



WORKFORCE HOUSING ACTION PLAN

HOUSING SUMMIT AGENDA



Introduction

The two day Summit provides an opportunity to create a structure to meet our community vision and workforce housing goal. The community set its housing goal through the Comprehensive Plan – to house 65% of the workforce locally and we have been accomplishing this to date. However we must plan for the future. Over the past seven years, eight housing studies have been completed, answering many of our questions. The Summit provides the venue to translate the resulting recommendations into action. Common themes are ever present no matter how much we study the issue:

1. We continue to have less workforce housing available to our community and this is expected to continue.
2. We need a variety of providers and partnerships to meet our workforce housing goals.
3. We need to significantly increase the supply of housing.
4. We need to apply a variety of tools to meet our workforce housing objectives.
5. The amount of housing supplied by each provider as well as the tools will vary over time.
6. More data will not change these themes.
7. The cost of inaction is falling further behind.

It is unrealistic to solve all of our housing issues in a two day Summit but we must start. For Jackson and Teton County is in the forefront of planning in the country– a community that makes things happen. Having too much or too little data paralyzes many communities. We already know our goals, gaps, trends and options. Through thoughtful planning we can decide on the actions that best meet our community’s needs. The Housing Action Plan will provide the framework for these actions, that can then be monitored over time. The intent is not to provide an all-inclusive solution, but rather to begin the process of meeting our housing vision.

As part of this Summit Package you will find the Summit Agenda, Summit Preparation Workbook, Housing Study Recommendations Table, and housing studies (available on the website or hardcopy upon request). Please note that the recommendations from previously completed housing studies provided in the table are not verbatim. For complete recommendations please refer back to the housing studies.

As you prepare for the Summit, review the materials and be prepared to answer the questions presented in the agenda. Each Summit exercise described in the agenda will direct you to an associated chapter in the Summit Preparation Workbook. While all of the information from each of the eight housing studies is important and interrelated, the purpose of the Summit Preparation Workbook is to summarize and consolidate the most relevant information pertaining to each exercise. As discussed above, the Summit Preparation Workbook does not represent consensus or direction, but should be used as a list of options and considerations which are discussed in more detail in the housing studies.

Summit Objectives

Come to the Summit prepared to discuss and provide direction on the following questions:

1. *What are the tools that may be used to provide and preserve workforce housing?*
 - How effective is each tool in providing housing?
 - How costly/complex is each tool to implement?
2. *What is the Town/County role in the implementation of each tool?*
 - What is the Town/County role in market provision of existing housing to the workforce?
 - What is the Town/County role in provision of new workforce housing by the market?
 - What is the Town/County role in provision of workforce housing by employers?
 - What is the Town/County role in provision of workforce housing by non-profits?
 - What should the Town/County do to provide/preserve workforce housing?
3. *How much housing can be expected from each tool per income category?*
 - How much housing should we anticipate each tool to provide?
4. *What organizational structure, and other duties will the Town/County take related to workforce housing?*
 - Should housing efforts be joint or separated by Town and County?
 - What other workforce housing duties in addition to facilitation of workforce housing provision tools (if any) should be consolidated for public coordination: compliance? management? education? technical assistance? indicator monitoring?
 - What type of board/department organization is most appropriate?

Summit Sessions

A. Foundation Keynotes (Wednesday, May 20, 9am to 12pm)

- Opening Statement – Moving Forward
- What We Know
- What We Don't Know
- Closing Statement – The Cost of Inaction

B. Stakeholder Roundtable Forum (Wednesday, May 20, 1pm to 5pm)

- Introduction – Building on the Foundation
- Identify the Tools
- Identify the Town/County Roles
- Determine How Much Housing to Expect per Tool per Income Category
- Identify the Town/County Organizational Structure and Other Duties

C. Elected Roundtable Forum (Thursday, May 21, 9am to 1pm)

- Introduction – Building on the Foundation
- Identify the Tools
- Identify the Town/County Roles
- Determine How Much Housing to Expect per Tool per Income Category
- Identify the Town/County Organizational Structure and Other Duties

A: Foundation Keynotes (Wednesday, May 20, 9am to 12 pm)

1. Opening Statement – Moving Forward (Bruce Meighen, 15 minutes)

- Welcome and Introduction
- The origins of the Summit and Workforce Housing Action Plan in the Comp Plan
- The importance of monitoring our successes and shortfalls
- Role of the facilitator

2.. What We Know (Bruce Meighen, Alex Norton, 1 hour)

