

**Present:** Wanda Adams (Fremont County), Rick Baldwin (Driggs Planning and Zoning), Basil Barna (Wilderness Systems and Technologies), Garth Blanchard (Intrepid Consulting), Randy Blough (Harmony Design & Engineering), Jan Brown (Yellowstone Business Partnership), Phil Cameron (Yellowstone-Teton Clean Energy Coalition), Tom Cluff (Fremont County Planning and Building Department), Alicia Cox (Yellowstone-Teton Clean Energy Coalition), Liz Davy (US Forest Service), Judy Dorsey (Brendle Group), Rick Garcia (U.S. Department of Housing and Urban Development), Anna Gruel (Habitat for Humanity), Heather Higinbotham (Yellowstone Business Partnership), Shawn Hill (Town of Jackson), Randall Johnson (Forsgren Associates), Bill Knight (City of Victor), Steph Knisley (Brendle Group), Lyle Konkol (U.S. Department of Housing and Urban Development), Arthur Kull (Yellowstone Business Partnership), Karen Lansing (Habitat for Humanity Idaho Falls Area), Wendy Lowe (P2 Solutions), Mary McBride (U.S. Department of Housing and Urban Development), Jan Neish (Fremont County Smart Growth Coalition), Timothy O'Donoghue (Riverwind LLC), Mike O'Neil (City of Victor Planning and Zoning Commission), Patty Parkinson (City of St. Anthony), Jerry Royster (U.S. Department of Housing and Urban Development), Angie Rutherford (Teton County, ID), Doug Self (City of Driggs), Zach Smith (City of Victor, Idaho), Brad Vasseur (Teton Co Democratic Party), Amy Verbeten (Friends of the Teton River), Roy Walters, Sandra Walters, Wendy Weaver (Green Stone Consulting), Dave Wortman (Brendle Group), Debra Wuersch (Rendezvous Engineering, P.C.), and Jennifer Zung (Harmony Design & Engineering).

All present introduced themselves.

Wendy Lowe reviewed the ground rules:

1. Participate with intention and be present during the presentations.
2. Help us appreciate the diversity of perspectives.
3. Avoid distractions to the extent possible. Silence your cell phones. If you need to talk to someone, take it outside so it's not disrupting to everyone else in the room.

**US Department of Housing and Urban Development: Aspirations for this Project and HUD Listening Session** — *Mary McBride (Regional Administrator, HUD Region X) and Rick Garcia (Regional Administrator, HUD Region VIII)*

Rick Garcia introduced himself and stated that one of his charges as a regional administrator is to serve as a senior advisor to the Secretary on sustainability at HUD. Mr. Garcia's previous job and role in Denver was as an elected City and County councilman. He spent almost 8 years of policy work on a new transit system linked to affordable housing and greater land use decisions. This work aligns well with the national objectives of sustainability. There have been 145 Regional Sustainability Planning Grants awarded around the country through the Sustainable Communities Partnership with HUD, DOT and EPA. The Partnership's goal is not only to support urban areas, but many small towns and communities in rural America. There is a requirement that at least 25% of the awards go to small towns and cities. Mr. Garcia said that the administration recognizes how important it is to ensure opportunities for rural America to prosper and consider their growth challenges. He congratulated the consortium and shared his experience working with 7 counties in the Denver metro region that are all independent. He felt there were similar challenges to Teton ID and WY over the hill working together.

Mr. Garcia reviewed the six Sustainability Principles of the partnership:

1. Promote equitable, affordable housing
2. Support existing communities. He emphasized that the partnership wants to help safeguard the beauty of the landscape and this requires a collaborative approach
3. Coordination of policies to leverage larger investments, not just within HUD but among other federal agencies.
4. Value communities and neighborhoods. Enhance the unique characteristics of individual communities.
5. Provide more transportation choices.
6. Enhance economic competitiveness

Mr. Garcia used several regional communities as examples related to the transportation choices principle. How can Havre, MT ensure that older folks, folks that don't drive, can access basic services like medical care and grocery stores? Within the Balkan region in ND, there are 16 counties in a consortium trying to figure out how to better manage the exponential growth in the region. The Pine Ridge Sioux reservation planning process is addressing tribal values in all housing developed in the entire community. In the SLC basin, Envision Utah and the Wasatch 2040 process is outlining an amazing planning process to include how that future area will look with growth and how those communities can work together.

