

WELCOME

WORKFORCE HOUSING SUMMIT

Snow King Center
Lodge Room

Stakeholder Roundtable

May 20, 2015

9am to 5pm

Elected Roundtable

May 21, 2015

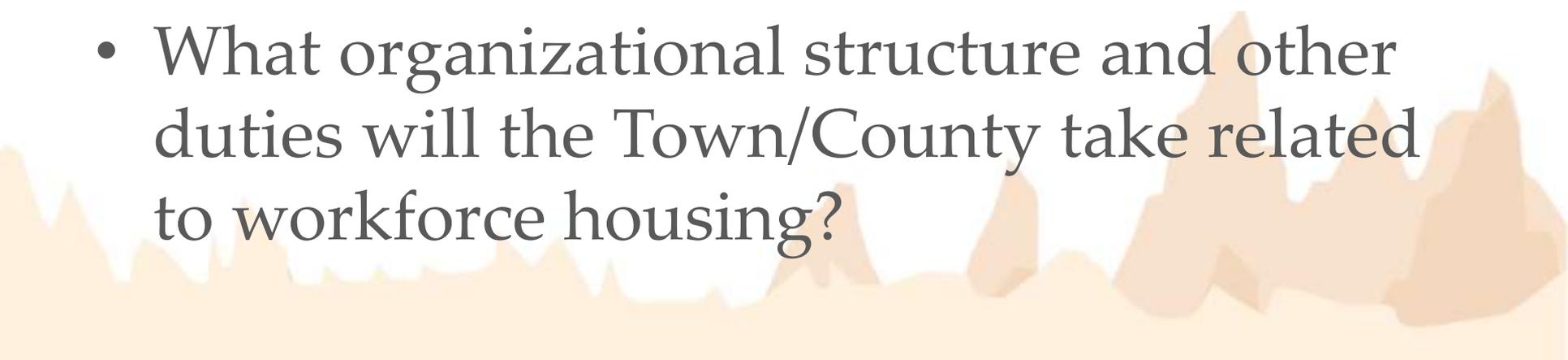
9am to 5pm



1. MOVING FORWARD



OBJECTIVES

- What are the tools that may be used to provide workforce housing?
 - What is the Town/County role in the implementation of each tool?
 - How much housing can be expected from each tool?
 - What organizational structure and other duties will the Town/County take related to workforce housing?
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SUMMIT PRINCIPLES

The Summit provides the venue to **translate** numerous existing **recommendations into action**.

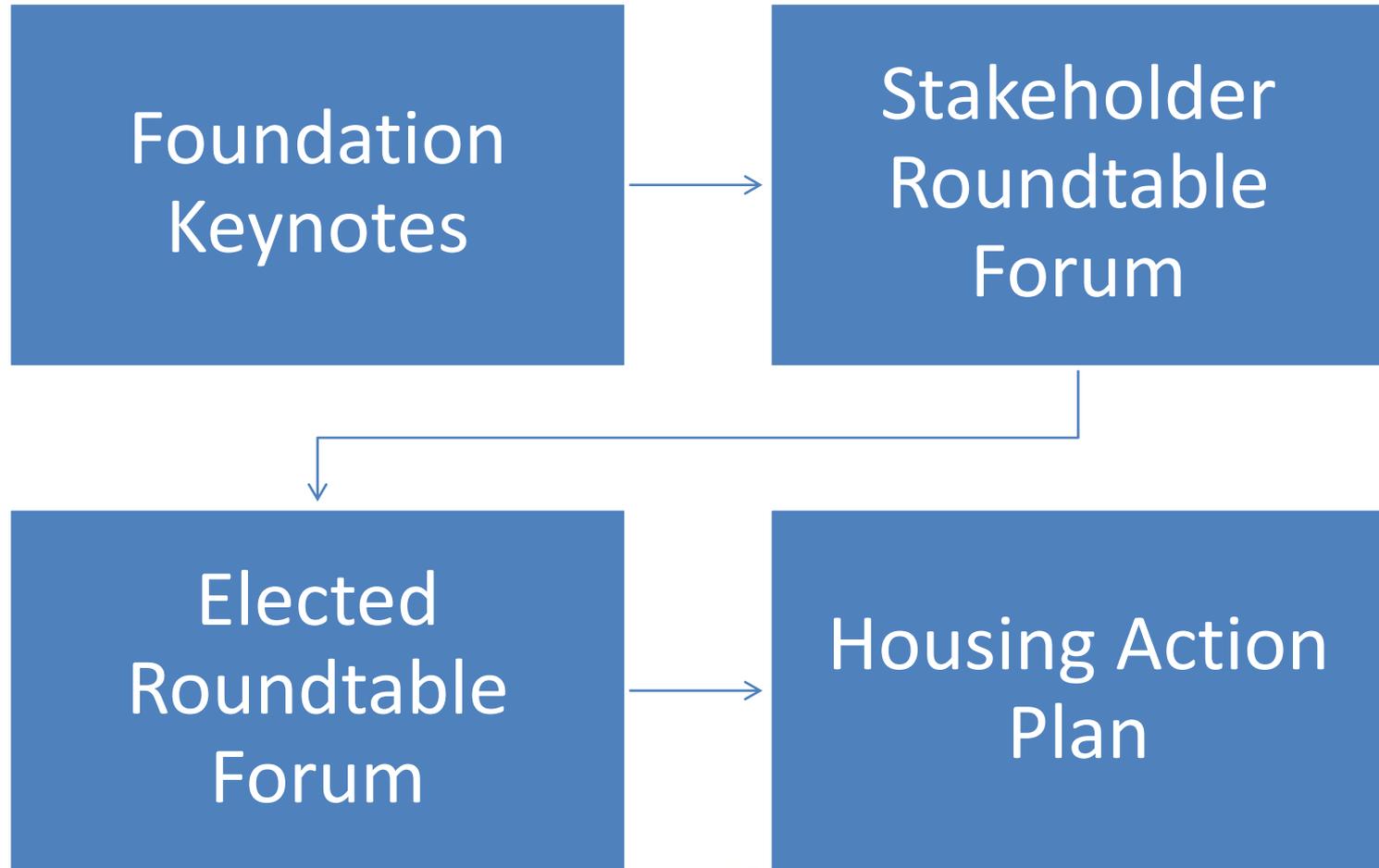
*We are concentrated on **establishing a housing framework plan**, not on specific housing projects.*

