

Destination Stewardship Council (DSC) Meeting #21

Thursday, November 21, 2024

10:00 am - 12:00 pm

Teton County Library

MINUTES

ACTION ITEM SUMMARY:

- “Mending Relationships” working group to gather in January to plan next steps.
- Lindsey to invite Dan McCoy (UW) to present visitor survey results to the DSC.
- Lindsey to follow up with Wendy Martinez on the best timing and methodology for the tourism industry to be part of the CFJH’s upcoming process with the Urban Institute.
- The DSC to evaluate SDMP housing initiatives to determine current relevance (in conjunction with CFJH’s group outcomes).

1. Welcome of new/substitute/guest members

- a. Guest: Wendy Martinez, Community Foundation of JH - Director of Housing Solutions

2. DSC communications and outreach

- a. Internal:
 - i. November DMC Report
- b. Public Engagement:
 - i. Chamber’s “Welcome to JH” worker event: Dec. 11, 2024
 1. DSC members voiced support for this event and the impact it has had on their workers in past years.
 - ii. JHTTB public engagement forum: Jan. 14, 2025
 1. All DSC members are invited to participate in the SDMP Goal 8 (governance) section or in other goal sections as appropriate.

3. SDMP implementation updates/feedback

- a. Workforce
 - i. The frontline worker training stakeholder group has its first meeting on Nov. 22, 2024. Contact Dan McCoy if you are interested in being a part of the development process.
- b. Transit
 - i. JAC airport has released the shuttle pilot phase 2 [press release](#) and [media kit](#). Staff from the airport and Chamber (Visitor Services) are visiting hotel workers in person to discuss the shuttle and promote an incentive program that rewards frontline workers who recommend the shuttle. Randomly

drawn rewards will also be available for visitors who take the airport shuttle and fill out a survey.

c. Governance

i. DMMO - Updated RFP timeline

1. The JHTTB approved the DMMO RFP at the Nov. 14, 2024, Board meeting. The RFP and FAQs are posted on the JHTTB and County websites. The JHTTB is currently accepting letters of intent. The RFP proposals are due February 28, 2025.
2. With the transition to a DMMO governance structure, the DSC's scope of work will likely change. The group's Terms of Reference describe the DSC as an interim coordinating body overseeing the implementation of the SDMP. That role will shift as the DMMO takes over long-term responsibility for the SDMP implementation.
3. The DSC will discuss details of the shifting responsibilities in upcoming meetings. DSC members will clarify whether the DSC will retain responsibility for some SDMP initiatives or if the DMMO will be responsible for all. Members questioned if/how the DMMO would be part of the decision-making process for determining future responsibilities.

ii. Potential DSC additional member: lodging community representative

1. With the upcoming changes in the JHTTB, DMMO, and DSC governance structure, the DSC decided to pause the proposed addition of new members. The DSC may make a recommendation to the incoming DMMO about DSC representation gaps that could be filled.

d. Social Sustainability and Diversity, Equity, and Inclusion (DEI)

i. DSC members support the implementation of Cherokee Brown's "Mending Relationships" workshop in early 2025. Members volunteered to join a working group to help move the initiative forward thoughtfully with involvement from the Wind River Reservation in the planning process.

1. **ACTION ITEM:** "Mending Relationships" working group to gather in January to plan next steps.

ii. The JHTTB continues to work on updating destination accessibility information on its website. GTNP has received significant support for its work to update the visitor experience at Taggart Lake to become more accessible for guests with impaired mobility.

4. SDMP Phase 2

a. Housing

i. Guest speaker Wendy Martinez, Community Foundation of Jackson Hole's Director of Housing Solutions, provided an overview of her organization's work.

1. The Community Foundation of Jackson Hole (CFJH) is enacting its strategic plan to address pressing community issues - behavioral

health, housing, and education. The CFJH fosters community partnerships to identify gaps and inequities and advance collaborative solutions. The CFJH is a neutral party—the “container for collaboration.”

- a. In spring 2024, the CFJH convened a housing collective group of 17 partners (including the Chamber and the JHTTB’s DMC) to create the online Housing Dashboard that collates housing data and resources.
 - b. Currently identified housing sector gaps include down payment assistance funds, impact investments, and financing for developers.
 - c. Next, the CFJH is partnering with the Urban Institute to engage in a process (not a study) to find alignment on root causes and identify collaborative proactive solutions.
 - i. Timeline (2025)
 1. Phase 1: Jan. - Apr. - identify root causes
 2. Phase 2: May - Jul. - identify solutions
 3. Phase 3: Jul. - Sept. - prioritize and create a roadmap
 - ii. Phase 1 involves a codesign phase with a steering committee - the Housing Department, Housing Trust, Habitat for Humanity, and Christine Walker (who has experience with the private sector and employees). Then, the group will expand into a larger housing collective to identify root causes and solutions.
2. The CFJH is named as a partner in many [SDMP housing goals](#), but the housing group’s priorities will come from the members. The SDMP may not align with what the housing group decides.
- b. Phase 2 [implementation items](#) - SDMP housing initiatives context
 - i. The DSC discussed the SDMP housing initiatives and the roles of the DSC, JHTTB, Chamber, and DMMO in the context of the CFJH’s new work plan.
 1. **Industry outreach** - DSC members noted a need for increased engagement/outreach to/with the tourism and business communities in relation to specific housing initiatives such as the new Virginian housing complex.
 2. **Understanding/communication impacts** - DSC members noted opportunities to communicate the impact of the housing crisis on employees, businesses, and the visitor experience.
 - a. The 2024 [visitor sentiment survey results](#) showed that one of the greatest problems visitors raised was “tourism’s impact on local resident quality of life.”
 - i. **ACTION ITEM:** Lindsey to invite Dan McCoy with UW to present visitor survey results to the DSC.

