



JACKSON/TETON COUNTY WORKFORCE HOUSING ACTION PLAN

EXECUTIVE SUMMARY

DRAFT: AUGUST 28, 2015



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



JACKSON/TETON COUNTY WORKFORCE HOUSING PLAN

Providing workforce housing in Jackson and Teton County, Wyoming is not a new challenge. Workforce housing has been a concern for the community for more than 30 years. Employers, the government, housing organizations, and the private sector have historically found creative ways to house our community’s workforce locally. Currently, the community is housing approximately 62% of the workforce locally, with approximately 1,500 restricted units and additional market rate housing options. To meet the community goal of housing 65% of the workforce locally, we must meet the following challenges:

- The affordability of market housing and existing shortages of workforce housing
- The loss of market workforce housing stock (leakage) and an aging workforce
- Employees generated from new development

The Housing Action Plan is a cooperative effort of public and private housing providers to identify and monitor housing needs, evaluate costs and benefits of various housing tools, and establish the roles various housing providers will play in meeting the community’s housing goals.



Support Studies

- 2013-2014 Housing Action Plan Stakeholder Group Work
- 2007 Housing Needs Assessment
- 2010 Housing Jackson Hole - Strategies to keep two-thirds of the Teton County workforce living locally
- 2013 Teton County & Town of Jackson Employee Generation by Land Use Study (Nexus Study)
- 2014 Western Greater Yellowstone Regional Housing Needs Assessment
- 2014 Western Greater Yellowstone Regional Analysis of Impediments
- 2014 Assessment of Workforce Housing Provision and Management – Jackson/Teton County Wyoming
- 2015 Affordable Housing Review Draft (Opatrny Study, private)

Section 1: Foundation

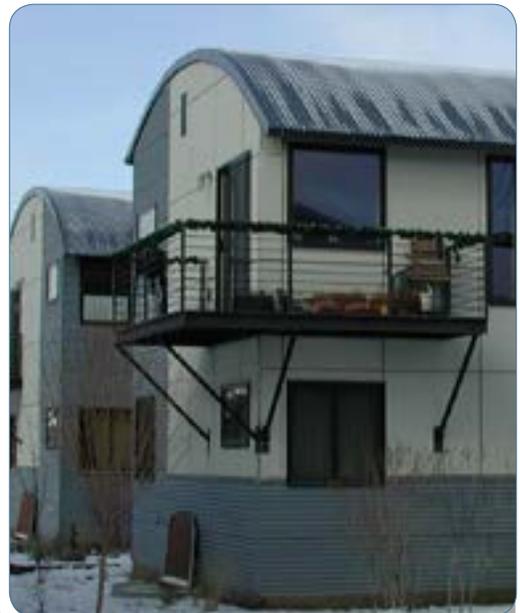
Section 1 of the Housing Action Plan presents an overview of the policy and studies that provide the foundation of the Plan. The Housing Action Plan is an elaboration on the housing policies of the Jackson/Teton Comprehensive Plan. It is informed by eight studies that have been done on workforce housing in the community since 2007.

Section 2: Discussion

Section 2 of the Housing Action Plan organizes the analyses and recommendations identified in Section 1 into discussion of Objectives (Chapter 2), Tools (Chapter 3), and Providers (Chapter 4). Each chapter includes discussion on the topic of the chapter that introduces some new analysis but pulls from the eight housing studies cited in Section 1. Section 2 also summarizes the discussion from the Housing Summit held May 20-21, 2015.