The process represents the execution of our **common values**, even if we do not agree on every detail.

*Staff + consultants are simply **listening**, facilitating and elevating the discussion.*

In the end, we are here to **advance** the process of meeting our housing needs.

SUMMIT PROCESS



ROUNDTABLE DISCUSSIONS

- **EXERCISE 1:** Validate Tools
 - **EXERCISE 2:** Town/County Role in Each Tool
 - **EXERCISE 3:** Bridge the Gap
 - **EXERCISE 4:** Organizational Structure and Admin Roles
- 

TODAY'S AGENDA

- **A: FOUNDATION KEYNOTES**
 - Opening Statement – Moving Forward
 - What We Know
 - Break
 - What We Don't Know
 - Closing Statement
- **B. STAKEHOLDER ROUNDTABLE**

WE WILL NOT BE TAKING PUBLIC COMMENT AT THIS WORKSHOP OTHER THAN THE STAKEHOLDER ROUNDTABLE

2.WHAT WE KNOW

BACKGROUND

EX. 1: VALIDATE THE TOOLS

EX. 2: HOW SHOULD TOWN/COUNTY ROLES
CHANGE?

EX. 3: PROJECTED SUPPLY AND NEED

EX. 4: DEFINING THE ORGANIZATIONAL ROLES
AND BUILDING THE STRUCTURE



BACKGROUND

COMPREHENSIVE PLAN DIRECTION

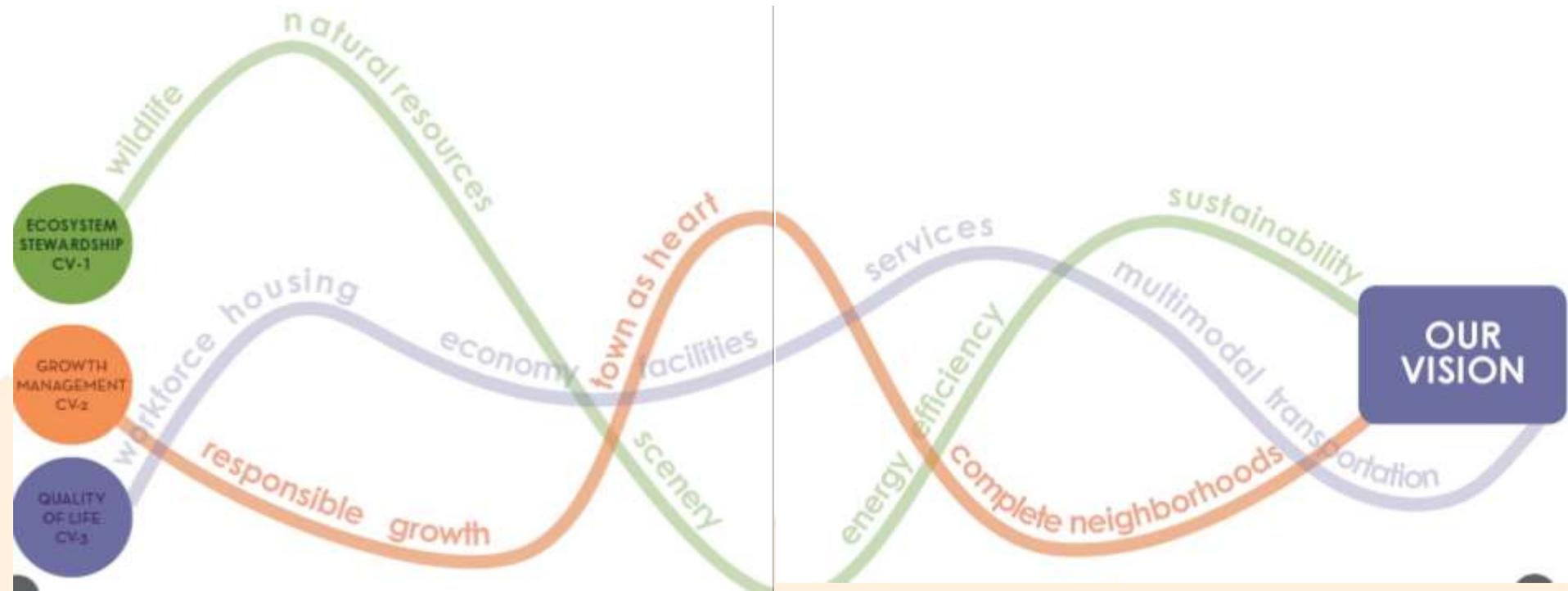
HOUSING ACTION PLAN PROCESS

SUPPORTING STUDIES



COMP PLAN: VISION

Preserve and protect the area's ecosystem in order to ensure a healthy environment, economy, and community for current and future generations