Mr. Garcia introduced Lyle Konkol, the WY Field Office Director for HUD. Mr. Konkol's encouragement to the audience was, "If you lead, the federal government will follow." He encouraged us to create a process that makes sense for our region for generations to come. If it works, the federal government will have to adjust.

Mary McBride, the regional administrator for region X, introduced herself. Ms. McBride covers Washington, Oregon, ID and AK. She shared that the foundation of the sustainability partnership initiative is diversity. Of interest are the ideas and experiences, perspectives, longevity, and whom you know or are related to that define our common interest and shared values. The things that link us together, both differences and similarities. Ms. McBride introduced Jerry Royster, Regional Sustainability Officer for HUD: she said Mr. Royster is the person who keeps her in the loop, and helps her understand each community's challenges and where they (HUD) can step up to be a better partner.

Ms. McBride emphasized that this entire initiative is not just the federal government writing a check and saying best of luck. It is about reinvesting your dollars and our dollars into communities, neighborhoods, people and visions. This is your (each community's) initiative. These grants were competed nationwide. Hundreds and hundreds of regions like this, bigger, smaller, who competed and were not successful. The goal of these grants isn't just about one more plan; it's about bringing voices together, bringing together separate and individual plans together for shared values, shared priorities and vision. All of the stakeholders bring a dynamic pool of experiences, a wealth of knowledge, a lot of wisdom to the table. This is also a time to ask who's not at the table? Are there interests that can help the conversation, the work you're doing? Ms. McBride pointed out that there is no one from education or health care in the audience. Are there others that could lend a voice to this? She stressed the importance of taking an inclusive approach, and to not be afraid to challenge yourself to step beyond whatever comfort level you might have. The third component is about partnership: our partnership, looking at new elements of it, the federal partnership and the work we are doing. She asked how HUD could become a better partner, not just as individual department of HUD but also as government resources? President Obama's State of the Union Address last year talked about changes that the federal government needed to go through, and how it is no longer acceptable for departments to say "This is what I do, and fit it my box. If you don't, thanks but no thanks." She stated the need to break down our own silos so that when we're thinking about transportation, housing, the kinds of things our community needs, so that they are not in separate boxes but can be done collaboratively and we have resources to approach in collaborative nature. She also

stated that our work is about how we hold HUD's feet to the fire. It's not about the \$1.5M awarded in the grant; it's always about HUD learning and understanding our priorities, our road map, and helping us support those efforts. In order to do that, HUD needs us to help them step up. "Our relationship with you is as good as you hold our feet to the fire. And I hope you will take us up on that challenge and that offer. Thank you for opportunity to share thoughts with you but most importantly for the opportunity to sit here with you and hear your discussions today and have important conversations about where you're going and how we can walk shoulder to shoulder."

Rick Garcia encouraged the group to look at the Puget Sound regional council, a group of 4 urban counties in a very diverse area. He highlighted their exemplary bar setting work around the ability to include all stakeholders and engage diverse voices, not just conduct surveys. They are working directly with people who have traditionally been disengaged from the process; these groups are often most impacted by decisions. They have become real stakeholders in the process, not just at the table but helping to shape the future of the communities of which they are a part. They are willing to share techniques and ideas with sustainable community grantees. Those four counties include a lot of rural areas as well. Rick also shared Rifle, CO as an example. They have a tourism-based economy, and are on the I-70 corridor west of Denver and just down valley from Aspen. They suffered over the years in terms of Aspen's no growth internal policy; all growth happened down valley and that's where all the workers live. They are close to the end of their grant and may have some resources or experiences to share. Mary recommended Eugene OR as another good example. They have a strong economic development component to their planning piece. They understand that they are not going to land any big businesses, but are looking at how to grow business from within. How they can use some of their already existing resources through HUD or USDA to set up different sorts of programs (i.e. revolving loan funds to help businesses with gap loans). How do they develop with the business community types of infrastructure to help build that from within? They brought in folks to help take a look at business feasibility opportunities, businesses that could be nurtured.