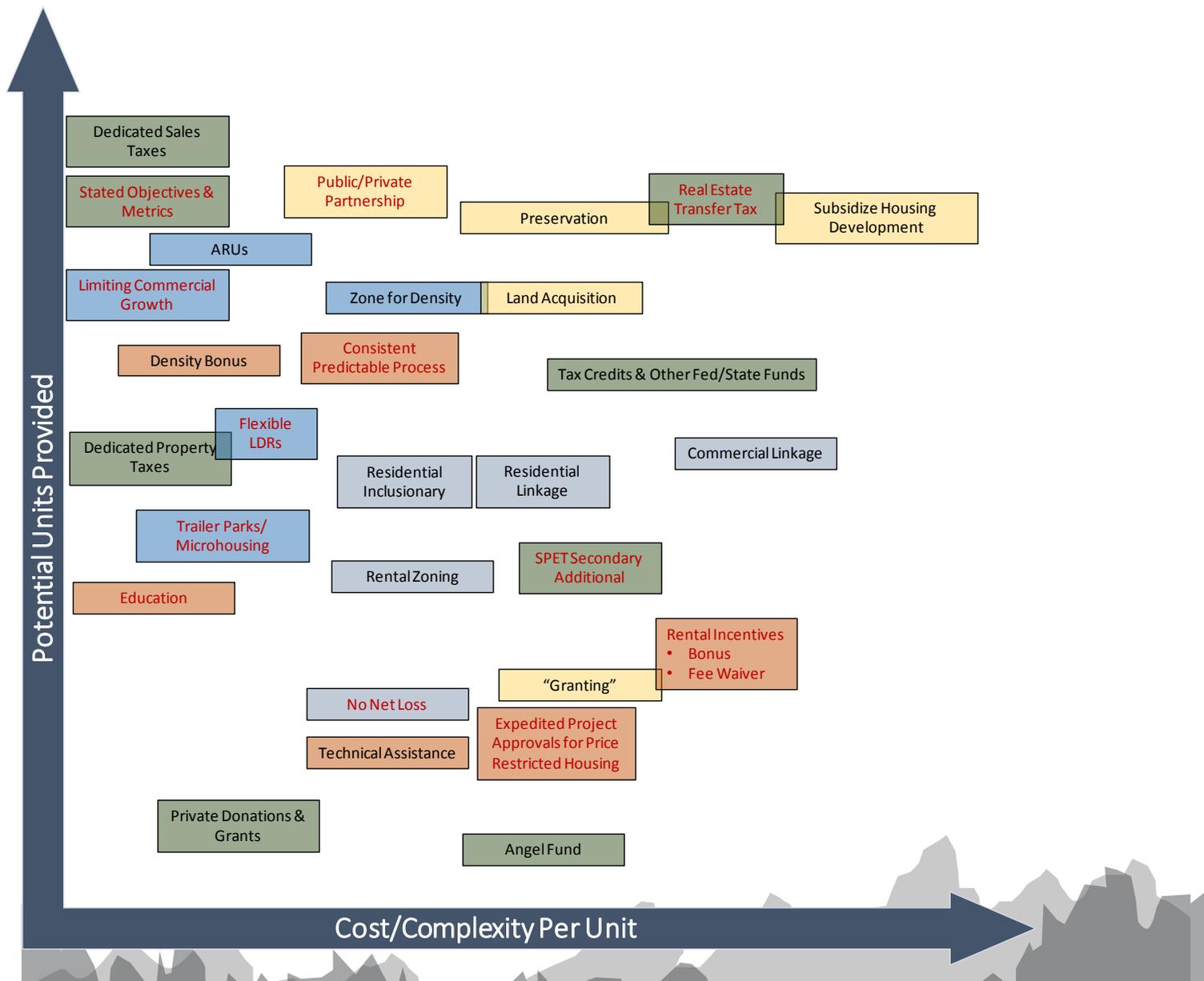
Section 3: Direction

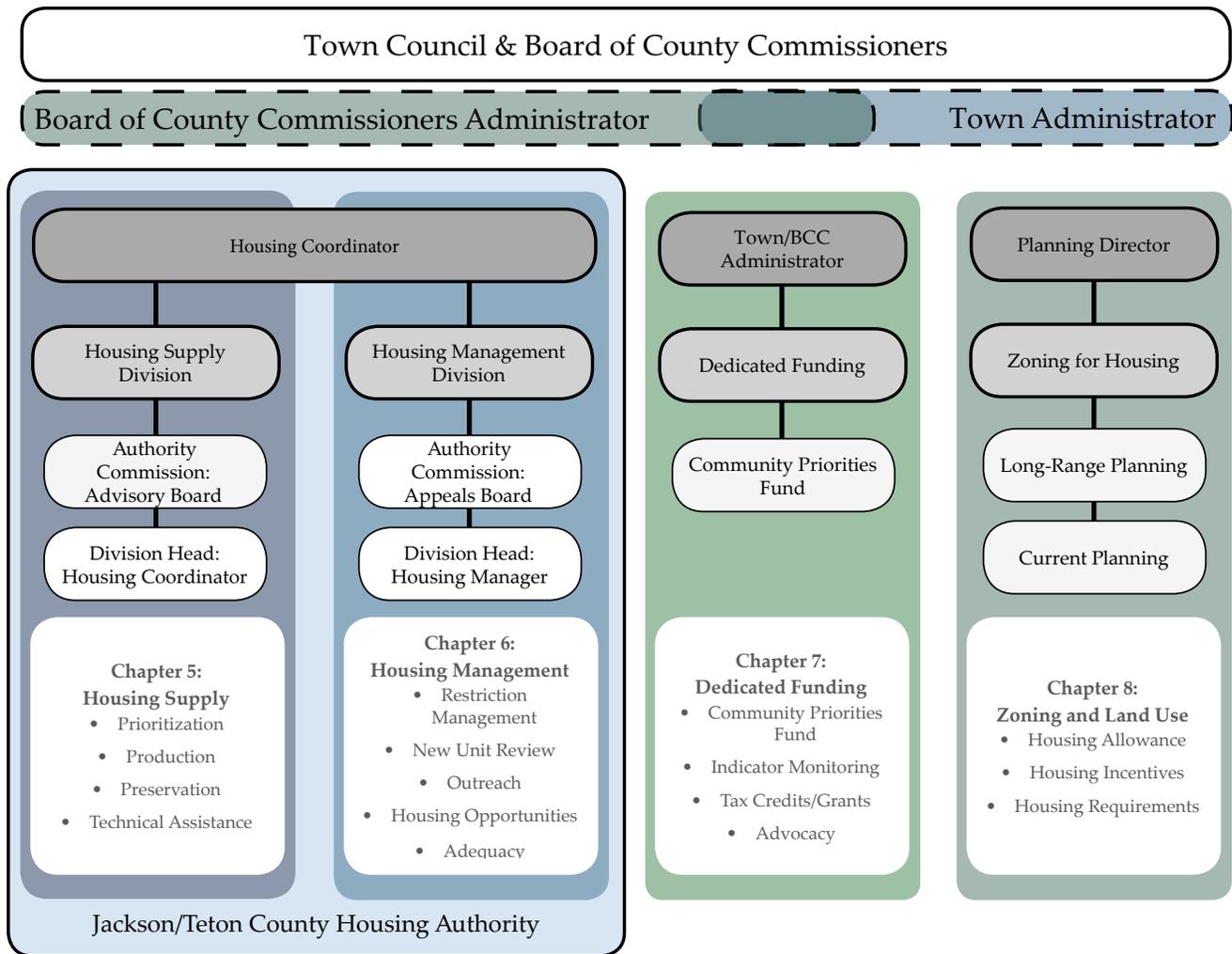
Section 3 of the Housing Action Plan identifies the community's direction for the future of housing production, preservation, and management. It is the conclusion of the discussions described in Section 2 about the analyses documented in Section 1. Each chapter in Section 3 contains a set of initiatives. Each initiative is linked back to the discussion in Section 2, and includes a list of Action Items. The initiatives are intended to guide our future housing decisions.



DISCUSSION

On May 20-21, 2015 the Housing Summit was held to cure the community of its “analysis paralysis” and provide direction based on the best available information. This is not to say that a solution or silver bullet was identified, but it was time to discuss moving forward instead of rehashing the past. The Housing Summit was an unprecedented and collaborative effort of technical resources, stakeholders, and elected officials to: identify the trends and gaps in housing supply over the next 10 years, enumerate the opportunities and hurdles of available housing tools, and discuss the roles of housing providers. The Housing Summit opened with presentation of the analyses and recommendations of the eight housing studies completed to date. Following the presentation, stakeholders, then elected officials, completed four exercises to provide direction on housing objectives, tools, and providers. The following pages summarize the discussion and depict the exercise results.





