

**Jackson/Teton County Housing Supply Plan
FY16/17**



“Stabilizing our community by providing healthy housing solutions.”

Executive Summary

Housing supply guidelines for creating workforce housing:

1. A multi-faceted approach to promote workforce housing. This will include land development regulation revisions and rezoning of selected sites, consistent with the 2012 Comprehensive Plan, and an assessment of currently owned public land for housing opportunities.
2. Housing constructed with public subsidies will be deed restricted to ensure affordability for the workforce. Projects that provide housing for working households earning <120% AMI will be prioritized.
3. Public funds will be spent on land acquisition, project design, preservation and construction of workforce housing.

Purchase. Preserve. Partner.

Purchase land in Complete Neighborhoods, consistent with the Comprehensive Plan, to develop workforce housing.

Preserve existing homes, restrict their future sales prices in perpetuity to maintain their affordability for the workforce, and then resell them with the restriction.

Partner with the private sector to construct housing on purchased sites or on land currently owned by the Town or County. Retain ownership of the land when Town/County property is developed, preserving in perpetuity the affordability of the housing.

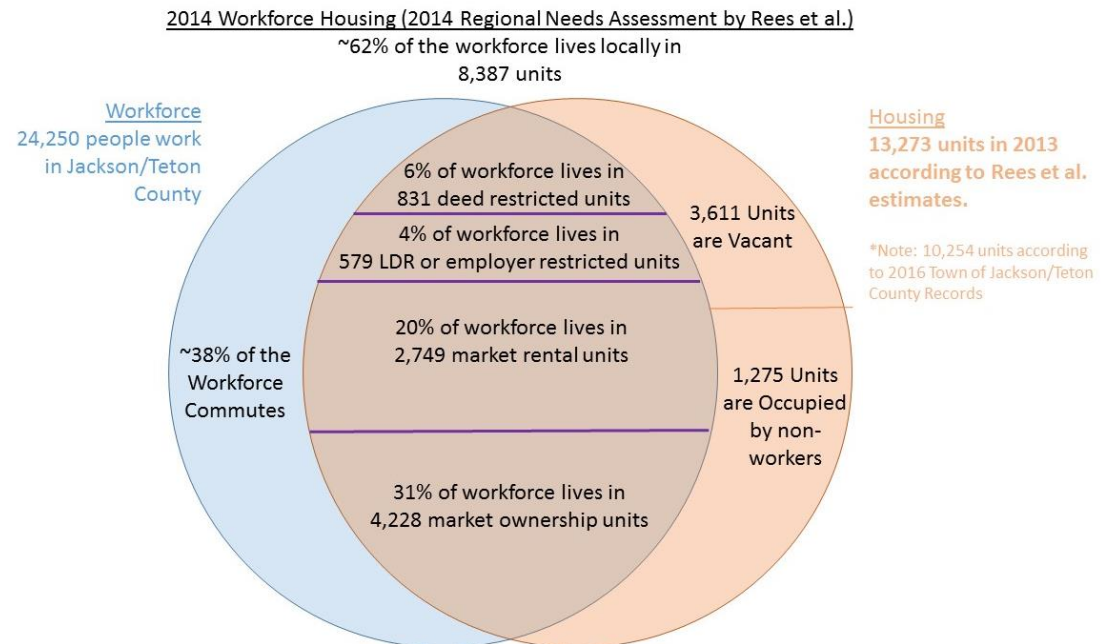
Introduction

Jackson and Teton County have historically been characterized by a socially and economically diverse population, united by a community commitment to Ecosystem Stewardship, Growth Management, and Quality of Life. The 2012 Comprehensive Plan set the goal of ensuring that at least 65% of our local workforce lives locally. Achieving this benchmark allows our community to protect local working families; provide for a stable tax base; create neighborhood accountability; promote generational continuity; increase civic, social, and economic investment; limit commuters on our roads; and protect our open spaces and scenic vistas.

Ultimately, by providing housing opportunities that support a resident workforce, we are creating a healthy, stable community with a high quality of life and visitor experience.

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.