Tom Cluff reminded everyone that the end of this grant is really the start of this work. FY 2014 has \$75M for implementation funding from HUD, targeted to leveraging other funds. How does HUD intend to use that \$75M and how will the leveraging work? What are our opportunities there? Rick said he could only speculate: the rules not yet established. They have broadly talked about the need to finance affordable housing projects identified as a result of the planning process, that HUD can help close the gap. That will be similar to the Community Development Block Grant entitlement process. Or another example might be a small town with bus or rapid transit program, with a gap to keep corridor moving in that direction. He was sure that those funds would not provide 100% financing; they are designed to augment and leverage other program dollars. An audience member asked if DOT and EPA also have implementation money. Rick said he is not aware of additional money. It was a special ask in the 2014 budget from HUD side. There are still TIGER grants and others available to the region. The agencies are starting to have more sensitivity toward broader goals in sustainability with communities. Mary told the group as they move through the planning process and get to a place to really talk about the implementation pieces, to let HUD help with extending invitations to those individuals to talk about continued funding opportunities and the importance of the work communities and regions like this are doing. They are looking for ways to support local communities.

The Mayor of Victor asked if future grants might be utilized for operational expenditures, or are the grants restricted to infrastructure development? Linx is proving to be fairly successful, creating public transportation into the parks and regionally. The Mayor shared his belief that smaller buses going over the pass more frequently would address 2 concerns simultaneously: transportation and affordable housing for Jackson.

Can we utilize grants for bus purchase? Rick answered to keep those ideas flowing as we proceed, and make sure to include in the final recommendations and findings from this grant. Mary said that as these ideas really become priorities and part of our bigger vision, whether it's the \$75M HUD funding or some

other resource, that we must show how it's a part of our plan, how it supports workers, supports the region, We should also identify other pools of funding; there may be resources today that would help support this type of project if it truly is an integral part of this 4-county vision. As that becomes more solid, let HUD help identify some of those points of contact even outside of HUD.

When is the application period for 2014 money? The funding has not been appropriated yet.

Angie asked about the distinction between processes versus implementation. There is a lot of diversity in our region but also shared values. One shared value we all have is economic development. Moving forward, we need to diversify and re-energize our economy. She shared the challenge we face in this region with the disconnect between the "crazy word" sustainability and economic development. She stated how difficult it is to communicate what we're doing and get the community rallied around the idea of "sustainability". She asked the HUD representatives if they had ideas about other communities facing that challenge and how they were able to overcome the communication gap between the term sustainability and economic development? Ms. McBride stated that a strong economy is an integral part of a vibrant healthy community. Some communities might the economy is the driver for sustainability while others might say it's housing or the availability of health care. When you take a look at the 5,000 pieces of the puzzle that create the picture of a healthy vibrant sustainable community, there are pieces that connect directly to the economic health of a community and region. There are good examples where it's not an "either/or" but it's "and/and". She referenced the Pacific Northwest again, specifically Eugene OR. They have a strong environmental component of their plan, yet the and/and of that is a strong component of the planning process that says environmental stewardship, affordability and economic health are all important. How do we plan for that? How do we invest in supporting that? How can we be deliberate in that? Not just attracting but growing and developing different types of businesses is part of that larger vision. Do they need to be more data driven? How can sustainability be measured for rural communities? There is a good set of data emerging from the communities who have received the grants. A lot of what you can do is think through what those opportunities are and create your own measures. HUD is not dictating precisely what those measures should be. HUD should be able to give more clarity on how the sustainable principles connect the dots to economic development. Jerry shared that he is familiar with a National Association of Counties presentation that addresses this, and he will share with group.

### **Progress Report on the Multi-Modal Transportation Assessment and Survey of Summit Participants Regarding Demand for Services – Jan Brown (Yellowstone Business Partnership)**

Jan Brown explained that the multi-modal project was pre-approved and built in to the original grant proposal. The project is about 2/3 complete, and the team hopes to have it wrapped up by the end of this calendar year. There are multiple elements in the scope of work, including a regional trails network concept plan; consideration of the possibility of establishing a diesel rail car service; development of online technologies for planning; and a comprehensive multi-modal assessment and development plan. (See Jan's PowerPoint slides for detailed notes on each component).