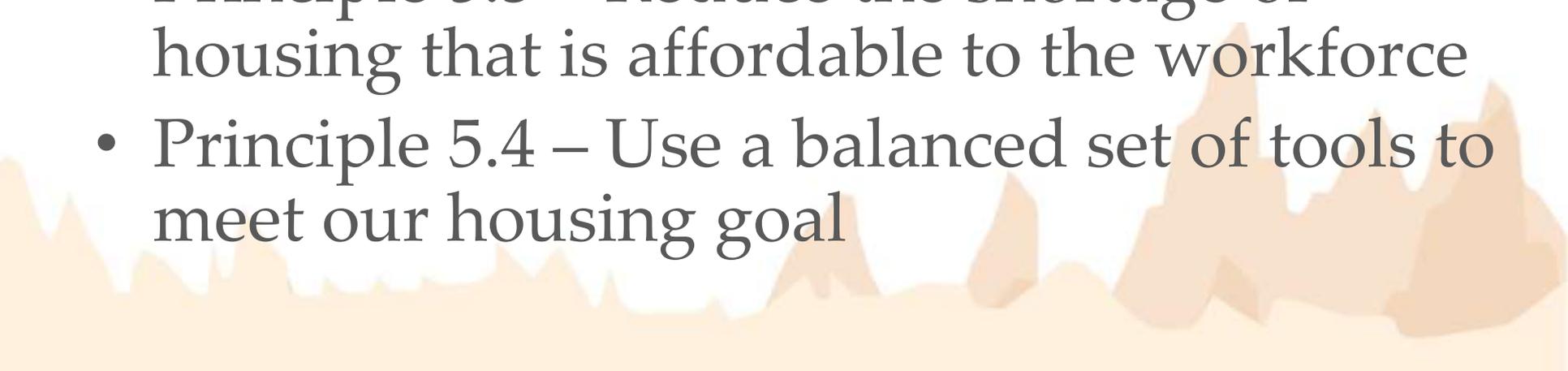


COMP PLAN: GROWTH MANAGEMENT PROGRAM



COMP PLAN:

SECTION 5: WORKFORCE HOUSING

- Principle 5.1 – Maintain a diverse population by providing workforce housing
 - Principle 5.2 – Strategically locate a variety of housing types
 - Principle 5.3 – Reduce the shortage of housing that is affordable to the workforce
 - Principle 5.4 – Use a balanced set of tools to meet our housing goal
- 

COMP PLAN:

POLICY 5.4.a

Create a community housing implementation plan or key action plan

- Evaluate costs/benefits of tools
 - Establish a system for monitoring success in meeting housing goal
 - Establish the roles of various housing providers in meeting housing goal
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ACTION PLAN

STAKEHOLDER GROUP

Members of the Stakeholder Group 2013

Ed Cheramy – Property Rights, Market Solutions

Anne Cresswell – Jackson Hole Housing Trust

Jeff Daugherty – County Planning Department

Scott Horn – Large Employer

Adam Janak – Town Planning Commission

Kelly Lockhart – Conservationist, Land Owner

Hailey Morton – Town Council

Glenn Myers – Pioneer Homestead

Brendan Schulte – Habitat for Humanity

Brian Siegfried – Housing Authority

Tyler Sinclair – Town Planning Department

Smokey Rhea – Social Services

Patricia Russell – County Planning Commission, Teton County School District

Stephanie Thomas – Social Service, Small Employer

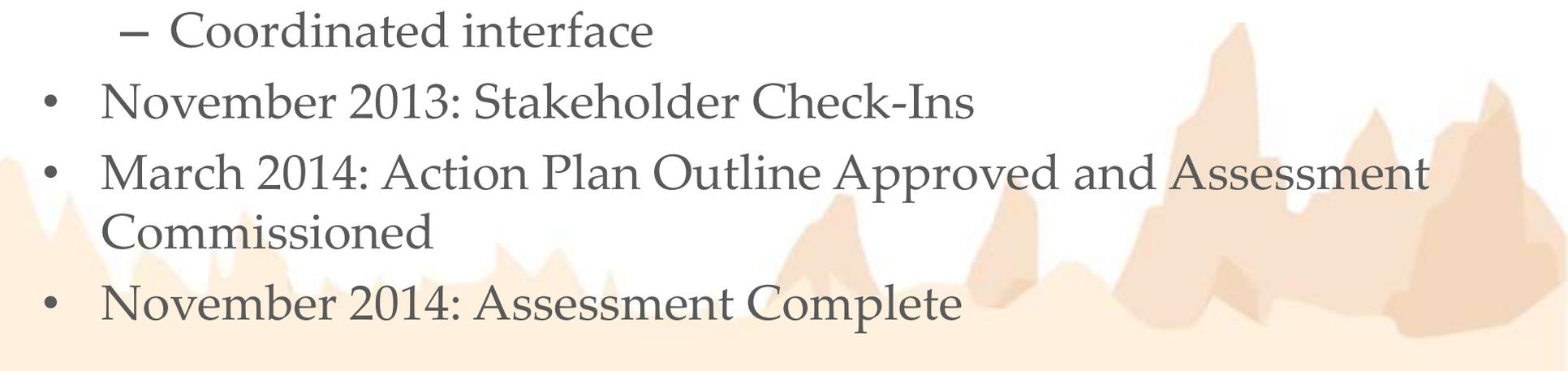
Melissa Turley – County Commission

Amanda Witte – Medium Employer

Melissa Wittstruck - Additional Resource

ACTION PLAN

PROCESS

- March 2013: Stakeholder Meeting 1: Objectives
 - Reviewed available data
 - July 2013: Stakeholder Meeting 2: Mix of Tools
 - Case Study
 - Outcome: all tools are needed
 - October 2013: Stakeholder Meeting 3: Strategies
 - Housing fund
 - Coordinated interface
 - November 2013: Stakeholder Check-Ins
 - March 2014: Action Plan Outline Approved and Assessment Commissioned
 - November 2014: Assessment Complete
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ACTION PLAN