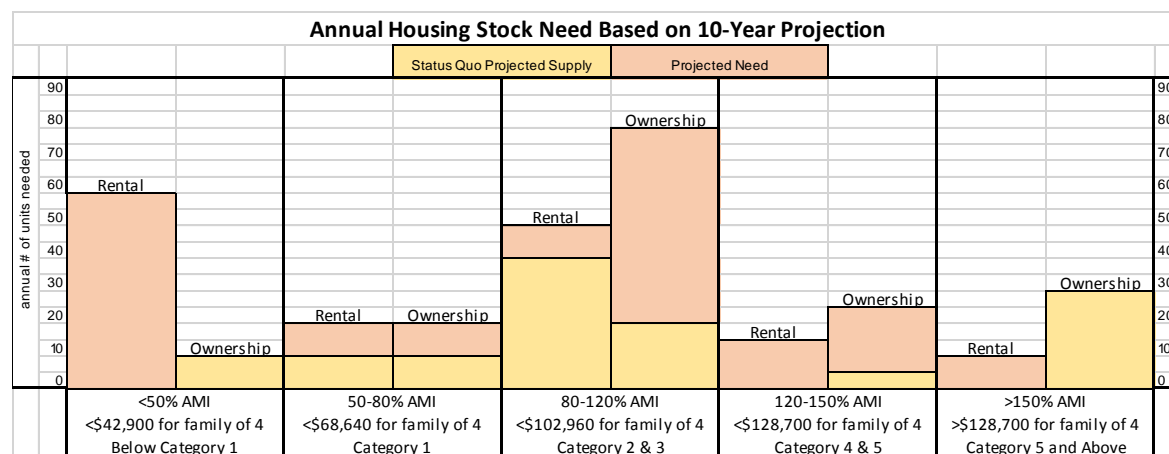
Currently, 62% of the workforce lives in nearly 1,500 restricted units and free market housing.



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

Goals



The 2012 Comprehensive Plan set the target of housing 65% of the workforce locally as part of community character preservation. The 2015 Jackson/Teton County Workforce Housing Action Plan set 10-year housing goals based on status quo projected supply and projected need.

The chart on the left-hand side of this page, based on 8 housing studies publicly and privately funded, shows the annual need for rental and ownership product below 150% AMI. **Over the long-term, the 2015 Workforce Housing Action Plan says to focus public subsidies on product for 120% AMI and below.** In addition to the housing supply efforts we are already pursuing, near-term subsidies should be focused on our highest need priorities: rental product for households earning <50% AMI and ownership product for households earning 80-120% AMI.

From an annual plan perspective, it is important to view progress in the 10-year context. This will allow the community to take advantage of opportunities as they arise, but will also give policymakers direction on where to invest public funds.

Plan Structure

This plan is broken out into four distinct parts:

1. **Capital Projects**, which include both production and preservation;
2. **Zoning**;
3. **Technical Assistance Programs**; and
4. **Education and Communication**.

To write these chapters, revenue assumptions were made based on the funded FY16/17 Town and County budgets and the potential for an additional half-cent local option sales tax to be applied to workforce housing efforts. The table on the right-hand side of this page breaks down these assumptions for FY18-21.

For capital projects, it is anticipated that the County will contribute 55% of the project cost and the Town will contribute 45% of the project cost.

Capital Revenue Projections: FY18/19/20/21		
Source	Description	\$
Teton County	General Fund	1,000,000
Teton County	Mitigation Fees*	650,000
Town of Jackson	General Fund	1,000,000
Town of Jackson	Mitigation Fees*	50,000
Sales Tax	Community Priority Fund	6,000,000
Total w/o Tax		2,700,000
Total w/ Tax		8,700,000

*Updated housing mitigation regulations will not impact projected revenue until FY18.

Capital Projects

FY16/17 Capital Work Plan Summary				
Task	FY 16	FY 17	FY18	Description
	2016	2017		
Appoint Housing Supply Board				Appoint diverse 7 to 9-person board to advise and support the implementation of the Housing Supply Plan. This board will propose annual housing goals and tactics for implementation.
Standardize Project Evaluation				Develop consistent criteria for project evaluation, define process
Land Inventory				
Public Lands Inventory				Evaluate publicly owned land for appropriateness for density and consistency with comprehensive plan
Private Lands Inventory				Identify and evaluate private parcels that are appropriate for density and consistent with the comprehensive plan.
Identify and Analyze Projects				
Land Acquisition & PPP Development				Based on land inventory results and supply goals, identify land acquisitions and develop RFPs for housing development.
Restriction Acquisition				Purchase restrictions in market developments.
Public Land Development RFP				Based on land inventory results and supply goals, develop RFPs for development of publicly owned land for housing.
Analyze Potential Programs				
Feebate				Using mitigation fees, purchase restrictions on occupied housing units that, once the owners vacate the unit, are enforced in a rental or resale scenario.
Infrastructure Fund				Create a restricted fund that provides money for infrastructure in return for restricted housing units.
Preservation Fund				Create a fund (revolving, sinking, or capital) that invests in workforce housing preservation by purchasing market homes, restricting, renting, and/or selling.

