



JACKSON/TETON COUNTY
WORKFORCE HOUSING ACTION PLAN
EXECUTIVE SUMMARY

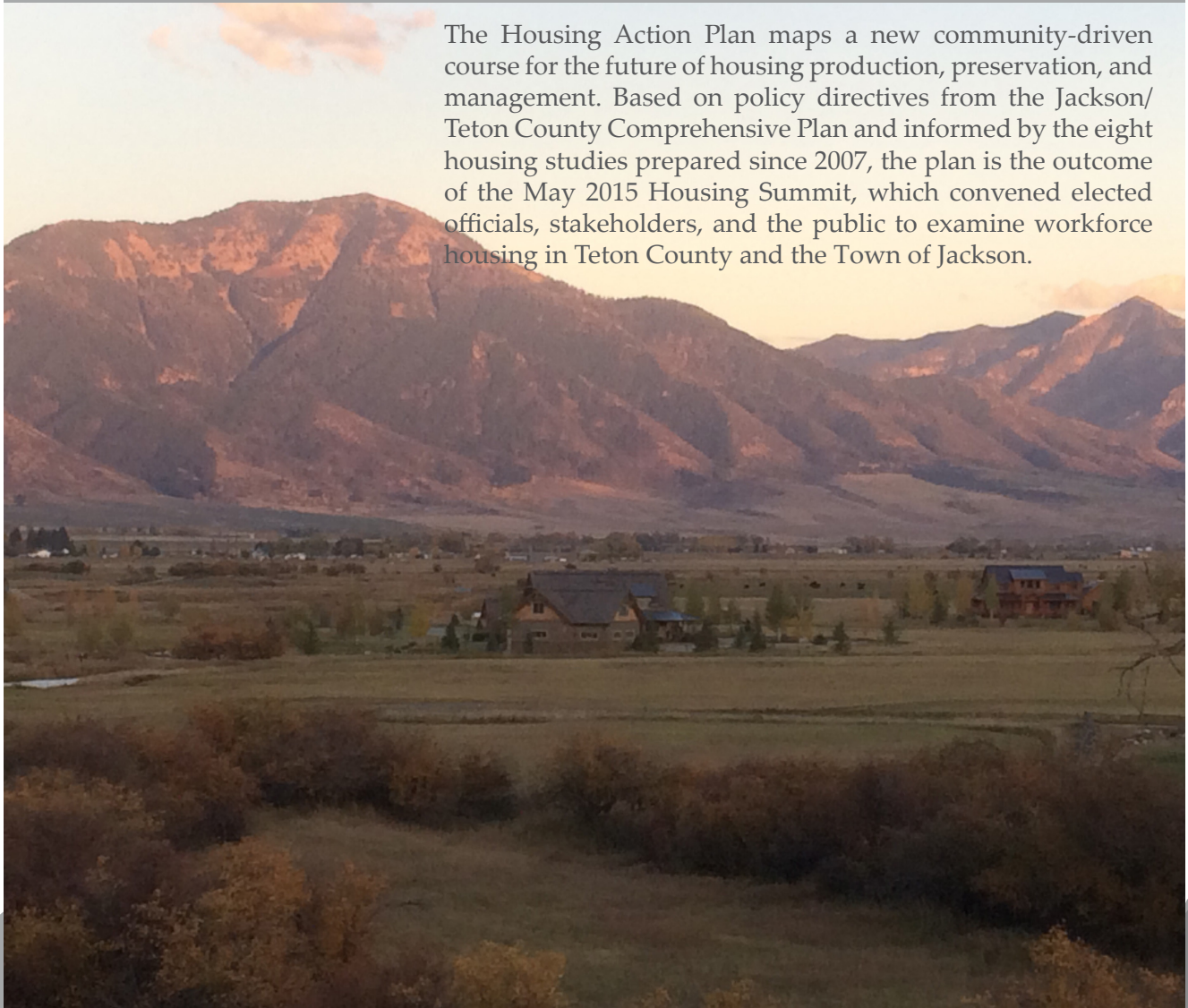
NOVEMBER 2015



“ENSURE A VARIETY OF
WORKFORCE HOUSING
OPPORTUNITIES EXIST SO THAT AT
LEAST 65% OF THOSE EMPLOYED
LOCALLY ALSO LIVE LOCALLY.”