### **Model Code Development – Bill Knight (Town of Victor)**

Bill Knight provided the history of dominant development patterns in this country that go back to the 1920s. These patterns were initially established to provide protection to real estate wealth by keeping undesirable land use activities from encroaching on their property. It was based on a strict separation of uses, and the inherent problems were exacerbated with the growing domination of private automobiles.

He shared his involvement working with experienced organizations in alternative coding. Form-based code is probably the most accepted term, coined by Andre Duane. Code Studio in Austin TX has vast experience throughout the country. Their contract is in place. Later this summer, Code Studio will complete their review of the existing comprehensive plans for the towns of Victor and Driggs and outline what needs to be tweaked to allow us to go forward with a different form of coding. Coding is what is

used to execute a comprehensive plan. Then we will enter into a process of community driven design, which is fundamental to this project. We will bring in two urban designers, a transportation planner, and one of the country's top graphics people to help visualize the options that we can choose from. In a nutshell, instead of being focused on a separation of uses (single family housing separated from the central business district, for example), the resulting code will focus on uses that are centered around streets and roadways designed by public works departments and engineers which will result in an integrated, comprehensive system. Form-based coding provides for mixed uses, compact development, and pedestrian friendly uses. It is intuitive but fairly profound. Complete Streets is not a separate component but is fundamental to the overall. The city of Driggs already has a complete streets design for the downtown area. Victor has a complete streets design for the Main and Center intersection. "Complete streets" includes street-side parking, bike paths, and wide sidewalks – the result is a design focused on pedestrians and is walkable. Everything is designed to integrate as a whole, to reinforce the downtown experience. Bill suggested folks go to Wikipedia for a 4-page primer on form-based code or the Sacramento Metropolitan Planning Organization for another good resource.

For the difference between conventional and alternative zoning: see Bill's slides.

### Jackson, WY preparations for certification under the Greater Yellowstone Framework for Sustainable Development – Shawn Hill (Town of Jackson)

Shawn Hill shared the results of the sustainability audit completed by Code Studio that analyzed the Town of Jackson and Teton County WY's existing comprehensive plans and regulations against the Greater Yellowstone Framework for Sustainable Development. He commented on the fact that the County's plans and regulations scored higher than the Town's, mostly because most recreational resources are in the county.

Shawn went through each framework section and gave a synopsis of how the town and county performed (e.g. they performed well in transportation, not so well in cultural & historic resources).

He felt that the Framework will provide the basis for the city and county to rewrite their codes to be sustainable rather than wasting time trying to define what "sustainability" is in the context of coding.

He said that the town and county appreciate the regional perspective of the Consortium and the opportunity to work as a team on issues we all share in common.

Heather Higinbotham shared the overall goals of the model code and GY-Framework, which are to provide optional resources to communities and jurisdictions in the region in the form of local examples, best practices, tools and resources for jurisdictions to utilize those resources that fit their individual needs.

### Feasibility Study for Regional Recycling Infrastructure – Heather Higinbotham (Yellowstone Business Partnership)

Heather Higinbotham shared the components of the regional recycling project, which will launch later this month. This was an idea originating from Heather Overholser in Teton County, WY, as a way to address the low volume of recyclables and large transportation distances faced by communities wanting to recycle. The WGYC has contracted with LBA Associates out of Colorado to perform the work. The 11-month project will look at the feasibility of regional/centralized sorting and shipping facilities to reduce transportation distances and consolidate materials (increase volume of recyclables) to make recycling programs more cost-effective in rural communities.

The project will start with in-depth stakeholder and community interviews, and make stakeholder engagement a priority throughout. LBA Associates will begin by collecting all the baseline data, identify the existing waste streams and their markets, and current gaps in the system. They will conduct a technology and industry assessment, and narrow down to a list of top 3 alternatives for a feasibility analysis and economic impact review. The regional recycling system strategies must incorporate

environmental impact, job creation, economic impact, accessibility, and social equity. LBA Associates will outline implementation needs for diversion strategies.

### Regional Index for Sustainability Indicators – *Brendle Group*

The Indicators advisory group met as a team in July 2012, and had a full day's discussion about indicator projects around the country.

What are indicators? Indicators are quantitative signposts for the informed measurement and management of sustainability performance. They cannot be collected after the fact. Indicators help inform planning and goal/policy revision. They are typically linked to goals in the comprehensive plan and provide the ability to track system change (system indicators).

