# Sustaining Jackson Hole: Shaping Our Community's Legacy

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# Tell ‘em What You’re Gonna’ Tell ‘em

*5 points I hope you take away from this talk*

- The region will keep growing
- Jackson Hole - the devil’s spawn?
  - *Why it’s important to understand Jackson Hole (even if it’s what you hope your community never becomes)*
- What to do, what to do... #1
  - *Government will follow where you lead*
- What to do, what to do... #2
  - *Incrementalism, and the lessons of Toyota*
- What to do, what to do... #3
  - *Sustaining Jackson Hole*

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# I – The Y2Y Region Will Keep Growing

*Like it or not...*

- Embrace Dr. Moss's message
- The toothpaste is out of the tube
  - *The 5 enablers of GYE/Y2Y growth*
    - Technology - cheaper, more powerful
    - Economy - less manufacturing, more services, more dispersed
    - Mores - I want it all, I deserve it all
    - Values - air, water, scenery, idyllic small town
    - Perceived quality of life in cities/suburbs will continue to decline

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# II – Jackson Hole - Devil's Spawn?

*Teton County as the region's petri dish*

- Like it or not, the things going on in Jackson Hole are a harbinger of things to come throughout the GYE and Y2Y regions
  - *Easier to see here because the county is so self-contained (if not self-absorbed...)*

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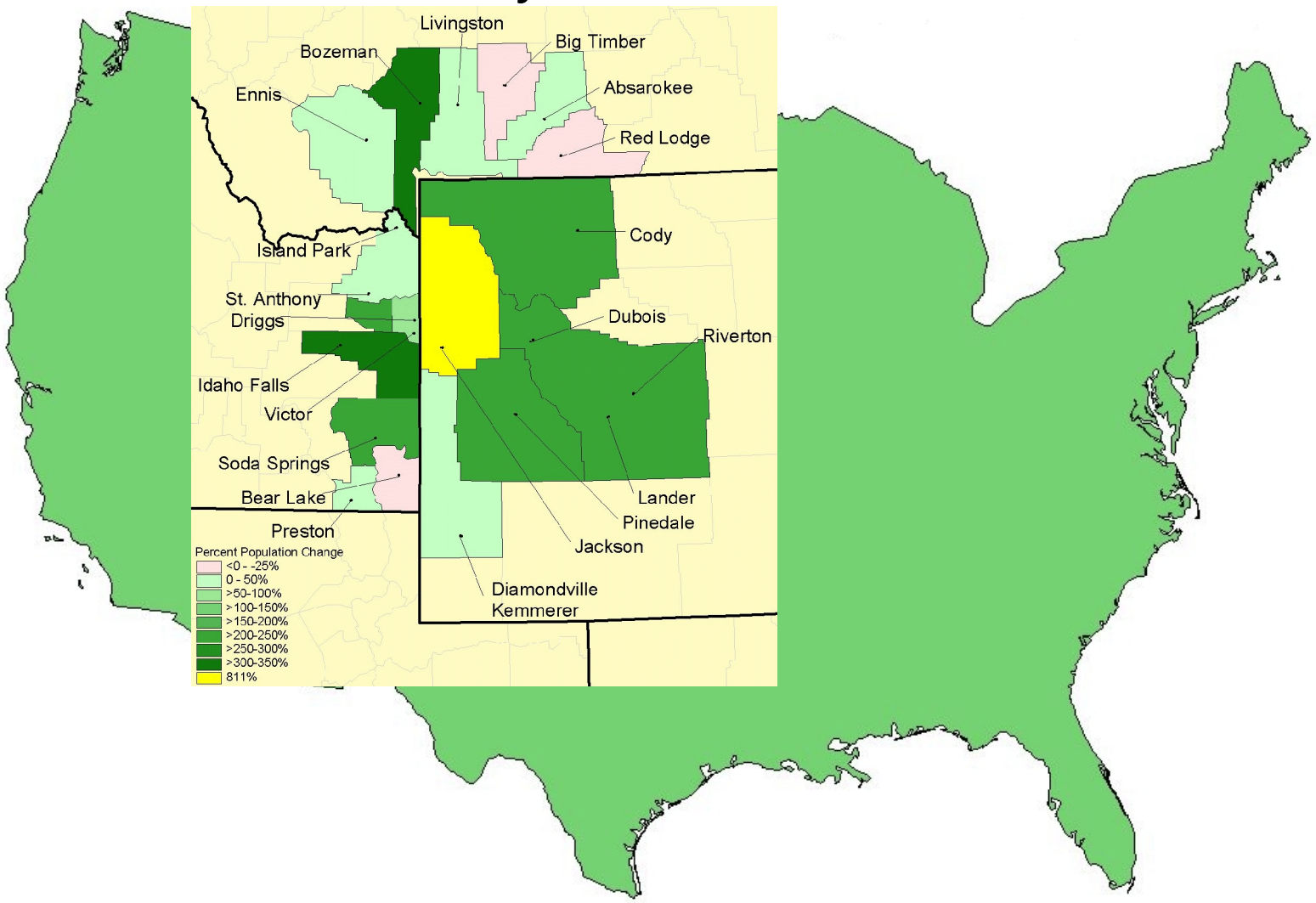
# 1930-2000 % Population Growth: US v. GYE

