee to form the destination stewardship network. Representatives from missing stakeholder groups will need to be added to the destination stewardship network.
- Dedicate funds for a consultant to manage the destination stewardship network.
- Finalize the interim structure in tandem with the formal launch of the SDMP.

8.1.3 Define year one SDMP quick wins and guide implementation of priority actions.
- The destination stewardship council will select 2–3 quick-win SDMP priority actions for implementation. This approach will help to demonstrate tangible and measurable results within the first year. These quick wins can be instrumental in garnering support for more complex initiatives.
- The destination stewardship council will work with the JHTTB to secure funding for year one priority actions.
- Destination stewardship council members will be organized into action teams based on agreed quick-win priority actions, and network members will be able to join one or more action teams.
- The destination stewardship council should be involved in guiding all priority actions outlined in *Strategic Initiative 8.3: Raise awareness and understanding of the plan among all key stakeholder groups.*

PARTNER ORGANIZATIONS:
JHTTB; destination stewardship council network organizations; town and county elected officials.

POTENTIAL RESOURCES:
- Time and effort of all key organizations participating in the destination stewardship network
- Resources to recruit and contract a destination stewardship network manager
- JHTTB's time and effort involved in chairing the network

KPIs:
- Functioning destination stewardship network that has representation from all key stakeholder groups.
- Two or three quick-win SDMP priority actions implemented in year one.

RELATED FOCUS AREAS:
Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

Initiative 8.2: Establish a permanent governance structure for destination management and SDMP implementation

The establishment of a permanent destination management organization underpins successful implementation of the community vision and stewardship goals outlined in the SDMP. The destination management organization should support the core values and guiding principles of the SDMP. It should also subscribe to good governance practices that prioritize building trust within all communities, ensure inclusion of all key stakeholder groups, demonstrate transparency, and maintain accountability to all communities across all lands.

The destination management organization's mandate will encompass destination management and marketing, since these work hand-in-hand. From a destination management perspective, the SDMP community vision and stewardship goals will form the foundation of the destination management organization's main responsibilities. The SDMP stewardship goals support destination quality assurance and the improvement of the visitor and resident experience.

From a destination marketing perspective, a determination will need to be made about which activity areas—including but not limited to sales, trade show marketing, events, fulfillment, and FAM trips—will form part of the destination management organization's responsibilities. Recent surveys of tourism stakeholders and residents indicate that the community feels the ideal responsibilities would balance management and marketing.

INITIATIVE 8.2: Establish a permanent governance structure for destination management and SDMP implementation

Implementation Timeline: Year 1–2

OBJECTIVES:

1. Agree on the ideal organizational structure for the destination management and marketing organization.
2. Obtain buy-in for a permanent destination management and marketing organization from all key stakeholder groups.
3. Secure funding for start up and ongoing operation of the destination management and marketing organization.

PRIORITY ACTIONS:

8.2.1 Design and implement a comprehensive change management process to establish a permanent destination management and marketing organization.

- Explore and discuss possible pathways toward building a permanent governance structure and select a preferred option.
- Agree on the preferred pathway and timeline for building a permanent governance structure.

Pathway 1: Establish a new public-sector entity.

- How it works: Existing Joint Powers Agreement for JHTTB would be replaced with a new agreement outlining new scope and terms.
- Advantages: Public-sector entity has stronger convening power; may be perceived as having more authority; may be more easily trusted by the broader community.
- Disadvantages: It will need majority support from Town and County elected officials; it is uncertain what would happen if this is not achieved; this structure could be bureaucratic and not sufficiently agile: procurement processes, hiring staff, may limit access to some funding sources for SDMP actions.
- Considerations: Governance guidelines need to be defined—including the ideal composition of the board, selection process, term limits, and subcommittees.

Pathway 2: Establish a new organization.

- How it works: JHTTB will contract with new private corporation through an RFP process; the Terms of Reference will outline specific terms for the new entity, including programmatic priorities drawn from the SDMP and guidelines for organizational structure and governance; oversight by the JHTTB will include approval of annual work plan and budget as well as periodic and comprehensive annual reporting.
- Advantages: Clear mandate and one agenda (SDMP); allows community to bring in expertise as appropriate; clear picture of leadership skills needed to run the organization successfully; could help with wider community credibility; may be able to access a wide range of funding sources for SDMP actions.
- Disadvantages: Start-up costs and time; this option could encounter political difficulties without adequate guidelines and controls.
- Considerations:
  - What are the specific issues to outline in Terms of Reference for establishment of this new private corporation, including organizational structure preferences (e.g., 501c4 or B-Corp), to permit greatest flexibility in accessing diverse funding; determine the best way to ensure public land managers have a seat at the table (e.g., ex-officio representation or MOU).
  - Prioritize the desired vision of the community to balance management and marketing.
  - Make the Wyoming Office of Tourism part of the process; the Jackson Hole Travel and Tourism Board could serve as the/ a "funding arm" distributing the lodging tax to various organizations working toward the goals of the SDMP.