Organizational Chart Actions

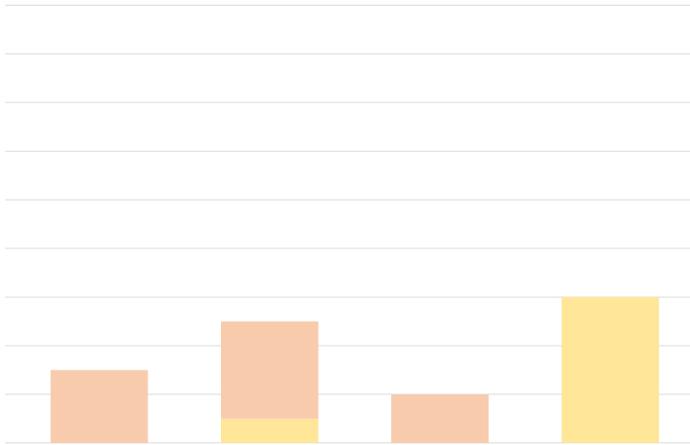
- Establish joint Housing Authority
- Populate Commission per statute
- Enter MOU that County (with Town) will provide staff
- Identify Housing Coordinator
- Identify Housing Manager

SUPPLY AND DEMAND



APPROPRIATE TOOLS

< 50% AMI		50-80% AMI		80-120% AMI	
Rental	Owner	Rental	Owner	Rental	Owner
• Subsidize Housing Development	• Subsidize Housing Development	• Technical Assistance	• Technical Assistance	• Technical Assistance	• Technical Assistance
• Tax Credits and Other Fed/State Funds	• Preservation	• Land Acquisition	• Density Bonus	• Density Bonus	• Density Bonus
• SPET Secondary Additional	• SPET Secondary Additional	• Preservation	• Land Acquisition	• Land Acquisition	• Land Acquisition
• Residential Inclusionary	• Residential Inclusionary	• Granting	• Granting	• Granting	• Granting
• Residential Linkage	• Residential Linkage	• Subsidize Housing Development	• Subsidize Housing Development	• Subsidize Housing Development	• Subsidize Housing Development
• Commercial Linkage	• Commercial Linkage	• Private Donations & Grants	• Private Donations & Grants	• Private Donations & Grants	• Private Donations & Grants
• Consistent Predictable Process	• Consistent Predictable Process	• Dedicated Sales Tax	• Dedicated Sales Tax	• Dedicated Property Tax	• Dedicated Property
• No Net Loss	• No Net Loss	• Tax Credits and Other Fed/State Funds	• Dedicated Property Tax	• SPET Secondary Additional	• Dedicated Sales Tax
• Public Private Partnerships	• Public Private Partnerships	• Dedicated Property Tax	• SPET Secondary Additional	• Commercial Linkage	• SPET Secondary Additional
• Education	• Education	• Residential Inclusionary	• Residential Inclusionary	• ARUs	• Commercial Linkage
• Flexible LDRs	• Flexible LDRs	• Commercial Linkage	• Residential Linkage	• Rental Zoning	• Zone for Density
• Trailer Parks/Microhousing	• Trailer Parks/Microhousing	• Residential Linkage	• Commercial Linkage	• Consistent Predictable Process	• Consistent Predictable Process
• Rental Development Incentives	• Rental Development Incentives	• Consistent Predictable Process	• Zone for Density	• No Net Loss	• No Net Loss
		• No Net Loss	• Consistent Predictable Process	• Public Private Partnerships	• Public Private Partnerships
		• Public Private Partnerships	• No Net Loss	• Education	• Education
		• Education	• Public Private Partnerships	• Flexible LDRs	• Flexible LDRs
		• Flexible LDRs	• Education	• Trailer Parks/Microhousing	• Trailer Parks/Microhousing
		• Trailer Parks/Microhousing	• Flexible LDRs	• Rental Development Incentives	• Rental Development Incentives
		• Rental Development Incentives	• Trailer Parks/Microhousing		
			• Rental Development Incentives		



120-150% AMI		> 150% AMI	
Rental	Owner	Rental	Owner
• Density Bonus	• Density Bonus	• Density Bonus	• Density Bonus
• Angel Fund	• Angel Fund	• Angel Fund	• Angel Fund
• Subsidize Housing Development			
• Rental Zoning	• Rental Zoning	• Rental Zoning	• Rental Zoning
• Consistent Predictable Process			
• No Net Loss			
• Public Private Partnerships			
• Education	• Education	• Education	• Education
• Flexible LDRs	• Flexible LDRs	• Flexible LDRs	• Flexible LDRs
• Trailer Parks/ Microhousing			
• Rental Development Incentives			

Summary

- Zoning and other market-based tools are key in addressing the higher end of the housing spectrum
- Public subsidies should be strategically focused on the lower income categories; it is difficult, but is the role of government
- Rental housing opportunities address the entire housing spectrum
- Focus subsidies based on need indicated through monitoring
- Address needs for adequate housing at the lowest income levels



