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?
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

Foundation Keynotes → Stakeholder Roundtable Forum

Elected Roundtable Forum → Housing Action Plan
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
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
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
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
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)
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
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.
**HOW SHOULD TOWN/ COUNTY ROLE CHANGE?**

*place green, yellow or red sticker next to recommended roles*

<table>
<thead>
<tr>
<th>EXISTING MARKET</th>
<th>PRIVATE DEVELOPER</th>
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<tbody>
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<table>
<thead>
<tr>
<th>EMPLOYER</th>
<th>NON-PROFIT</th>
<th>PUBLIC</th>
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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
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

<table>
<thead>
<tr>
<th>AMI Percentage</th>
<th>Rental</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;50%AMI</td>
<td><img src="image1" alt="Graph" /></td>
<td><img src="image2" alt="Graph" /></td>
</tr>
<tr>
<td>50-80%AMI</td>
<td><img src="image3" alt="Graph" /></td>
<td><img src="image4" alt="Graph" /></td>
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<tr>
<td>80-120%AMI</td>
<td><img src="image5" alt="Graph" /></td>
<td><img src="image6" alt="Graph" /></td>
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<tr>
<td>120-150%AMI</td>
<td><img src="image7" alt="Graph" /></td>
<td><img src="image8" alt="Graph" /></td>
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<tr>
<td>&gt;150%AMI</td>
<td><img src="image9" alt="Graph" /></td>
<td><img src="image10" alt="Graph" /></td>
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- **Projected Need**
- **Status Quo**
- **Projected Supply**
**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

**Defining the Role and Building the Structure**

<table>
<thead>
<tr>
<th>Organizational Structure</th>
<th>Town/County Departments</th>
<th>Separate Entity</th>
<th>Non-Governmental Organizations</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Existing Department</td>
<td>Separate Authority</td>
<td>Cooperative (i.e. Systems of Care)</td>
</tr>
<tr>
<td><strong>Administrative Funding</strong></td>
<td>- JIM</td>
<td>- BCC</td>
<td>- Individual Participants</td>
</tr>
<tr>
<td><strong>Board Role</strong></td>
<td>- RECOMMENDING</td>
<td>- JIM</td>
<td>- N/A, Cooperative</td>
</tr>
<tr>
<td></td>
<td>- NONE</td>
<td>- TC</td>
<td></td>
</tr>
<tr>
<td><strong>Board Composition</strong></td>
<td>- Person</td>
<td>- Oversight</td>
<td>- N/A, Cooperative</td>
</tr>
<tr>
<td></td>
<td>- Skill</td>
<td>- RECOMMENDING</td>
<td></td>
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<tr>
<td></td>
<td>- Position</td>
<td>- Person</td>
<td></td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>- Employees</td>
<td>- Skill</td>
<td>- N/A, Cooperative</td>
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<td></td>
<td></td>
<td>- Position</td>
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<tr>
<td><strong>Duties</strong></td>
<td></td>
<td>- Employees</td>
<td>- Individual Participants</td>
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<tr>
<td></td>
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<td>- Contract</td>
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</table>
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
KEY QUESTIONS

• Please write your key questions down on the provided cards
• Panel will answer the questions they can following break
### What We Know
(Questions We Can Answer)

<table>
<thead>
<tr>
<th>What We Know</th>
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<table>
<thead>
<tr>
<th>What We Don’t</th>
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<tbody>
<tr>
<td>(Questions We Have to Overcome)</td>
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5. CLOSING STATEMENTS