8.2.2 Build capability and capacity of the JHTTB to oversee the change management process, including the interim and permanent governance structures

- Capacity-building of JHTTB staff on destination stewardship and management; there are many professional certificate programs available on destination stewardship.
- Maintaining dialogue with other destinations, such as Sedona and Breckenridge, that are further along in the process of prioritizing destination management.

8.2.3 Secure funding to implement strategic initiatives.

- Advocate for increase in lodging tax to fund SDMP priority actions.
- Develop fundraising strategy that identifies high-priority funding sources at the local, state, and federal levels and take action to secure them.

PARTNER ORGANIZATIONS:

JHTTB; Town Council; Board of County Commissioners; JHCC; JH AIR; public land managers; Senator Barrasso

POTENTIAL RESOURCES:

- Financial and human resources to fund start up and ongoing operation of a destination management organization that could potentially be provided by the JHTTB

KPIs:

- The JHTTB to publish requests for proposals from groups willing to form a new destination management and marketing organization based on terms outlined in the RFP
- Functioning destination management and marketing organization by year two of SDMP implementation

RELATED FOCUS AREAS:

Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

Initiative 8.3: Raise awareness and understanding of the plan among all key stakeholder groups

Raising awareness about the SDMP goals and expected outcomes may help to enlist support and buy-in from the wide range of stakeholders needed for plan implementation.

INITIATIVE 8.3: Raise awareness and understanding of the plan among all key stakeholder groups	Implementation Timeline: Year 1

OBJECTIVE:
1. Garner widespread buy-in for the SDMP from the tourism industry and wider community.

PRIORITY ACTIONS:

8.3.1 Implement a comprehensive SDMP launch campaign that engages tourism businesses, public-sector agencies, the NGO community, and the wider community.
- Coordinate launch planning and events through the interim destination stewardship network.

8.3.2 Present the SDMP to Teton County Commissioners and members of the Town Council and seek formal adoption of the plan by elected officials

8.3.3 Publish quarterly SDMP status reports that update key stakeholders and the wider community on goals, initiatives, and progress to date.
- Coordinate quarterly reports through the interim destination stewardship network.
- Establish two-way communications mechanism for tourism stakeholders and all communities.

8.3.4 Coordinate with the main organizations responsible for local, regional, and state-level plans and strategies associated with the SDMP goals.
- Coordinate with entities spearheading plans in the following areas: the Comprehensive Plan, transportation, housing, climate action.

PARTNER ORGANIZATIONS:
JHTTB; elected officials, organizations that form part of the interim destination stewardship council.

POTENTIAL RESOURCES:
- Funding for outreach and education campaigns

KPIs:
- Quarterly public reporting of progress toward SDMP goals
- Increase in funding for permanent destination management organization
- Public-, private-, and civic-sector support for the SDMP and its implementation

RELATED FOCUS AREAS:
Education & Communications, Visitor Flow Management, Workforce Recruitment & Retention, Workforce Housing, Transportation & Mobility, Climate Action, Monitoring & Reporting, Governance

5. Governance & Implementation Plan

Are we getting there?

This section of the report provides an overview of the proposed implementation schedule for priority initiatives. It also provides additional information to guide further community discussions on the possible governance options for sustainable destination management.

Shared Responsibility for Implementation

This SDMP serves as a framework that outlines a common agenda, shared vision, stewardship goals, and strategic initiatives that aim to inspire mutually reinforcing efforts and continuous communication across all communities and jurisdictions.

Destination management is a shared responsibility among all key stakeholder groups—tourism businesses, public sector, civic sector, and the wider community. Collective action and impact is therefore the backbone of the SDMP. The establishment of interim and permanent governance structures for destination management underpins successful SDMP implementation. The following diagram illustrates how the interim and permanent structures can interact and build on each other.