- Presentation of existing data and recommendations in preparation for the roundtable sessions
 - » Presentation will include the data and recommendations that will inform the roundtable exercises later in the Summit as introduced in the Summit Preparation Workbook.
 - » Chapters 2-4 of the Workforce Housing Action Plan Summit Preparation Workbook are based on eight existing housing studies:
 1. 2007 Housing Needs Assessment
 2. 2010 Housing Jackson Hole (Blue Ribbon Panel Report)
 3. 2013 Employee Generation by Land Use (Nexus) Study
 4. 2014 Western Greater Yellowstone Regional Housing Needs Assessment
 5. 2014 Western Greater Yellowstone Regional Analysis of Impediments
 6. 2014 Assessment of Workforce Housing Provision and Management (Tim Wake)
 7. 2015 Affordable Housing Review Draft (Don Opatrny)
 8. 2013 Housing Action Plan Stakeholder Group Work

3. Break (15 minutes)

- Staff will collect and organize questions

4. What We Don't Know (Panel of Resources, Facilitated by Bruce Meighen, 1 hour)

- Panel will answer the questions they can from available information
- Questions that cannot be answered will be identified and highlighted so everyone knows what we don't know as we move forward

5. Closing Statement - The Price of Inaction (Mayor, Chair, 15 minutes)

- "The price of inaction is far greater than the cost of making a mistake." Meister Eckhart
- "Inaction may be safe, but it builds nothing." Dave Freudenthal
- "There are risks and costs to action. But they are far less than the long range risks of comfortable inaction." John F. Kennedy

**ELECTED/ STAKEHOLDER
ASSIGNMENT**
*While you are listening, write
down your questions on the
cards provided. We will address
key questions later in the
meeting.*

B: Stakeholder Roundtable (Wednesday, April 20, 1pm to 5pm)

-Roundtable - an open discussion where everybody is on an equal footing-

1. Introduction – Building on the Foundation (15 minutes)

- Role of the Facilitator
- Rules of the Roundtable
- Moving Forward from the Foundation Keynotes

2. What are the tools that may be used over the next 10 years to provide and preserve workforce housing? (45 minutes)

- Objective of Exercise:
 - » How effective is each housing tool in providing housing?
 - » How costly/complex is each housing tool to implement?
- Starting Point: Chapter 3: Analysis of Tools
- Exercise Logistics:
 - » Add/move tools on cost/benefit spectrum of Board 1 (15 min)
 - » Discuss and reconcile contentious moves (30 min)

3. What is the Town/County role in the implementation of each tool? (75 minutes)

- Objective of Exercise:
 - » What is the Town/County role in market provision of existing housing to the workforce?
 - » What is the Town/County role in provision of new workforce housing by the market?
 - » What is the Town/County role in provision of workforce housing by employers?
 - » What is the Town/County role in provision of workforce housing by non-profits?
 - » What should the Town/County do to provide/preserve workforce housing?
- Starting Point: Chapter 4: Providers and Organizational Structure
- Exercise Logistics:
 - » Add tools/roles to Board 2 (15 min)
 - » Reconcile contradictory recommendations (30 min)
 - » Discuss removal of roles (30 min)

4. How much housing can be expected from each tool per income category? (60 minutes)

- Objective of Exercise:
 - » How much housing should we anticipate each tool to provide?
 - » (Stakeholders should focus on setting realistic assumptions for what the market, employers, and non-profits can provide – so that the electeds understand the gap left to public provision)
- Starting Point: Chapter 2: Objectives - Housing Supply and Needs
- Exercise Logistics:
 - » Identify alternate personal objectives (e.g. if you think we should provide more rental than ownership, let everyone know what you are thinking the objective should be) (15 min)
 - » Discuss alterations to existing supply projections to align them with demand projections (45 min)

5. What organizational structure, and other duties will the Town/County take related to workforce housing? (45 minutes)

- Objective of Exercise:
 - » Should housing efforts be joint or separated by Town and County?
 - » What other workforce housing duties in addition to facilitation of workforce housing provision tools (if any) should be consolidated into public coordination: compliance? management? education? technical assistance? indicator monitoring?
 - » What type of board/department organization is most appropriate?
- Starting Point: Chapter 4: Providers and Organizational Structure
- Exercise Logistics:
 - » First question (5 min)
 - » Second question (15 min)
 - » Third question (15 min)

C: Elected Roundtable (Thursday, April 21, 9am to 5pm)

-Roundtable - an open discussion where everybody is on an equal footing-

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- Role of the Facilitator
- Rules of the Roundtable
- Moving Forward from the Foundation Keynotes

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