Summit Stakeholders

- Adam Janak
- Anne Cresswell
- Brendan Schulte
- Brian Siegfried
- Craig Benjamin
- Don Opatrny
- Kelly Lockhart
- Lou Hochheiser
- Mary Erickson
- Patricia Russell Nichols
- S.R. Mills
- Scott Horn
- KJ Morris

EXISTING MARKET	PRIVATE DEVELOPER	EMPLOYER	NON-PROFIT	PUBLIC
ARUs – ALLOW ARUs IN OTHER AREAS FOR WORKFORCE HOUSING PRESERVATION – SUPPORT PRIVATE SECTOR ACQUISITION TRAILER PARKS/ MICROHOUSING – PRIVATE SECTOR SEASONAL AND PUBLIC CONTROL RESTRICTED RENTAL DEVELOPMENT INCENTIVES – BONUS FEE WAIVER	PRESERVATION – PREVENT APARTMENT CONVERSION TO CONDO LAND ACQUISITION – SUPPORT PRIVATE SECTOR ACQUISITION ZONE FOR DENSITY “GRANTING”	PRESERVATION – ADDRESS THE SHORT-TERM RENTAL ISSUE LAND ACQUISITION – CREATE A PROGRAM ZONE FOR DENSITY	PRESERVATION LAND ACQUISITION – VOLUNTARY DEED RESTRICTION ZONE FOR DENSITY	SUBSIDIZE HOUSING DEVELOPMENT – DIRECT TOWARD LOWER AMIs DEDICATED SALES TAXES – SALES TAX FLEXIBILITY FOR RELATED PROJECTS SUCH AS TRANSPORTATION PRESERVATION – POLITICAL WILL LAND ACQUISITION – VOLUNTARY DEED RESTRICTION ZONE FOR DENSITY
PRESERVATION – PROTECT OPPORTUNITY FOR DENSITY – DIRECT ACQUISITION BY GOVERNMENT, RENOVATE, AND RETROFIT				
LAND ACQUISITION – KEY ROLE OF GOVERNMENT – SUPPORT PRIVATE SECTOR ACQUISITION, CREATE A PROGRAM, VOLUNTARY DEED RESTRICTION				
ZONE FOR DENSITY – MAXIMIZE DENSITY WITHIN COMMUNITY CHARACTER THRESHOLDS				

DIRECTION

The Direction section of the Housing Action Plan identifies the community’s direction for the future of housing production, preservation, and management. It contains 4 chapters: a Housing Supply Plan, a Housing Management Plan, a Dedicated Funding Plan, and a Zoning for Housing Plan. Each chapter is part the community’s work toward housing 65% of the workforce locally. The chapters are both related and dependent upon one another because the community’s housing goal is too ambitious to be put on the back of any one chapter alone. The initiatives and actions outlined in each chapter will focus are efforts, but are not intended to limit our options. They are not a commentary on the significant work that has been done to provide workforce housing to date, they are a plan for how we want to build on that work moving forward.

The **Housing Supply Plan** provides a framework for providing workforce housing in Jackson and Teton County. It is not intended to provide strict limits on the types of housing that will be provided by the public, but is intended to represent the priorities of the Housing Supply Program. In general, the focus of public production and preservation will be in the lower income ranges, while private sector allowances and incentives (see Zoning for Housing Plan) will be the preferred tools for housing higher income workers.

Housing Supply Plan Initiatives

5A. Prioritize lower-income ,year-round housing

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> • < 120% AMI 	<ul style="list-style-type: none"> • Preservation • Land Acquisition • Public Development • Public/Private Partnership 	<ul style="list-style-type: none"> • Non-profit • Public

5B. Provide land as a public subsidy and get the public out of the developer role

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> • < 120% AMI 	<ul style="list-style-type: none"> • Land Acquisition • Public Development • Public/Private Partnership 	<ul style="list-style-type: none"> • Non-profit • Public

5C. Preserve existing workforce housing stock to avoid leakage

OBJECTIVE (CHAPTER 2)	TOOLS	PROVIDERS
<ul style="list-style-type: none"> • < 1200% AMI 	<ul style="list-style-type: none"> • Preservation • Public/Private Partnership 	<ul style="list-style-type: none"> • Existing Market • Employer • Non-profit • Public

5D. Provide public technical assistance for housing providers

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> • < 120% AMI 	<ul style="list-style-type: none"> • Technical Assistance • Education 	<ul style="list-style-type: none"> • Private Developer • Employer • Non-profit

The **Housing Management Plan** outlines the efforts to ensure fair, consistent, and efficient enforcement of restrictions that are respectful of the workforce housing occupants and validate the community’s investment in housing. The Housing Management Plan also maps a path forward to a more coordinated approach to distribution and collection of housing information, so the community can understand the issues and efforts being made and those seeking housing know their options, rights, and how to apply for programs.