Overarching and independent strategic leadership and plan implementation

Destination management organization

Independent organization contracted by the JHTTB to oversee destination management

Collaboration and execution of priority actions to help achieve SDMP goals

Destination stewardship network and action teams

Network participants are subject matter experts, community leaders, and leading organizations that can guide implementation; they will organize into action teams to assist with implementation on key SDMP focus areas; the network can be maintained to provide support to the permanent destination management organization

Engagement with the wider community on an ongoing basis

Community Forum – Engage Teton County

Tourism stakeholders and residents can provide feedback on quarterly SDMP implementation reports

Implementation Schedule

The following implementation schedule provides a recommended timeline for the rollout of the strategic initiatives. A phased approach to implementation is recommended. It is important to note that many strategic initiatives are interrelated and others are linked to other existing and related plans. It is expected that the timelines may be adjusted to better align with implementation schedules of related plans (housing and transportation in particular), as well as the actual launch of an interim destination stewardship network and permanent structure for tourism governance.

This section of the SDMP includes an overarching strategic initiatives implementation schedule and a Year 1 implementation plan detailing priority actions. Please see Appendix A for recommended implementation schedules for Year 2 and Year 3.

Goal	Strategic Initiative	Years
📢	1.1 Maintain community engagement in tourism	1–5
📢	1.2 Expand existing programs that promote sustainable operating practices	2–5
📢	1.3 Devise a visitor education strategy that influences responsible behavior in the destination	1–2
📢	1.4 Implement a tourism marketing and communications strategy that informs visitors and community members about their shared responsibilities	2–3
🗺️	2.1 Establish a visitor management action team	1
🗺️	2.2 Establish community-defined acceptable thresholds for change	2–3
🗺️	2.3 Develop a collaborative visitor management strategy to manage spaces and mitigate impact across all lands	4–5
👥	3.1 Build a robust and diverse tourism workforce pipeline	1–3
👥	3.2 Improve recruitment and retention of workforce	2–5
👥	3.3 Prioritize workforce development	3–5
🏠	4.1 Advocate for funds to develop community housing	2–5
🏠	4.2 Advocate for and expand incentives and resources to allocate land and repurpose infrastructure for housing	2–5
🏠	4.3 Incentivize employers to provide seasonal and year-round housing	3–5
🚗	5.1 Support expansion of affordable public transit around mobility hubs	2–5
🚗	5.2 Support development of transit planning applications and broader integration with advanced trip planning	1–5
🚗	5.3 Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and other key attractions	1–5
🏔️	6.1 Demonstrate Teton County's leadership in reducing tourism's carbon footprint	1–5
🏔️	6.2 Establish science-based reduction targets for the tourism economy aligned with the community's net-zero climate goals	2–5
🏔️	6.3 Educate visitors and residents about carbon emissions and create opportunities to collectively reduce their carbonfootprint	2–5
🏔️	6.4 Guide, support, and incentivize tourism businesses to reduce their carbon footprint	2–5
📋	7.1 Establish an accessible and regularly updated destination data bank	2–5
📋	7.2 Publish an annual indicator report	3–5
⚙️	8.1 Establish an interim destination stewardship council to guide SDMP implementation in the near term	1
⚙️	8.2 Establish a permanent governance structure for destination management and SDMP implementation	1–2
⚙️	8.3 Raise awareness and understanding of the plan among all key stakeholder groups	1

Year 1 Implementation Priorities

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
8.1.1 Design network structure and scope of work for the destination stewardship council.					Jackson Hole Travel and Tourism Board
8.1.2 Form a destination stewardship council that builds on the existing SDMP Steering Committee.					Jackson Hole Travel and Tourism Board, destination stewardship council organizations
8.3.2 Present SDMP to County Commissioners and Town Council Members and seek formal adoption of SDMP from County Commissioners and Town Council.					Jackson Hole Travel and Tourism Board, elected officials
8.3.1 Implement a comprehensive SDMP launch campaign that engages tourism businesses, public-sector agencies, the NGO community, and the wider community.					Jackson Hole Travel and Tourism Board
8.1.3 Destination stewardship council defines year one SDMP quick wins and guides implementation of priority actions. Action teams will need to be formed to oversee implementation of quick-win projects. Some quick win projects could include:					Destination stewardship council organizations
1.3.3 Develop a "How to JH" guide that outlines "know before you go" trip planning, principles of responsible recreation and environmental stewardship, respectful interactions with the community including frontline workers, and general local etiquette and tips.					1.3.3: Jackson Hole Travel and Tourism Board
3.1.1 Create industry-level workforce pipeline development programs. 3.1.3 Advocate for immigration reform that enables the recruitment of immigrant and international workers.					3.1.1 & 3.1.3: Jackson Hole Chamber of Commerce, other key trade associations, Wyoming Department of Workforce Services in Jackson, universities
5.2.1 Support the first generation of a transit application being developed by START. 5.3.1 Tourism representatives (representation from the JHCC and/or the destination stewardship council) monitor and participate as appropriate in the transit feasibility study commencing in late 2022 with JH Airport, Teton County, START, Grand Teton National Park, Wyoming Department of Transportation, and others.					5.2.1 & 5.3.1: Teton County Regional Transportation Planning Administrator START Bus Board of Directors and Program Administrator
2.1.1 Establish visitor management action team. First step will involve determining which sectors, organizations, and community stakeholders need to be represented on the action team and identify at least one representative from each group to participate in regularly scheduled meetings.					2.1.1 & 2.1.2: Destination stewardship council organizations