3. **Advocacy** - some members wanted to see advocates from within the tourism industry speaking up for specific housing initiatives on behalf of the industry.
 - a. Some members felt that the DMMO would be the best organization to provide comprehensive comments on behalf of the tourism industry (workers, businesses, and visitor experience).
 - b. Currently, the Chamber acts as the primary point of contact and voice for businesses.
 - c. Currently, there is a gap in terms of an organization advocating for the visitor experience.
 - d. Currently, there is a gap in terms of an organization advocating specifically for tourism industry workers.
4. **Determining housing needs/goals** - Wendy suggested that it would be helpful for the tourism industry to define their housing goals, find alignment, and create areas of collaboration with the work of the new housing group.
 - a. There is a possibility of hosting a zoom session with the Urban Institute and tourism industry representatives to help identify needs/goals/alignment.
 - b. **ACTION ITEM:** Lindsey to follow up with Wendy on the best timing and methodology for the tourism industry to be part of the CFJH's upcoming process with the Urban Institute.
5. **SDMP** - The DSC recommended reevaluating the SDMP initiatives to determine relevance and areas of alignment with the housing group's goals.
 - a. **ACTION ITEM:** The DSC to evaluate SDMP housing initiatives to determine current relevance.
6. **DMMO** - DSC members explored the role of the future DMMO based on its proposed structure. Members questioned whether the DMMO would be able to freely advocate publicly on specific controversial issues since it is a contractor to the JHTTB. The DMMO could discuss less controversial industry needs, but it is not clear if it is expected to speak as a collective voice from tourism industry members to take stances on specific projects/topics.

5. Updates from DSC members

- a. GTNP mentioned that they have realized great improvements in park employee housing in part due to the continued advocacy efforts of many community members.

6. Logistics

- a. Upcoming meeting schedule:
 - i. December 12, 2024 - very early due to holiday

- ii. Confirm 2025 meeting schedule:
 1. Fourth Thursdays *except*:
 - a. Mar. 20, 2025 (spring break)
 - b. Nov. 20, 2025 (holiday)
 - c. Dec. 11, 2025 (holiday)

Invited:

- DSC Members:
 - Chip Jenkins, GTNP Superintendent
 - Christina White, YNP Chief of External Affairs and Partnerships
 - Bekee Hotze, BTNF Deputy Forest Supervisor
 - Wes Gardner, Teton County Commissioner
 - Arne Jorgensen, Jackson Town Councilman
 - Rick Howe, JH Chamber of Commerce President/CEO
 - Derek Goodson, JH AIR Board Member
 - Elizabeth Birnie, Community Foundation of JH Philanthropy Officer
 - Ned Wonson, JHMR Marketing Director
 - Julien Hass, community at large
 - Ryan Stolp, community at large
 - Mary Bess, JHTTB Sustainability Committee
 - Johanna Holbrook, JHTTB Sustainability Committee Chair (guest)
 - Jim Wollenburg, Wyoming Office of Tourism Global Partnerships Senior Manager (ex-officio)
- JHTTB Contractors:
 - Crista Valentino, JHTTB Executive Director
 - John Bowers, JHTTB Marketing Manager
 - Lindsey Ehinger, JHTTB Destination Management Coordinator
 - Britney Magleby, JHTTB Communications Manager

Attended:

- DSC Members:
 - Chip Jenkins, GTNP Superintendent
 - Jeremy Barnum, GTNP Chief of Staff
 - Christina White, YNP Chief of External Affairs and Partnerships
 - Bekee Hotze, BTNF Deputy Forest Supervisor
 - Wes Gardner, Teton County Commissioner
 - Arne Jorgensen, Jackson Town Councilman
 - Derek Goodson, JH AIR Board Member
 - Ned Wonson, JHMR Marketing Director
 - Julien Hass, community at large (remotely)

- Ryan Stolp, community at large
- Mary Bess, JHTTB Sustainability Committee
- Johanna Holbrook, JHTTB Sustainability Committee Chair (guest)
- JHTTB Contractors:
 - Crista Valentino, JHTTB Executive Director
 - John Bowers, JHTTB Marketing Manager
 - Lindsey Ehinger, JHTTB Destination Management Coordinator

Not Present:

- DSC Members:
 - Rick Howe, JH Chamber of Commerce President/CEO
 - Elizabeth Birnie, Community Foundation of JH Philanthropy Officer
 - Jim Wollenburg, Wyoming Office of Tourism Global Partnerships Senior Manager (ex-officio)
- JHTTB Contractors:
 - Britney Magleby, JHTTB Communications Manager