What makes a good indicator? Good indicators need to be clear, concise, and measurable, and must not be overly complex. There are many different types of indicators: system, policy, or rapid response indicators are some of the common ones.

In applying this work to the Western Greater Yellowstone Consortium, and taking into account the requirements and guidance from HUD, the Brendle Group intends to cross-pollinate best practices in measurement among the consortium; link to project advisory team efforts; help inform and shape a definition of sustainability for the region; and align with topic areas for each component.

The HUD required objectives are to capture data that can demonstrate the impact of the Sustainable Communities initiative, and to answer questions regarding best practices and lessons learned; to develop a common framework across the country for the measurement of progress toward making our communities more sustainable; and to empower individual communities to track progress toward their own sustainability goals.

Some example indicators provided were environmental indicators such as water supply and quality; fishable/swimmable rivers or lakes in the region; waste diversion and recycling rates; acres of protected land; presence/absence of animal, plant or bird species. Economic indicators include socioeconomic (median household income, families, % of population below poverty line); economic activity (gross regional product; number of businesses and employees); agricultural data (# of farms, acreage, types of production); and land use patterns per capita. Community indicators include measures of resident health and safety; transportation costs; access to healthy food choices; and affordable housing measures.

The Sustainability Indicators Advisory Team introduced themselves. Randy Johnson with Forsgren Associates lives south of Rexburg. He is a civil water resource engineer with a background in geomorphology, stream hydrology and water systems/treatment for communities. He is interested in the ways the built and natural environments operate. Basil Barna is a "recovering" geophysicist who lives in Idaho Falls. He is involved in non-profit work, and sits on the board of the Teton Area Advisory Forum (TAAF) and is board chair of the Yellowstone Teton Clean Energy Coalition (YTCEC). Garth Blanchard is an Ashton native. He hopes to make sure that 30 or 40 years from now, we will still be able to enjoy the qualities we appreciate here. Rick Baldwin is from Driggs and is a member of P&Z and chairs the Design Review Committee. He serves on the boards of several non-profits, including the Teton Valley Foundation (TVF) and arts council. Tim O'Donoghue is from Jackson. He is the retired director of the Jackson chamber. He now does consulting for businesses and communities to help them become more sustainable in general and specifically with regard to tourism. Tom Cluff recently completed his graduate degree in Landscape Architecture from Utah State. His master's thesis was on sustainability assessments. He is excited we are doing our own indicators. Tom said, "As I sifted through a lot of different indicators, I began to understand the relative value and problems, and how important it is that we're not taking HUD or someone's indicators off the shelf but we're measuring what's best for us." Jan Brown has a background in recreation and forestry.

Jan Brown led the attendees through a real time, online polling exercise using mobile phones and texting to collect stakeholder data.

The Brendle Group asked the attendees what social indicators are we already measuring and tracking in this region or locally?

- Ashton: There is current work with Habitat for Humanity that will include all 387 homes, an assessment of physical conditions. Habitat is individually surveying all homeowners and renters. The approach is designed to see what assets the community has, how involved people are in their community, what they like about it, and how they want to see community improved. They haven't done any building or repair work. They are trying to engage the entire community in the process. Kandler left money in his will to be used with Habitat. They are focusing on the community building process before actual implementation or building. \$1.2M will be able to go well into the future. Karen Lansing also mentioned the Upper Valley Fund.
- Dave Wortman asked how replicable that effort will be in the rest of the region? Habitat has 16 affiliates across the country, and in 80 countries across the world.
- Teton WY is currently doing a housing needs assessment.
- Basil Barna: each state keeps ADTs (average daily traffic) counts. We can extract a lot of economic info from that. We need to work with WYDOT and ITD. That information is available on their website right now.
- The Forest Service is tracking recreation hikes, types of visitors, visitor numbers by trailhead throughout Greater Yellowstone. They have been doing random surveys for the last 10 years. Liz Davy from the Bridger Teton National Forest was engaged in the trail component.
- The Sonoran Institute is tracking land development and housing needs.
- Teton Valley Foundation tracks the number of folks who attend Music on Main in Victor and where they're from. The biggest attendance last year was 4,000.
- We are lacking a formalized or consisted system for tracking medical needs
- Systems of Care: We need good coordination of all social services. Smoky Ray was mentioned as a good contact. Regional hospitals track who uses what, and why. Hospitals and urgent care should have data. Eastern Idaho Public Health is also a good resource.
- What are the ski areas tracking? Where people come from, how long they stay?
- LDS community welfare system (not public record)
- Is anyone tracking data around diversity in region? Habitat is to an extent, for the families that apply with them. Mortgage loans? This information is not required for loan applications.
- Education levels
- Median income