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
2.1.2 Coordinate initial meeting(s) to define the scope of the action team and collective agreements (e.g., governance, process agreement, and public.					
6.1.2 Support the development and implementation of the Jackson/Teton Climate Action Roadmap.					6.1.2: JH Climate Action Collective, Teton Climate Action Partnership
1.1.3 Maintain the recently launched community engagement platform on tourism via Engage Teton County, developing this site as a hub for information releases.					Jackson Hole Travel and Tourism Board
1.3.1 Establish a Responsible Visitor Education Taskforce of tourism stakeholders that will meet quarterly to oversee education programs and outreach campaigns and ensure education is integrated into destination marketing efforts targeting the community as well as tourists.					Jackson Hole Travel and Tourism Board, GTNP, YNP, Bridger-Teton National Forest, Jackson AIR, Jackson Hole Mountain Resort
1.3.2 Develop content distribution strategies to ensure consistency and continuity of responsible visitor messaging and campaigns among frontline stakeholder groups, and use platforms that reach visitors throughout their experience (at the planning stage, pre-arrival, and while in the destination).					Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, GTNP, YNP, Bridger-Teton National Forest, Jackson AIR, Jackson Hole Mountain Resort
8.2.2 Build capability and capacity of the JHTTB to oversee the change management process, including the interim and permanent governance structures.					Jackson Hole Travel and Tourism Board
8.2.1 Design and implement a comprehensive change management process to establish a permanent destination management and management organization.					Jackson Hole Travel and Tourism Board, elected officials, destination stewardship council organizations

*See Section 4: Action Plan for detailed description of initiatives and full list of implementation organizations

Appendices

Appendix A – Implementation Priorities for Year 2 and Year 3

Appendix B – SDMP Alignment to Existing Teton County Plans and Programs

Appendix A Implementation Priorities for Year 2 and Year 3

Year 2 Priority Actions

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
1.1.1 Create a community engagement manager role within the JHTTB (or permanent destination management and marketing organization) that can manage and implement continued outreach and education programming and act as a community liaison.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
1.1.2 Conduct bi-annual (every two years) resident sentiment and tourism stakeholder surveys to maintain input and measure the benchmark of sentiment.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
1.1.5 Improve community knowledge about the broader value of tourism and the visitor economy. Develop communication tools for tourism stakeholders to amplify information dissemination and ensure wider educational opportunities.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
1.4.2 Develop an integrated marketing and communications strategy that prioritizes visitor and resident education and communication.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
1.4.3 Ensure that the new integrated marketing and communications strategy is aligned with efforts of the visitor education taskforce that can provide oversight on messaging, and support campaign dissemination.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
1.1.4 Host an annual state of Teton County tourism community town hall event to present data monitoring and tourism performance indicators, solicit feedback and engagement from community attendees on tourism performance, and build trust in the community.					Jackson Hole Travel and Tourism Board, permanent destination management and marketing organization
1.3.4 Provide local businesses with training and a toolkit for disseminating responsible visitor education and messaging among their employees, including frontline workers and guide services. Include local businesses and frontline workers in tourism ambassador program opportunities.					Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce
1.4.5 Draft a policy to formalize a marketing budget that prioritizes ratio which skews toward visitor and resident educational communications versus destination promotion.					Jackson Hole Travel and Tourism Board
3.1.2 Ensure greater inclusion of youth, Native American, retiree, and immigrant communities to ensure the workforce better represents the region's diverse population.					Jackson Hole Chamber of Commerce, Wyoming Department of Workforce Services in Jackson, Voices JH, universities
3.2.1 Establish ongoing industry-level workforce recruitment programs.					Jackson Hole Chamber of Commerce, Wyoming Department of Workforce Services in Jackson, Voices JH, universities