*Pink=decline; green=growth (lighter is less; darker is more); yellow=Satan*



# Jackson Hole - Watch Us Change

*Teton County is nation's most rapidly-changing county; we're where the region's heading*

- 1990-2000 – 41st fastest-growing US county
  - *Teton ID – 21st fastest-growing (out of 3,100)*
- Wealthiest county (per capita) in U.S.
  - *Tourism has been flat for a decade; lifestyle is the new economic driver (people who have the means to ive anywhere live here)*
  - *1.5 jobs per resident; economic engine for southern GYE*
- Most philanthropic county (per capita) in U.S.
  - *In both political and charitable contributions*
- 97% public land; the healthiest ecosystem in lower 48?
  - *Additional ~0.5%-1% of land in conservation easements*
- Ranks very high education levels and small household size; rates of domestic violence, substance abuse, suicide
- Coolest Chamber of Commerce director in U.S.

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# III – What to do, what to do... #1

*Government as follower*

- Jackson Hole is changing faster than govt. can react
  - *Forget leading; keeping up is a constant struggle*
  - *And we have pretty good government*
- Schechter's maxim
  - *Economies change faster than perceptions; perceptions change faster than politics*
- Local elections are usually won by whoever's been here longest
  - *Many local leaders (biz & govt.) think we're still a tourism economy*
    - That's what JH was when they moved here
    - Still the major source of governmental revenue
- Then throw in jurisdictional issues...
  - *Town v county; county v. county; local v. state*
  - *Good luck with state v. state; nation v. nation*

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# Where Will Leadership Come From?

*We know what doesn't work...*

- Jackson Hole's phases of leadership
  - *#1 – Individuals (until 1970)*
    - Rockefeller and Grand Teton; McCollister and JH Ski Area
  - *#2 – Organizations (1970-2000)*
    - Teton County government and comprehensive planning
    - Jackson Hole Land Trust and easements
    - Community Foundation of Jackson Hole and Old Bill's Fun Run
  - *#3 – Coalitions (2000 and on)*
    - Strange bedfellows have proven effective at stopping things
    - Can strange bedfellows be for something?
- The next great challenge
  - *How to systematically identify issues and pull together coalitions toward something positive?*

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# IV – What to do, what to do... #2

*Incrementalism: recognize it; embrace it; guide it*

- Most major change in life is a result of a series of small, incremental changes
  - *Acquiring a skill; gaining & losing weight*
  - *Your kid growing up; your community changing*
- Jackson Hole is changing rapidly, but no major occurrence in last 3 decades
  - *Just a zillion little ones...*
- Adding to the challenge – incremental change in our communities occurs in a complex, multi-factorial environment
  - *Is there an example out there of how to manage and guide incremeantal change well (i.e. toward a desired goal)?*
  - *Happily, there is*

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# Lessons from Industry

TOYOTA – *the best manufacturer in the world*

- Toyota's successes
  - *World's #2 manufacturer of cars. Will be #1 by 2010*
  - *Profitable every year for nearly 5 decades*
  - *Highest quality, productivity, worker satisfaction, and customer satisfaction in the industry*
- NUMMI
  - *Transformed GM's worst-performing plant to its best-performing plant in just a few years.*
    - Same employees, same products; vastly different results
  - *How? The Toyota Production System*
    - Tens of thousands small, systematic changes every year
    - Orient the organization toward Ideal

# V – What to do, what to do... #3

*Incrementalism and Sustaining Jackson Hole*

- Sustaining Jackson Hole: The Fundamental Question
  - *What qualities about Jackson Hole do we want to sustain for future generations? What will our legacy be?*
  - *To Know This, We Need to Know the Qualities We Value*
    - A different take on “sustainability”

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# A Different Take on Sustainability (cont.)

*Sustainability: a Rorschach blot for our times*

- The number of results you get when you Google...
  - *"Y2Y" – 104,000*
  - *"Yellowstone" – 11,000,000*
  - *"Yukon" – 34,500,000*
  - ***"sustainability" – 59,200,000***
  - *"beer" – 68,200,000*
  - *"Jesus" – 68,300,000*
  - ***"sustainable development" – 108,000,000***
  - *"George Bush" – 113,000,000*
  - ***"sustainable" – 146,000,000***
  - *"ipod" – 170,000,000*
  - *"sex" – 215,000,000*

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# Sustaining Jackson Hole: The Fundamental Question (cont.)