Economic:

- Henry's Fork Foundation tracks the number of angler days and how much money they spend while here. Recreation days might be another thing that could be counted. The Forest Service tracks that sort of information.
- Bed tax
- Lodging occupancy, sales and use tax. Real estate # of transactions going and the total dollar value of those transactions.

- # of building permits residential and commercial construction that are granted and total value
- Sales tax, state and local
- Public lands visitation
- Enplanements, general aviation
- Labor statistics in general
- Sewer use rates
- Agricultural diversity, and diversity of economic activity
- Seasonality
- Madison Valley: will be participating in a visioning process called Envision Madison. We might be able to piggy back on their work
- In Teton County, WY, the Charteur Institute and Compass Magazine/Guide may have data to share
- Association of Realtors
- Contributions to non-profits (Tin Cup, Wild Bills)
- Community Foundations, amounts and level of giving whether economic or social indicator or both. Jackson CF, TVCF, Ashton Foundation, ICF, Tetonia CF,
- Federal funding, state funding
- Septic systems: heavily reliant—we know how many we have, but there is no data on maintenance levels
- Pesticide and herbicide application (for agriculture users) must be filed with feds and the Department of Environmental Quality
- Recycling activities, waste per capita. Dave Hudackso (RAD Recycling in Driggs)
- Air quality: Teton Range, Pinedale had to track because of acid rain in the past
- Precipitation, snow pack. The Natural Resources Conservation Service tracks that information

#### Environmental

- Friends of the Teton River: Yellowstone cutthroat trout, WY Game and Fish, DEQ surface water quality, groundwater quality to some extent. Significant gaps in groundwater quality tracking related to individual wells. Public water systems tracked well. Ashton has documented nitrate so is probably tracked well.
- Economic value of fisheries
- Teton Conservation District
- Petroleum displacement through conservation or fuel switching (Yellowstone Teton Clean Energy Coalition)
- Land trusts track a lot of species data, Teton Regional Land Trust tracks bird and large game species population and habitat data
- Indicator species: goshawk, white bark pine, waterfowl
- Landfills and recycling programs, solid waste

- Energy consumption
- Water consumption
- Utilities: Rocky Mountain Power, both co-ops (supplied by Bonneville)
- Department of Agriculture funded, done by Humboldt State U, groundwater quantity on Henry's Fork Watershed
- Weeds, invasive species
- Wildfire data. "Fire wise" work on homes, how people feel about fire.
- Wildlife Conservation Society has a ton of GIS layers for this whole region

What do we want to record that will measure over the long term our quality of life or how well our system is working?

- Education levels
- Pass holder ski days (free time)
- Median income
- Gross Domestic Happiness
- Quality of life, sense of place
- Social dialogue, public participation, engagement, how well the community interacts with itself to solve problems? And broader diversity of participation
- Grass roots initiated projects
- How many young people stay in the area vs. leaving
- Footprint, sustainability, water consumption, waste stream, electricity (gas, propane, petroleum) – all per capita
- Access to natural world
- Walkability score ([www.walkscore.com](http://www.walkscore.com)): Real Estate is worth between \$300 and \$3K per point on walk score
- Irritability traffic scores (road rage)
- Acres protected (public or private by conservation easement)
- Acres in active agriculture
- Distance to recreation, slow food movement—how far away food comes from
- Iconic native species populations
- Full time vs. Part time employment
- Amount of time off, leisure time

Problems trying to address:

- Addiction, suicide rates. The Public Health departments may have relevant data
- No net reduction in groundwater levels, quality and surface water
- Nitrates in Ashton

- How water gets used
- Empty storefronts, occupancy rate in downtowns
- Foreclosure rates

The final question Tom Cluff asked the attendees to consider when they left was: “How do we continue the dialogue started here so that when the grant is “done” this work will continue?”

The meeting adjourned at 3:45 p.m.