Year 2 Implementation

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
4.1.1 Work with Teton County, housing NGOs, and federal and state agencies to inventory existing projects, funding mechanisms, and opportunities for additional housing sources.	▓				Teton County Housing Authority, Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce
4.1.2 Engage with state legislators and others currently leading lobbying for the passage of a statewide real estate transfer tax to establish collaborative opportunities to advance efforts.	▓	▓			Jackson Hole Chamber of Commerce, Teton County Commissioners, Wyoming state representatives and senators, Jackson Hole Travel and Tourism Board, Teton Board of Realtors
4.2.1 Create a complementary education and outreach campaign leveraging existing efforts to promote the importance of workforce housing.		▓	▓		Teton County Housing Authority, Jackson Hole Chamber of Commerce, Jackson Hole Travel and Tourism Board, Community Foundation of Jackson Hole
4.2.2 Educate the community about housing challenges and solutions and promote zoning and regulations to support tiny homes and other creative reuse of infrastructure.		▓	▓		Teton County Housing Authority and Teton County Housing NGOs, Jackson Hole Chamber of Commerce, Jackson Hole Travel and Tourism Board
5.1.1 Identify the value of transit services to support the tourism and hospitality industry workforce, visitor services, and community special events.	▓	▓			Teton County Regional Transportation Planning Administrator, START Bus Board of Directors and Program Administrator, Jackson Hole Chamber of Commerce
5.1.2 Identify and prioritize opportunities for greater tourism and hospitality industry involvement in transportation planning and funding. Include pricing structures to encourage transit use by the workforce.		▓	▓		Teton County Regional Transportation Planning Administrator, START Bus Board of Directors and Program Administrator, Jackson Hole Chamber of Commerce
5.2.2 Support and participate in a process (e.g., task force/ working group) to expand app(s) for advanced trip planning building on START bus application.		▓		▓	Teton County Regional Transportation Planning Administrator, START Bus Board of Directors and Program Administrator, Jackson Hole Chamber of Commerce
5.3.2 Convene community and tourism stakeholders as needed to review solutions and support advocacy efforts.	▓	▓		▓	Teton County Regional Transportation Planning Administrator, START Bus Program Administrator, Jackson Hole Chamber of Commerce
6.2.1 Create a framework to assess tourism's carbon emissions across the destination and set reduction targets.		▓	▓	▓	Teton Climate Action Partnership, Town of Jackson, Teton County, Energy Conservation Works
6.2.2 Create a tourism climate impact dashboard that reports carbon emissions, impacts, and progress toward reduction targets.		▓	▓	▓	Teton Climate Action Partnership, Town of Jackson, Teton County, Energy Conservation Works
6.3.4 Utilize existing community resources to educate short-term rental owners and part-time resident homeowners on how to reduce carbon emissions year-round.	▓	▓	▓	▓	Jackson Hole Travel and Tourism Board, Town of Jackson, Teton County Housing Authority

Year 2 Implementation

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
6.4.2 Encourage tourism businesses to participate in the Sustainable Business Leaders and BEST programs.					Riverwind Foundation, Jackson Hole Chamber of Commerce
6.4.3 Motivate tourism businesses to participate in waste reduction/diversion programs from the Road to Zero Waste movement.					Teton County Integrated Solid Waste and Recycling, Jackson Hole Chamber of Commerce
7.1.1 Convene an Destination Stewardship Council action team that consists of diverse community organizations to organize destination data sources and establish protocols.	■				Destination stewardship council organizations
7.1.2 Identify and catalog all pertinent impact indicators, including data sources and contact information for participating organizations.	■	■			Destination stewardship council organizations
7.2.1 Interpret data and analyze trends to communicate the complex story of tourism to the general public in a simple way.			■	■	Destination stewardship council organizations
8.2.3 Secure funding to implement strategic initiatives.					Jackson Hole Travel and Tourism Board, destination stewardship council
8.3.3 Publish quarterly SDMP status reports that update key stakeholders and the wider community on goals, initiatives, and progress to date.					Jackson Hole Travel and Tourism Board, destination stewardship council
8.3.4 Coordinate with the main organizations responsible for local, regional, and state-level plans and strategies associated with the SDMP goals.					Destination stewardship council