– POLICY 5.4.A, 2012 COMPREHENSIVE PLAN

The Housing Action Plan maps a new community-driven course for the future of housing production, preservation, and management. Based on policy directives from the Jackson/Teton County Comprehensive Plan and informed by the eight housing studies prepared since 2007, the plan is the outcome of the May 2015 Housing Summit, which convened elected officials, stakeholders, and the public to examine workforce housing in Teton County and the Town of Jackson.



CONTEXT

Workforce housing is not a new challenge to the valley; for more than 30 years, employers, the government, housing organizations, and the private sector have come up with creative ways to house our community's workforce. The 2012 Comprehensive Plan set the target of housing 65% of the workforce locally as part of community character preservation. Currently, 62% of the workforce lives in nearly 1,500 restricted units and free market housing. To bridge the gap, the community must address the following challenges:

- Affordability of market housing and existing shortages of workforce housing
- Loss of market workforce housing stock (leakage) as the workforce ages and retires
- Employees generated from new development

The Housing Action Plan's six chapters detail an integrated approach toward housing 65% of the workforce locally; interrelated and interdependent, the chapters outline the work to be done by the community.

PRIORITIES

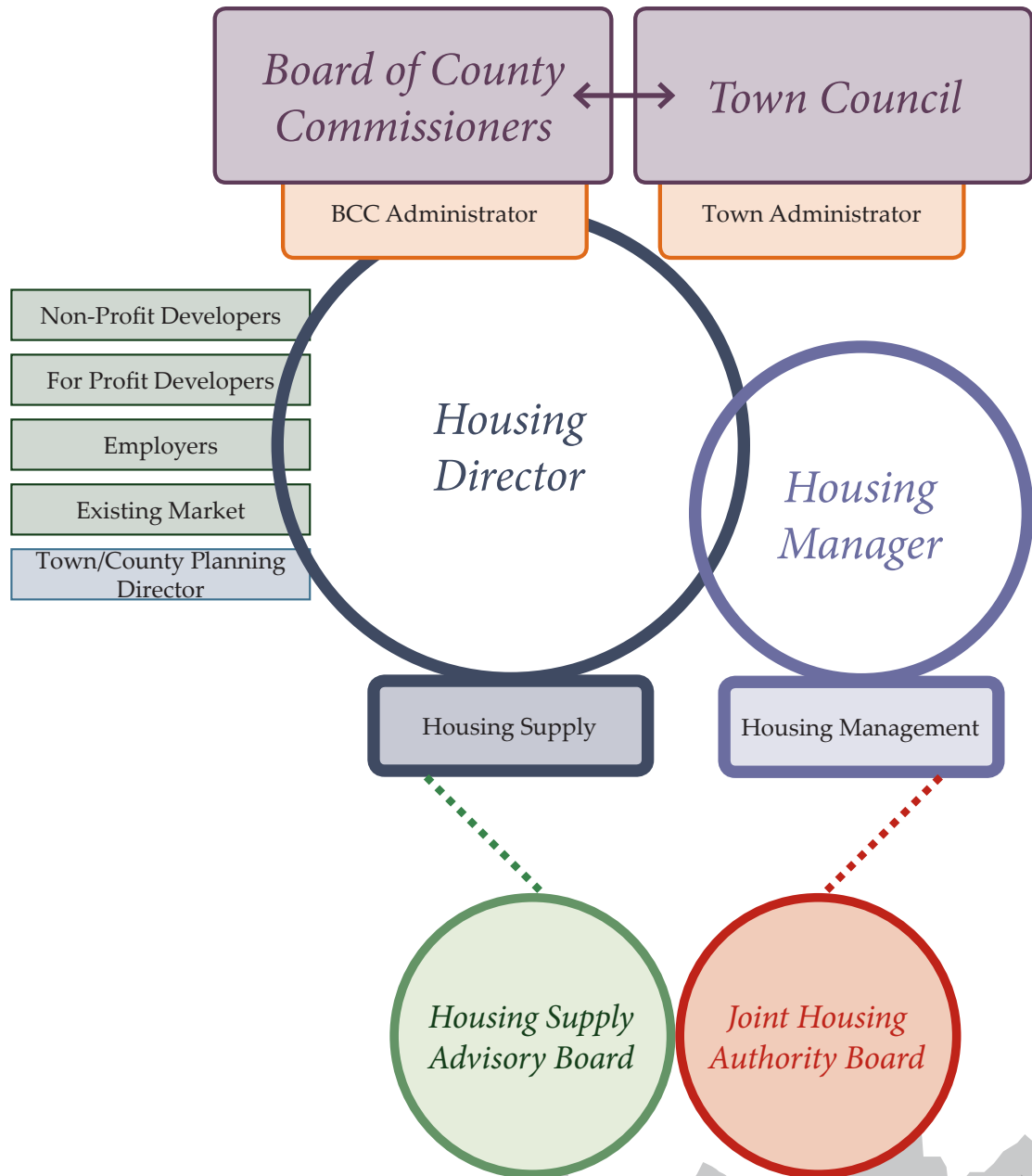
The Housing Action Plan represents a cooperative effort of public and private housing providers to identify and monitor housing needs, evaluate costs and benefits of various housing tools, and establish the roles various housing providers will play in meeting the community's housing goals. Action-oriented, the Plan presents the decisions made during the 2015 Housing Summit and subsequent Review Hearing as actionable priorities:

1. Establish a joint Town of Jackson/Teton County housing program.
2. Produce and adopt an annually updated 5-year Housing Supply Program that specifies the amount, type, and location of housing production and preservation projects that will be publicly funded and whose implementation is the focus of the new Housing Director.
3. Hire a Housing Manager focused solely on managing and enforcing public housing restrictions and coordinating access to housing programs.
4. Secure dedicated funding for workforce housing production and preservation.
5. Update zoning to allow, incentivize, and require development of workforce housing.



ORGANIZATIONAL STRUCTURE

To implement the above priorities, the plan offers a new organizational structure for a community-wide housing program. The most significant aspect of the restructure is making the housing program a shared effort between the Town and County, accountable to the Town Council and Board of County Commissioners, and led by a new Housing Director. To ensure focused success, Summit participants decided to separate housing supply efforts from housing management. Details of the new organizational structure remain open to the determination of the plan implementers, namely the new Housing Director working with the Town/County Administrators.



INITIATIVES

Within the new organizational structure presented, the plan establishes new reporting and partnership relationships and assigns responsibility for implementing the various initiatives. The primary initiatives of the joint Jackson/Teton County housing program are:

1. **Housing Supply.** Publicly funded housing will focus on lower-income, year-round workers. The Town and County will prefer projects where the public invests in land and partners with private developers to build rental units. The Town and County will also pursue new programs to preserve existing workforce housing stock and continue modeling best practices by housing their own employees. The public program will also provide technical assistance to private housing providers. The Housing Director will also lead a cooperative effort on education and outreach, thereby increasing community understanding.
2. **Housing Management.** Restrictions, management, and enforcement will be standardized (to the extent possible) and the Town and County will coordinate with private housing organizations to do the same. The Housing Manager will work with all providers to create a single point of access to all housing opportunities. The Town and County will also explore strategies to ensure existing housing stock meets adequate living standards.
3. **Funding for Housing.** The Town and County will establish dedicated sales tax revenue for housing and transportation, and allocate the funding (the new Community Priorities Fund) to housing based on continual monitoring of housing need. The Town and County will continue to pursue existing sources of funding for housing and explore advocating for other funding sources not yet available.
4. **Zoning for Housing.** The Town and County will allow for and incentivize the creation of workforce housing through zoning by accelerating the update of housing-related LDRs and highlighting the tools available for housing applications. Development will be required to mitigate the employee generation that results from growth, and regulations managing growth will be explored.





TIMELINE

To direct implementation, the plan provides a timeline for action. The key directives for the first six months (by July 1, 2016) are outlined below:

- Establish the joint Jackson/Teton County Housing Authority.
- Hire the Housing Director.
- Appoint the seats on the Joint Authority Board and Housing Supply Advisory Board.
- Identify the Housing Manager
- Identify potential land appropriate for housing development in accordance with the Comp Plan.
- Develop the initial 5-Year Housing Supply Plan as part of the FY16-17 Budget proposal.
- Hire key staff and/or contractors needed to operate the Housing Supply Division.
- Consider allowing ARUs in all Town and County zones with limits on size and/or density.
- Update zoning in appropriate Comprehensive Plan subareas to find locations for density.
- Revise parking requirements to facilitate additional density for housing.
- Provide a density bonus for the preservation and/or production of workforce housing.
- Implement an expedited approvals process for price-restricted housing projects.

EVOLUTION

After 20 years of actively providing workforce housing through requirements and development, the Town and County have committed to evolving their public housing program to better meet the demands of the local workforce. The Workforce Housing Action Plan, dated October 2015, will be implemented over a 10-year period.