OUTLINE

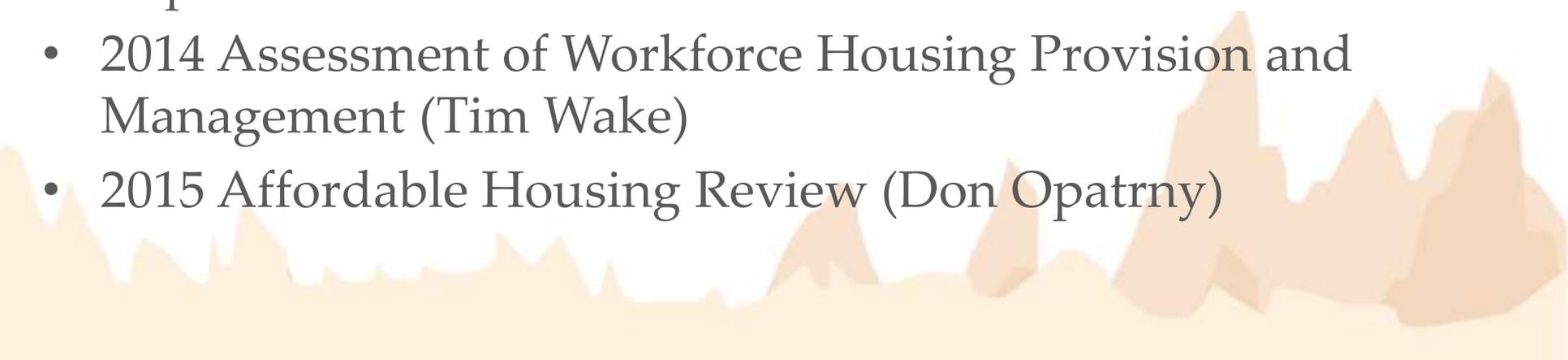
1. Policy Guidance (drafted to inform Summit)
 2. Objectives (drafted to inform Summit)
 3. Analysis of Tools (drafted to inform Summit)
 4. Providers & Organizational Structure (drafted to inform Summit)
 5. Production and Preservation Plan (outcome of Summit)
 6. Management Plan (outcome of Summit)
 7. Education Plan (outcome of Summit)
 8. Monitoring Plan (outcome of Summit)
 9. Action Items (outcome of Summit)
- 

ACTION PLAN

NEXT STEPS

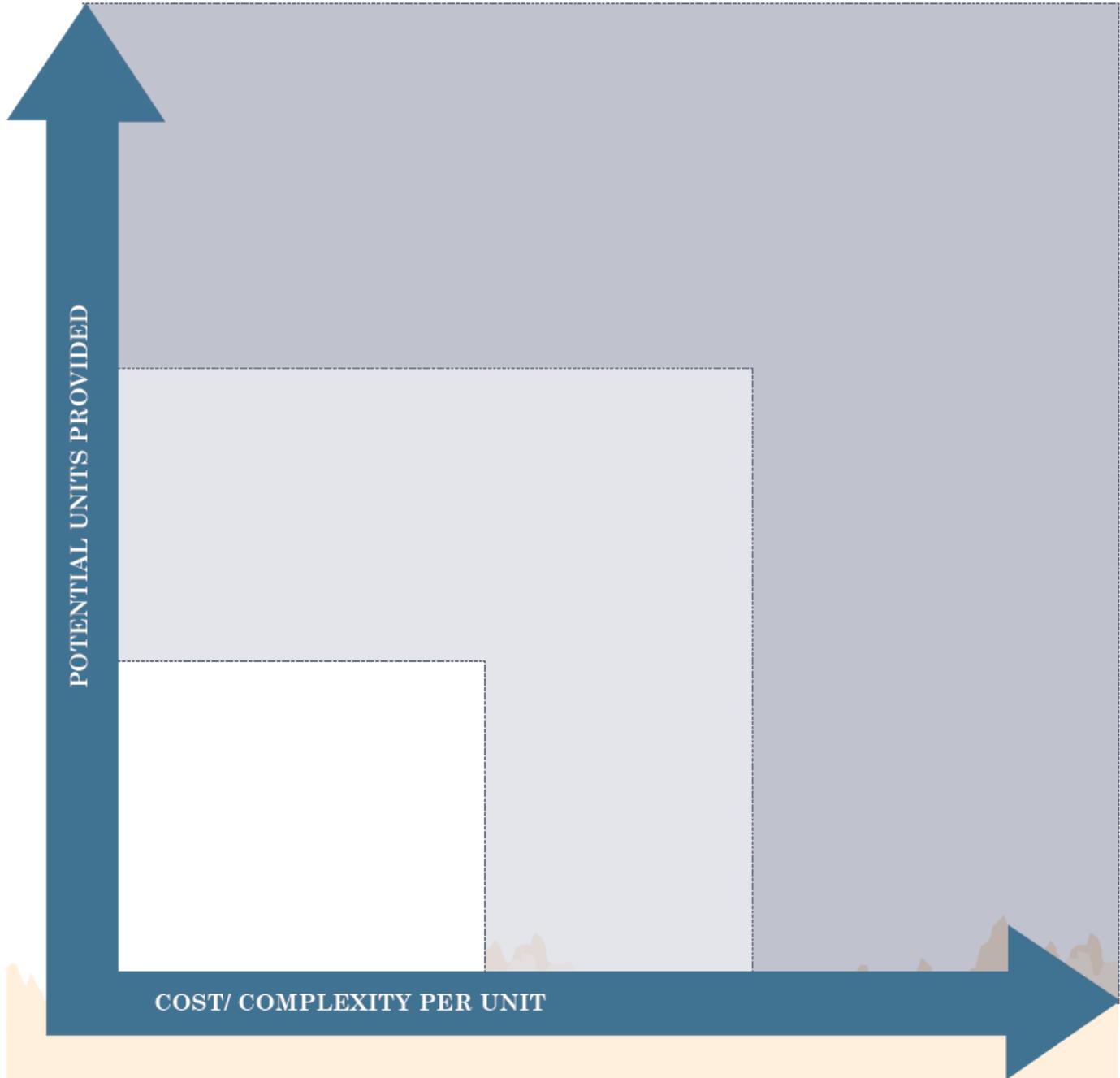
- February 2015: Summit Called
 - April 2015: Summit Materials Published
 - May 2015: Summit
 - June 2015: Draft Workforce Housing Action Plan
 - Summer 2015: Public Review and Stakeholder endorsement of Plan
 - Fall 2015: Adoption of Housing Action Plan
 - Following: Implementation
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SUPPORTING STUDIES