Year 3 Priority Actions

	Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
📢	1.2.1 Promote tourism sector businesses that are BEST certified to visitors. Provide information via visitjacksonhole.com and other content platforms. Develop visitor-facing communication that highlights sustainability success stories and can be incorporated into a JH Guide, social media, the website, and other platforms to inform visitors who want to support BEST certified businesses.					Jackson Hole Travel and Tourism Board, Riverwind Foundation, Jackson Hole Chamber of Commerce
📢	1.2.2 Promote certification opportunities for a wider variety of business types including and beyond BEST, such as the University of Wyoming outdoor guide certification program.					Jackson Hole Travel and Tourism Board, Riverwind Foundation, Jackson Hole Chamber of Commerce
📢	1.2.3 Incorporate BEST-certified business identification icons on visitor information guides such as trail maps, including icons to indicate sustainability practices.					Jackson Hole Travel and Tourism Board, Riverwind Foundation, Jackson Hole Chamber of Commerce
📢	1.2.4 Re-engage with a globally recognized sustainable tourism destination certification program.					Jackson Hole Travel and Tourism Board
📢	1.3.5 Develop visitor-contribution and voluntourism opportunities for the public to give back to the community, such as resilience, sustainability, and regeneration initiatives, and climate offset donations to local organizations. Develop communications to promote these opportunities. Develop a visitor (and resident) contribution fund (opt-out or opt-in) for supporting local sustainability and destination management actions.					Jackson Hole Travel and Tourism Board
📢	1.4.1 Conduct ongoing monitoring of marketing and promotion to understand the impact of destination marketing on visitor demand generation. This should be conducted using a marketing research vendor such as Nielson, for a comprehensive analysis of JHTTB and other brand sales and marketing efforts. This should also include a compilation of a destination marketing inventory of all tourism industry and partner campaigns and reach.					Jackson Hole Travel and Tourism Board
📢	1.4.4 Ensure the existing JHTTB marketing committee represents all community interests, including residents and tourism stakeholders and potential outreach partners including realtors, lodging and accommodation sectors.					Jackson Hole Travel and Tourism Board

Year 3 Implementation Priorities

Priority Actions*	Q1	Q2	Q3	Q4	Key Implementation Organizations*
3.2.2 Create a more inclusive community that is responsive to workforce needs, in particular housing and wages.	■	■	■	■	Jackson Hole Chamber of Commerce, Wyoming Department of Workforce Services in Jackson, Voices JH, universities
3.3.1 Provide training and professional education opportunities to the tourism workforce.	■	■	■	■	Jackson Hole Chamber of Commerce, Voices JH, universities
4.1.4 Evaluate opportunities for private sector tourism advocacy to build public awareness and engagement around diversified funding and the benefits of a real estate transfer tax to support development of workforce housing.	■	■			Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, Teton County Board of Realtors, Teton County Commissioners, Town of Jackson Council
4.3.3 Identify opportunities to support 2020 Comprehensive Plan – 5.4.S.9: Actively enforce short-term rental prohibition in the county.	■	■			Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, Teton County Board of Realtors
5.3.2 Convene community and tourism stakeholders as needed to review solutions and support advocacy efforts.	■	■	■	■	Teton County Regional Transportation Planning Administrator, START Bus Program Administrator, Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce
6.3.1 Develop education and action campaigns that inspire and effectively enable visitors to reduce carbon emissions.	■	■			Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, Jackson Hole Airport, Tourism Businesses
6.3.2 Expand opportunities for visitors to give carbon offset donations to local organizations that are effectively reducing emissions, conserving resources, or protecting the environment.			■	■	Jackson Hole Airport, Yellowstone-Teton Clean Cities, Jackson Hole Travel and Tourism Board, Jackson Hole Chamber of Commerce, Tourism Businesses
6.4.5 Educate and enable tourism businesses and services that use vehicles to switch to fully-electric fleets (electric cars, sleds, maintenance trucks).	■	■			Energy Conservation Works, Jackson Hole Chamber of Commerce, Riverwind Foundation
7.2.2 Publish the report annually through readily accessible media channels.	■	■			Destination stewardship council organizations

*See *Section 4: Action Plan* for detailed description of initiatives and full list of implementation organizations

Appendix B   SDMP Alignment to Existing Teton County Plans and Programs

The following table illustrates alignment of SDMP goals and strategic initiatives with known plans and programs. The intention is to identify further resources to support the implementation of SDMP initiatives and priority actions and reinforce existing destination commitments, goals/targets, monitoring, and reporting efforts.