*What qualities about Jackson Hole do we want to sustain for future generations? What will our legacy be?*

- To Know This, We Need to Know the Qualities We Value
- We Also Need to Know the Progress We are Making in Sustaining Those Qualities
  - *Or not sustaining them...*
- A Need to be Comprehensive
  - *A community is more than just its economy or environment or...*
- Data Focus
  - *If you can't measure it, you can't evaluate it*
- Ultimately, a Question Based on Our Passion for JH
  - *We know both residents and visitors care deeply about JH*
  - *We want to know exactly what it is they care about. This is what is worth sustaining*

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# The Sustaining Jackson Hole Process I

*Areas of Interest and Working Groups*

- 12 Areas of Interest Identified; A Working Group Established for Each
  - *Agriculture & Heritage, Arts, Business & Economy, Civic Affairs, Education, Environment, Human Services, Land Use & Housing, Philanthropy, Recreation, Resource Use, Transportation*
    - The Areas of Interest changed some between 2004 & 2005
  - *Each Working Group consisted of 5-12 people knowledgeable about that field*
- 3 Two Hour Meetings for Each Working Group
- A Data-Driven Process
  - *There are a lot of passions and opinions in Jackson Hole*
  - *We wanted to identify solid, reliable, meaningful data about the community*

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# The Sustaining Jackson Hole Process II

*Each Working Group Asked to Answer 3 Questions*

- Where Are You?
  - *i.e. What do you actually know about your Area of Interest?*
    - Task: What data would you use to make a short presentation about your organization to the members of the Working Group?
    - Task: What data would you use to make a short presentation about your Area of Interest to the community as a whole?
- Where Do You Want to Be?
  - *i.e. What would you like the future to look like for your Area of Interest?*
    - Task: Develop a Statement of Ideal about your area of interest
- How Will You Get There?
  - *i.e. What steps can the community and organizations in the Area of Interest take to move closer to Ideal?*
    - Task: Identify a project for group to do in the coming year

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# Statements of Ideal

*A Mission Statement with Rigor*

- Many Mission Statements are Weak, Imprecise
- St. John's Hospital's Mission Statement
  - *St. John's creates a healing environment, with a passionate commitment to healthcare excellence.*
- A Statement of Ideal for a Hospital
  - *Every patient, every time, will receive exactly the care they need, at exactly the right time, with no waste, in an atmosphere of complete safety for everyone involved: patients, providers, and family members.*

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# Statements of Ideal for Jackson Hole

*Each of the 12 Working Groups Developed a Statement of Ideal for Their Respective Area of Interest*

- Business & Economy
  - *Teton County's business community will support:*
    - Consistent, reliable, and affordable access to Jackson Hole; and
    - Those economic activities which allow for viable populations of all native plant and animal species, and preservation of all natural scenic vistas
- Environment
  - *Human activities in Teton County will allow for viable populations of all native species, and the preservation of all natural scenic vistas.*

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# Major Findings – Overall

*5 Themes Emerged from the Sustaining Jackson Hole Effort*

- Participants' enthusiasm about having a positive way to channel their passion for Jackson Hole
  - *So much love for JH; so much rancor; so few positive ways to express their love*
- The importance of interactions within the Working Groups
  - *Few extant forums for collaboration/exchange among "peer groups"*
  - *Success stories: Arts website; uniform measurements in Arts & Human Services*
- The overall lack of knowledge about Jackson Hole
  - *Little data; poor data*
- Discrepancies – sometimes large discrepancies – often exist between a group's mission/what they want to know about their work and community, and the data they actually gather
  - *True for most Areas of Interest*
- The importance of Jackson Hole's environmental quality to so many Working Groups
  - *Specifically cited in five Statements of Ideal: Business & Economy; Environment; Land Use & Housing; Recreation; Transportation*
  - *Implied in two others: Human Services; Resource Use*

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# Sustaining Jackson Hole: So What?

*The critical question*

- Nothing like this has been tried before in community development
- Will it work? Who knows?
  - *If different organizations can align their small efforts – can orient the community's incremental changes – around the Statements of Ideal, there's a chance.*
- What we do know: what's been tried to date hasn't worked very well
  - *Look at the sprawl consuming the GYE*
    - Look at other formerly idyllic places (Silicon Valley, Salt Lake valley)
  - *Lunacy is doing the same thing over and over again but expecting different results*
- Sustaining Jackson Hole's primary strengths:
  - *It embraces the reality of incrementalism; participants like it*
  - *Primary weaknesses: new; different; a process; a lot of work*

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