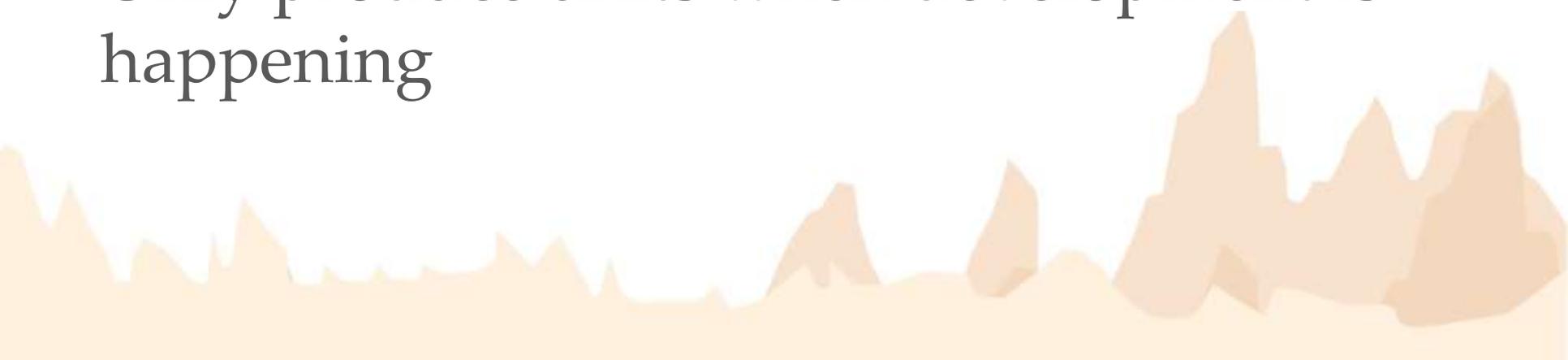
- 2007 Housing Needs Assessment
 - 2010 Blue Ribbon Panel Report (Housing Jackson Hole)
 - 2013 Nexus Study (Employee Generation by Land Use Study)
 - 2014 Western Greater Yellowstone Regional Housing Needs Assessment
 - 2014 Western Greater Yellowstone Regional Analysis of Impediments
 - 2014 Assessment of Workforce Housing Provision and Management (Tim Wake)
 - 2015 Affordable Housing Review (Don Opatrny)
- 

VALIDATE THE TOOLS

move tools to where you feel they measure-up



MITIGATION TOOLS

- Nexus study established limits
 - Off-set employee generation from new development
 - 21% of restricted units in past 7 yrs, 52% in prior 7 yrs.
 - Only produce units when development is happening
- 

MITIGATION TOOLS

Residential Inclusionary

- What we have now
- “Equality” – need projected then distributed across all projects

Residential Linkage

- Studied in 2013 Nexus Study
- “Equity” each project pays its impact

Commercial Linkage

- Currently addresses peak season
 - 2013 Nexus Study looks at year-round employees
- 

FUNDING SOURCES

- Sources of money for subsidies
 - Can be used to catch-up and preserve
 - “7%” of restricted units in the past 7 yrs
 - always leveraged with other tools
 - Fee-in-lieu is not a funding source: it is a subset of mitigation
 - Related to next group of tools
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FUNDING SOURCES

Angel Fund

- Town/County cannot create
- Could seek as partner or RFP respondent

Private Donations/Grants

- Has been left to non-profits in past
- Only a piece, cannot subsidize production alone

Dedicated Property Tax

- \$1.1M per year per mill
- A few mills to add
- Tied to property value

Tax Credits & other Fed/State Funding

- Often used with other tools
 - Difficulty is wealth of community
- 

FUNDING SOURCES

Dedicated Sales tax

– SPET

- Inconsistent
- Twice successful

– General Sales Tax

- Yields about \$11M per year per penny
- 1 penny to add
- Tied to economic (workforce) volume

– Real Estate Transfer Tax (RETT)

- Would require State enabling

USE OF FUNDS

- How to subsidize
- Greatest utility is in leverage with other tools

Preservation

- 80-85% of existing workforce housing is unrestricted
- Leakage requires catch-up
- Limited growth potential