SDMP STRATEGIC INITIATIVE	Associated Community Goal/Target	2020 Jackson/Teton County Comprehensive Plan	Other Plans, Programs or Policies
2.2 Establish community-defined acceptable thresholds for change		Section 1: Stewardship of Wildlife, Natural Resources, and Scenery Section 3: Responsible Growth Management	Interagency Visitor Use Management Framework National Visitor Use Monitoring Program (USFS)
4.1 Advocate for funds to develop workforce housing	65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%	5.4.S.5: Explore a sales tax, property tax, or other reliable funding sources to allow for the creation of affordable, deed-restricted workforce housing. Continue attempts to institute a real estate transfer tax.	Workforce Housing Action Plan Workforce Housing Indicator Report 2021/22 – Jackson & Teton County Annual Housing Supply Plan 2021/22 – Jackson & Teton County Housing Needs Assessment Housing Authority Annual Work Plan 2022 Employee Generation by Land Use Study (Nexus Study)
4.2 Advocate for and expand incentives (and resources) to allocate land and repurpose infrastructure for housing.	65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%	Principle 5.1 – Strategies to house a diverse population locally 5.1.S.2: Seek opportunities to improve the public perception of workforce housing through Principle 5.1 – Strategies to house a diverse population locally 5.1.S.2: Seek opportunities to improve the public perception of workforce housing through education about the value of workforce housing. 5.1.S.3: Evaluate moving from standard deed restriction back to the modifiable template through the annual Rules and Regulations Update. Principle 5.2 – Strategies to predictably locate a variety of housing types. ✓ 5.2.S.1: Identify appropriate areas for the provision of all housing types in the Town and County, with a particular focus on multifamily housing. 5.2.S.2: Evaluate and update guesthouse and accessory residential unit regulations. 5.2.S.3: Make impactful investments in infrastructure and catalyst investments in housing projects located in transitional subareas. 5.2.S.4: Explore allowances for temporary housing and tiny homes.	Workforce Housing Action Plan Workforce Housing Indicator Report 2021/22 – Jackson & Teton County Annual Housing Supply Plan 2021/22 – Jackson & Teton County Housing Needs Assessment Housing Authority Annual Work Plan 2022 Employee Generation by Land Use Study (Nexus Study)

SDMP Alignment to Existing Teton County Plans and Programs

SDMP STRATEGIC INITIATIVE	Associated Community Goal/Target	2020 Jackson/Teton County Comprehensive Plan	Other Plans, Programs or Policies
4.2 Advocate for and expand incentives (and resources) to allocate land and repurpose infrastructure for housing.	65% of workforce lives in Teton County, WY (2020 Jackson/Teton County Comprehensive Plan)—currently ~59%	Principle 5.4 – Strategies to establish a balanced housing program 5.4.S.3: Evaluate and update land development regulations to remove barriers and provide appropriate exemptions for the provision of workforce housing. ✓5.4.S.4: Evaluate and update existing workforce housing incentives. 5.4.S.5: Explore a sales tax, property tax, or other reliable funding source to allow for the creation of deed-restricted workforce housing. Continue attempts to institute a real estate transfer tax. 5.4.S.7: Increase awareness among the region's employers about opportunities for collaborative approaches to increase the supply of workforce housing. 5.4.S.8: Develop an outreach program for landlords to encourage long-term rentals instead of short-term rentals. 5.4.S.9: Actively enforce short-term rental prohibition in the county. Additional reference: Chapter 7 – Multimodal Transportation Principles	Workforce Housing Action Plan Workforce Housing Indicator Report 2021/22 – Jackson & Teton County Annual Housing Supply Plan 2021/22 – Jackson & Teton County Housing Needs Assessment Housing Authority Annual Work Plan 2022 Employee Generation by Land Use Study (Nexus Study)
5.1 Support expansion of affordable public transit around mobility hubs	Reduction per capita of Vehicles Miles of Travel in Jackson Hole Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan) Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan) Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)	Principle 7.1 – Meet future transportation demand with walk, bike, carpool, transit, and micro-mobility infrastructure 7.1.a: Increase capacity for walking, biking, carpooling, and riding transit 7.1.c: Interconnect all modes of transportation 7.1.d: Establish a permanent funding source for an alternative transportation system Principle 7.3 – Coordinate transportation planning regionally 7.3.a: Implement the Integrated Transportation Plan 7.3.b: Coordinate transportation network decisions 7.3.c: Establish a regional transportation strategy 7.3.d: Develop a land use pattern based on transportation connectivity	Town of Jackson & Teton County Integrated Transportation Plan and supporting resources START Bus Strategic Plan START 2020–2025 Routing Plan Pathways Master Plan Wilson-Multimodal Transportation Study Wyoming's State Transportation Improvement Program 2023-2028