Housing Management Plan Initiatives

6A. Coordinate consistent enforcement of existing restrictions

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> < 120% AMI 	<ul style="list-style-type: none"> Management of Units 	<ul style="list-style-type: none"> Employer Non-profit Public

6B. Consistent review of new restrictions

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> < 120% AMI 	<ul style="list-style-type: none"> Management of Units Enforcement Consistent Process 	<ul style="list-style-type: none"> Employer Non-profit Public

6C. Coordinate outreach on housing programs

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> Entire Spectrum 	<ul style="list-style-type: none"> Education 	<ul style="list-style-type: none"> Non-profit Public

6D. Coordinate access to housing opportunities

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> < 120% AMI 	<ul style="list-style-type: none"> Management of Units Education 	<ul style="list-style-type: none"> Employer Non-profit Public

6E. Ensure adequate standard of housing

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> < 80% AMI 	<ul style="list-style-type: none"> Enforcement 	<ul style="list-style-type: none"> Existing Market

The **Dedicated Funding Plan** outlines the process the community will go through to discuss an extra penny of sales tax in the near future. The plan identifies the continuing efforts of the community to monitor the need for funding, seek private, state, and federal funding, and advocate for additional funding options to the State Legislature as important priorities. This chapter dedicated to funding initiatives is supplementary to the funding considerations that are a part of the Housing Supply Plan.

Dedicated Funding Plan Initiatives

7A. Establish a Community Priorities Fund

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> < 120% AMI 	<ul style="list-style-type: none"> Dedicated Sales Tax SPET Secondary Additional 	<ul style="list-style-type: none"> Public

7B. Monitor need to determine funding strategies

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> < 120% AMI 	<ul style="list-style-type: none"> Stated Objectives and Metrics Monitor Indicators 	<ul style="list-style-type: none"> Public

7C. Seek and support grants, tax credits, loans, and other sources of funding

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> < 120% AMI 	<ul style="list-style-type: none"> Donations and Grants Tax Credits Other Government Funds 	<ul style="list-style-type: none"> Private Developers Employers Non-profit Public

7D. Advocate alternate funding options for the future

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> < 120% AMI 	<ul style="list-style-type: none"> Real Estate Transfer Tax 	<ul style="list-style-type: none"> Public

The **Zoning for Housing Plan** highlights the zoning and land use tools the community can implement to address housing issues. It is meant to be implemented within the context of the Comprehensive Plan. It does not supersede other goals of the community, but rather draws the attention to housing based initiatives that should be included in zoning conversations. The initiatives look at the allowances, incentives, and requirements for the supply of housing. While there are a number of actions listed under each initiative related to zoning for housing, specific actions may vary across character districts.

Zoning for Housing Plan Initiatives

8A. Allow for supply of workforce housing by removing barriers

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> Entire Spectrum 	<ul style="list-style-type: none"> Rental Zoning Zone for Density ARUs Trailer Parks/Microhousing Flexible LDRs 	<ul style="list-style-type: none"> Existing Market Private Developer Employer Non-profit Public

8B. Incentivize the supply of restricted housing

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> <120% AMI 	<ul style="list-style-type: none"> Density Bonus Rental Incentives Expedited Approval 	<ul style="list-style-type: none"> Existing Market Private Developer Employer Non-profit Public

8C. Require mitigation of employees generated by growth that cannot afford housing

OBJECTIVE (CHAPTER 2)	TOOLS (CHAPTER 3)	PROVIDERS (CHAPTER 4)
<ul style="list-style-type: none"> Entire Spectrum 	<ul style="list-style-type: none"> Residential Linkage Commercial Linkage Limit Commercial Growth No Net Loss 	<ul style="list-style-type: none"> Private Developer Employer Non-profit Public