Production

- At what level of the process do we contract?
 - “Granting”
 - Land Acquisition
 - Development Management
 - Construction Management
 - Subcontractors

ZONING

- Tools to allow housing to be built
- Needed for free market and restricted

Rental

- Allowances for rental, but not ownership
- Example – AR-ToJ

Density

- Increase in density to allow for housing
- Upzone
- Wouldn't require restriction (that's an incentive)

ARUs

Guesthouse, caretaker unit, employee apartment

INCENTIVES

- Developer can make a project pencil, community gets workforce housing

Density Bonus

- Requires leaving base zoning lower than acceptable character
- Limited by overall amount of growth
- Examples: 25% FAR Bonus, District 2 2-Tier Approach, Old County PUD-AH

Technical Assistance

- Examples: fast-track processes, partnership facilitation, etc.
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HOW SHOULD TOWN/ COUNTY ROLE CHANGE?

place green, yellow or red sticker next to recommended roles

EXISTING MARKET	PRIVATE DEVELOPER	EMPLOYER	NON-PROFIT	PUBLIC
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RESIDENTIAL INCLUSIONARY

Continue 25% Requirement

Lower AMI Focus

Simplify Regulations & Guidelines

RESIDENTIAL LINKAGE

Establish Based On Floor Area
Simplify Regulations & Guidelines

COMMERCIAL LINKAGE

Continue Peak Season Requirement

Base Req. On Year Round Emp.

Base Req. On FTEs

Simplify Regulations & Guidelines

ANGEL FUND

Solicit Angel Fund Interest

PRIVATE DONATIONS & GRANTS

Continue Activities
Coordinate Public/ Non-Profit
Grant Pursuit

DEDICATED SALES TAXES

Continue SPET Approach

Dedicate General Sales Tax Revenue

Dedicate a Portion Lodging Tax Revenue

Pursue Real Estate Transfer Tax

DEDICATED PROPERTY TAXES

Dedicate General Property Tax
Revenue

TAX CREDITS & OTHER FED/ STATE FUNDS

Continue Current Activities

Pursue Funds More Aggressively

Coordinate Public/ Non-Profit Fund
Pursuit

PRESERVATION

Establish a Housing Preservation Program

Offer Renovation Programs/
Assistance

Shared Appreciation Mortgage

GRANTING

Pool Funds & Provide Subsidies

SUBSIDIZE HOUSING DEVELOPMENT

Continue Current Activities

Provide Land

Provide Entitlement & CM

Partner w/ Developers & Non-Profits

LAND ACQUISITION

Continue Occasional Land
Acquisition

Focus On Land Acquisition As
Subsidy

RENTAL ZONING

Continue Rental Only Allowances in
Some Zones

Increase Zones w/ Rental Only
Allowances

ZONE FOR DENSITY

Maintain Current Density Allowances

Increase Max. Density/ Intensity

Establish Min. Density/ Intensity

Establish Housing Mix Requirements

ACCESSORY RESIDENTIAL UNITS (ARUS)