SDMP Alignment to Existing Teton County Plans and Programs

SDMP STRATEGIC INITIATIVE	Associated Community Goal/Target	2020 Jackson/Teton County Comprehensive Plan	Other Plans, Programs or Policies
5.2 Support development of transit planning applications (mobility app) and broader integration with advanced trip planning.	Reduction per capita of Vehicles Miles of Travel in Jackson Hole Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan) Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan) Active Transportation Mode Share per capita (e.g., more bikes and boots) – Goal: ≥ 18% by 2024 & ≥ 20% by 2035 (2020 Jackson/Teton Comprehensive Plan)	Chapter 7: Multimodal Transportation; several priorities supported through reduced use of single occupancy vehicles (SOVs)	Town of Jackson & Teton County Integrated Transportation Plan and supporting resources START Bus Strategic Plan START 2020–2025 Routing Plan
5.3 Support evaluation and potential resourcing of public transit to the airport, Grand Teton National Park, and other key attractions	Reduction per capita of Vehicles Miles of Travel in Jackson Hole Goal: 525,000,000 in 2024/≤ 560 million target 2035 Goal (2020 Jackson/Teton Comprehensive Plan and the Town of Jackson and Teton County Integrated Transportation Plan) Increased START transit ridership per capita: ≥ 1,800,000 by 2024/≥ 3,600,000 target 2035 (2020 Jackson/Teton County Comprehensive Plan and the Town of Jackson and Teton Integrated Transportation Plan)	Principle 7.2 – Reduce greenhouse gases from vehicles to below 2012 levels 7.2.b: Discourage use of single occupancy vehicles 7.2.c: Explore and pilot innovative transportation solutions 7.2.d: Reduce wildlife and natural and scenic and resource transportation impacts Principle 7.3 – Coordinate transportation planning regionally 7.3.b: Coordinate transportation network decisions 7.3.c: Establish a regional transportation strategy	Town of Jackson & Teton County Integrated Transportation Plan START 2020-2025 Routing Plan 2022/23 Transit Feasibility Study 2018 Teton County Wildlife Crossing Master Plan

SDMP Alignment to Existing Teton County Plans and Programs

SDMP STRATEGIC INITIATIVE	Associated Community Goal/Target	2020 Jackson/Teton County Comprehensive Plan	Other Plans, Programs or Policies
6.1 Demonstrate Teton County's leadership in reducing tourism's carbon footprint.	Town of Jackson goal of net-zero by 2030 Teton County Zero Waste Goal of 60% diversion by 2030	Principle 1.1 – Maintain healthy populations of all native species Principle 1.2 – Preserve and enhance surface water and groundwater quality Principle 1.3 – Maintain the scenic resources of the community Principle 1.4 – Protect and steward open space	Climate Action Roadmap (in development) Greater Yellowstone Coordinating Committee Projects Teton Climate Action Partnership working groups Energy Conservation Works Programs Glasgow Declaration Global Network
6.2 Establish science-based reduction targets for the tourism economy aligned with the community's net-zero climate goals.	Town of Jackson goal of net zero by 2030 Teton County Zero Waste Goal of 60% diversion by 2030	Principle 2.1 – Reduce the consumption of non-renewable energy Principle 2.2 – Reduce greenhouse gas emissions through land use Principle 2.3 – Reduce greenhouse gas emissions through transportation	Teton Climate Action Partnership Dashboard Energy Conservation Works Programs Climate Action Roadmap (in development)
6.3 Educate visitors and residents about carbon emissions and create actionable opportunities to collectively reduce their carbon footprint.	Town of Jackson goal of net zero by 2030 Teton County Zero Waste Goal of 60% diversion by 2030	Principle 2.1 – Reduce the consumption of non-renewable energy Principle 2.2 – Reduce greenhouse gas emissions through land use Principle 2.3 – Reduce greenhouse gas emissions through transportation Principle 2.4 – Increase energy efficiency in buildings Principle 2.5 – Conserve energy through waste management and water conservation	nergy Conservation Works Programs Climate Action Roadmap (in development) The Good Traveler Program (partnership with JH Airport) The Mountain Neighbor Handbook
6.4 Guide, support, and incentivize tourism businesses to reduce their carbon footprint.	own of Jackson goal of net zero by 2030 Teton County Zero Waste Goal of 60% diversion by 2030	Principle 2.1 – Reduce the consumption of non-renewable energy Principle 2.2 – Reduce greenhouse gas emissions through land use Principle 2.3 – Reduce greenhouse gas emissions through transportation Principle 2.4 – Increase energy efficiency in buildings Principle 2.5 – Conserve energy through waste management and water conservation	Energy Conservation Works Programs Climate Action Roadmap (in development) Sustainable Leaders and BEST program administered by the Riverwind Foundation
7.1 Establish an accessible and regularly updated destination data bank		Principle 9.2 – Monitor indicators annually	
7.2 Publish an annual indicator report		Principle 9.2 – Monitor indicators annually	

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