Maintain Current Allowances

Require Deed Restriction/
Monitoring

DENSITY BONUS

Continue Current 25% FAR Bonus
in Town

Establish Housing Bonus Overlay

Apply Density Bonuses Countywide

Bonus for Rentals Only

TECHNICAL ASSISTANCE

Continue Current Activities

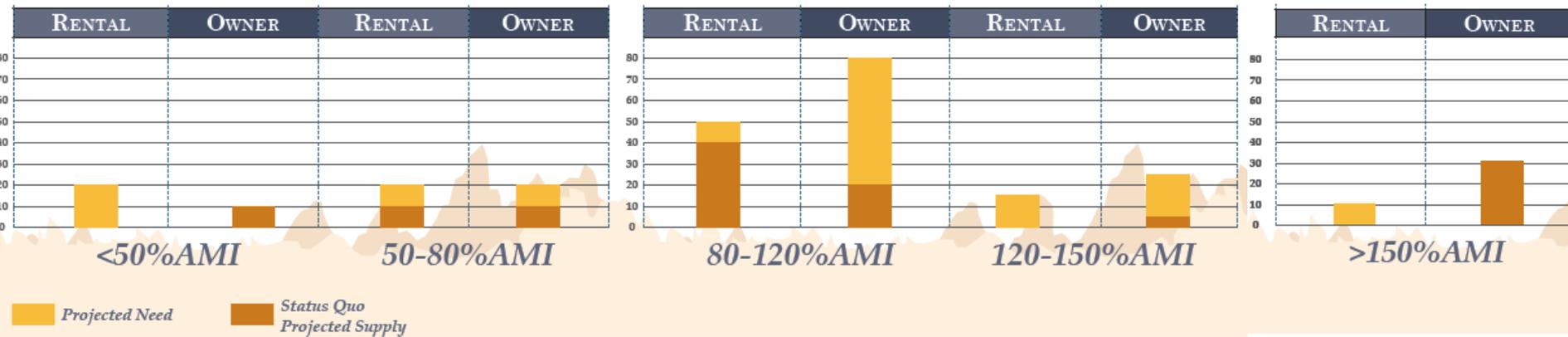
Provide Resident Relocation Assistance

Provide Partnership Facilitation

Streamline Group Home Provision

EXERCISE 3

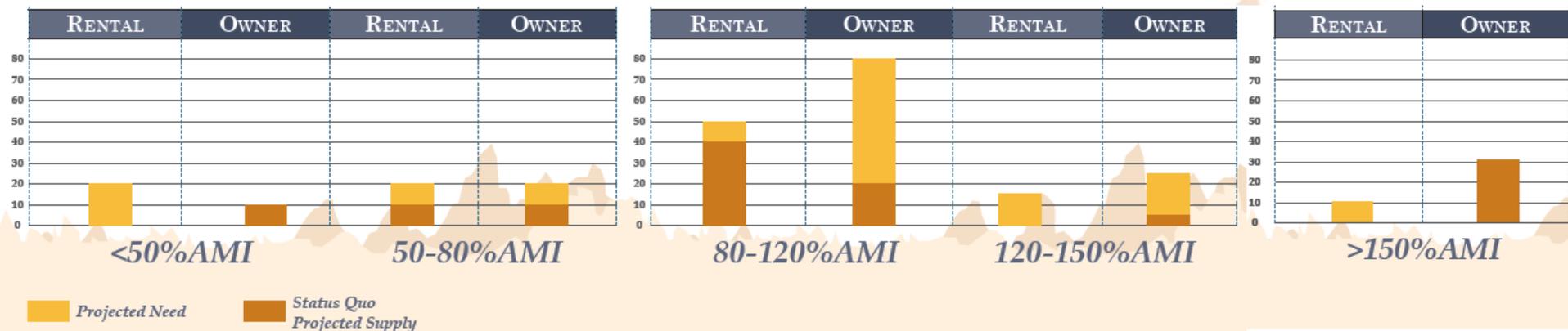
PROJECTED SUPPLY & NEED



PROJECTED NEED

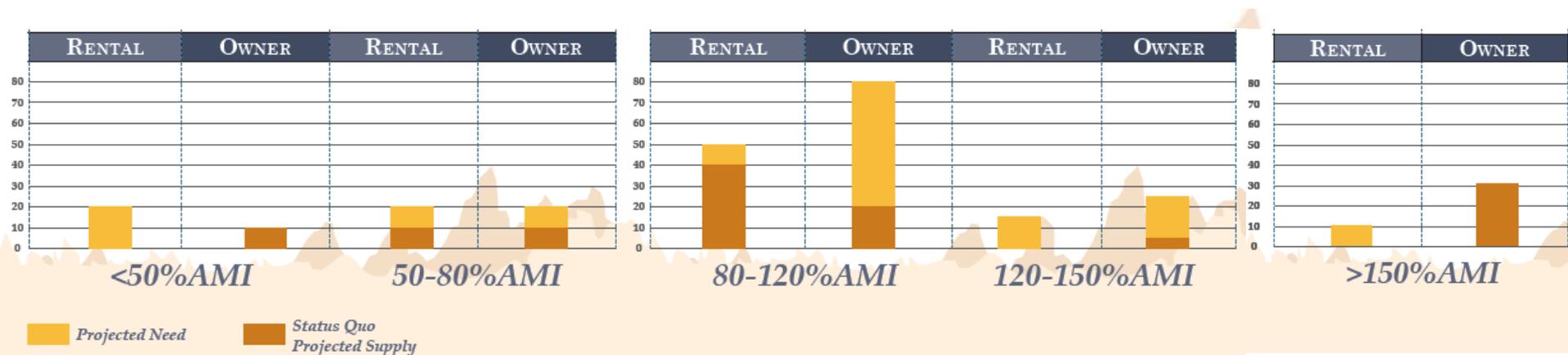
Principle 5.3

- 200 to **keep-up** with employee generation
 - Assuming 2.1% job growth
- 50 to **preserve** existing stock from retirement
 - Assuming about 1,000 resident retirees in next 10 years (about 575 units)
- 30 to **catch-up** with 65% goal
 - Currently at about 62% with a 350 unit gap



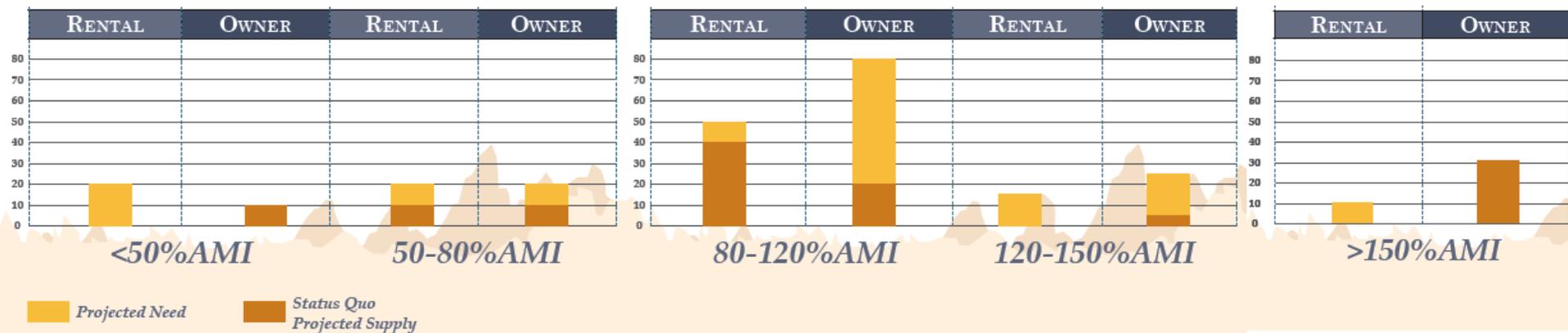
NEED DISTRIBUTED BY INCOME GROUP

- Projected distribution same as current distribution
- 80-120% AMI is the largest portion because almost 40% of workforce households fall in that range



PROJECTED SUPPLY

- Status quo results in loss of about 1% per year versus the 65% goal



EXERCISE 4

4 DEFINING THE ROLE AND BUILDING THE STRUCTURE
move duties to the entity you feel should be responsible and place stickers next to the bullets that describe your preferred structure.

ORGANIZATIONAL STRUCTURE	TOWN/ COUNTY DEPARTMENTS		SEPARATE ENTITY	NON-GOVERNMENTAL ORGANIZATIONS		
	EXISTING DEPARTMENT	NEW HOUSING DEPARTMENT	SEPARATE AUTHORITY	COOPERATIVE (I.E. SYSTEMS OF CARE)	EMPLOYERS	NON-PROFITS
ADMINISTRATIVE FUNDING		<ul style="list-style-type: none"> • JIM • BCC/ TC 	<ul style="list-style-type: none"> • BCC • JIM • TC 	<ul style="list-style-type: none"> • INDIVIDUAL PARTICIPANTS 		
BOARD ROLE		<ul style="list-style-type: none"> • RECOMMENDING • NONE 	<ul style="list-style-type: none"> • OVERSIGHT • RECOMMENDING 	<ul style="list-style-type: none"> • N/A, COOPERATIVE 		
BOARD COMPOSITION		<ul style="list-style-type: none"> • PERSON • SKILL • POSITION 	<ul style="list-style-type: none"> • PERSON • SKILL • POSITION 	<ul style="list-style-type: none"> • N/A, COOPERATIVE 		
STAFF		<ul style="list-style-type: none"> • EMPLOYEES 	<ul style="list-style-type: none"> • EMPLOYEES • CONTRACT 	<ul style="list-style-type: none"> • INDIVIDUAL PARTICIPANTS 		
DUTIES						



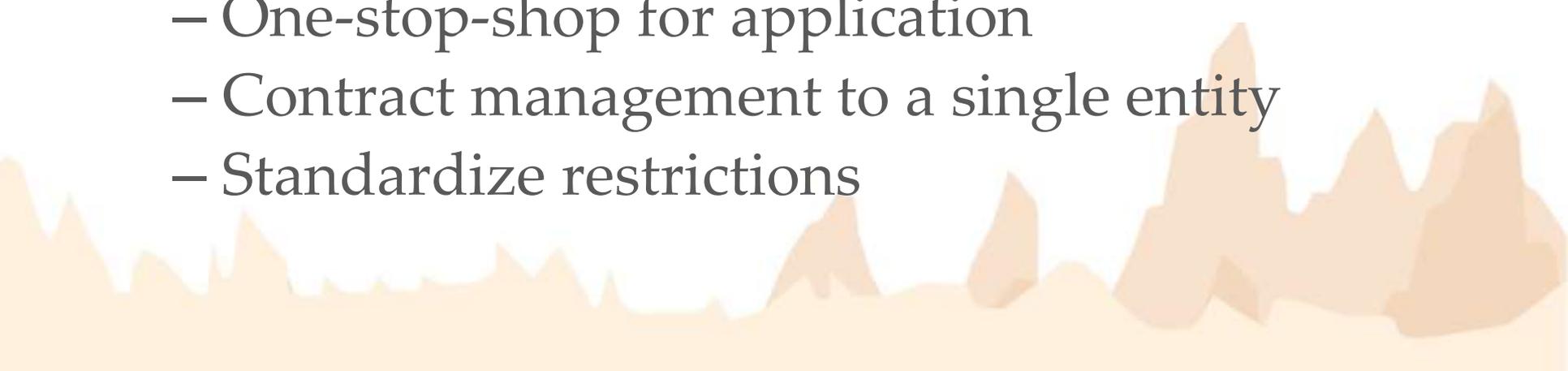
ORGANIZATIONAL STRUCTURE

- **Funding**
 - Joint: Travel and Tourism, Parks and Rec.
 - Town/County: Engineering, Planning
 - **Board Role**
 - Autonomous: TCHA
 - Recommending: Planning Commission, START
 - None: Engineering
 - **Board Composition**
 - People: TCHA, Planning Commission, START
 - Skills: NRTAB, Public Health
 - Positional: Energy Conservation Works
 - **Staff**
 - Contract: Travel and Tourism, Energy Conservation Works
 - Employees: TCHA, START, Planning
- 

DUTIES: POLICY

- **Duties**
 - Policy facilitation
 - Project review
 - Monitoring indicators
 - **Recommendations from Studies**
 - Policy and distribution from housing fund should be linked
 - Unify regulations and harmonize process
- 

DUTIES: PROPERTY MANAGEMENT

- **Duties**
 - Restriction Administration
 - Real Estate Facilitation
 - Application Processing
 - Applicant Selection
 - **Recommendations from Studies**
 - One-stop-shop for application
 - Contract management to a single entity
 - Standardize restrictions
- 

DUTIES: EDUCATION/ OUTREACH

- **Duties**
 - Education
 - Advertising
 - **Recommendations from Studies**
 - Coordinate messaging
 - Provide more education about opportunities to public
 - Provide more education to new decision makers
- 

DUTIES: ENFORCEMENT

- **Duties**
 - Enforcing Compliance
- **Recommendations from Studies**
 - Important to integrity and success of program



3.BREAK AND KEY QUESTIONS

KEY QUESTIONS

- Please write your key questions down on the provided cards
- Panel will answer the questions they can following break



4.WHAT WE DON'T KNOW

What We Know (Questions We Can Answer)	What We Don't (Questions We Have to Overcome)

5.CLOSING STATEMENTS