The majority of the revenue for housing will be applied to capital projects, which will primarily focus on new housing production and workforce housing preservation. Projects are anticipated to be a mix of rental and ownership product.

For FY16/17, staff will focus efforts on:

- **identifying** and **analyzing capital projects** on which public dollars may be spent to achieve our identified housing goals,
- creating a **standard evaluation** to compare projects against,
- analyzing potential **capital programs**, and
- completing a public and private **lands inventory**.

FY 17/18 Potential Capital Project List				
Estimated Budget w/o sales tax: \$2.7M		Estimated Budget w/ sales tax: \$8.7M		
Project	Partner(s)	Status/Notes	% of \$2.7M Budget	% of \$8.7M Budget
Land Acquisition + Development	TBD: RFP Process for Development	Purchase priority based on private lands inventory	90% (\$2.43M)	50% (\$4.35M)
Preservation Fund	TBD: Opportunity	Purchase existing homes, restrict, rent and/or sell	0%	15% (\$1.305M)
Feebate	TBD: Willing homeowners	Purchase easements on occupied units using mitigation fees	0%	5% (\$435,000)
Develop Town Owned Land	TBD: RFP Process	Highest priority Town land from public lands inventory	0%	5% (\$435,000)
Develop County Owned Land	TBD: RFP Process	Highest priority County land from public lands inventory	0%	5% (\$435,000)
Infrastructure Fund	TBD: RFP Process	Provide infrastructure funding in exchange for units	10% (\$270,000)	20% (\$1.74M)

In November 2016, voters will consider a local option sales tax that, if passed, could contribute \$24M to housing projects over the next four years. The impacts of such a recurring revenue source would be tremendous, giving the Housing Department and elected officials the ability to thoughtfully and opportunistically approach land acquisition projects for housing.

A potential project list for FY17/18 is provided above. Subsequent years' capital projects will likely look similar to those proposed above with some changes expected as we learn which strategies and tactics are most effective.

Zoning

FY16/17 Zoning Work Plan Summary				
Task	FY 16	FY 17	FY 18	Description
	2016	2017		
LDR Updates				
Town ARU Allowances				Update Town zoning to allow accessory residential units in all appropriate zones.
Town Zoning (Districts 3-6)				Provide for a variety of housing types through modifications to existing zoning and introduction of new zoning and regulations where needed.
Joint Housing Mitigation LDRs				Update the housing mitigation requirements based on the direction in the Comprehensive Plan and Housing Action Plan. Mitigation LDRs will be one part of a suite of requirements, incentives, and allowances designed to ensure 65% of the workforce remains housed locally.
Town Parking Study				The Study will identify potential changes to the Town's parking regulations and laws. It will evaluate the costs and benefits to level of service, budget, housing, and transportation of multiple parking scenarios that consider parking requirements, on-street parking, public parking lots, and the greater transportation system as an integrated system. The study will establish a preferred parking scenario for implementation through the LDRs, municipal code, public works and other appropriate means.

Zoning that requires, incentivizes, and facilitates construction of workforce housing will be critical to the success of the supply program. In parallel to the efforts of the Housing Department and its partners, the Planning Department is working on a number of tasks to add density in appropriate areas and remove barriers to the production of workforce housing.

These include:

- the allowance of Accessory Residential Units (**ARUs**) in all Town and County zones,
- **rental zoning** and **incentives**,
- **trailer parks** and/or **microhousing**,
- **expedited approvals**, and
- flexible land development regulations (**LDRs**).

More detail on all of these tasks can be found in the [Comprehensive Plan FY 16-17 Implementation Work Plan](#) adopted April 15, 2016.

Technical Assistance

Technical assistance will focus on creating programs to incentivize new deed restrictions for workforce housing.

Over the next two years, staff will focus on exploring the following programs:

- a **private community fund** for new (market) homeowners;
- a **market place** for housing, both rental and ownership;
- an **affordable housing easement**; and
- ongoing **developer assistance**.

FY16/17 Technical Assistance Work Plan Summary				
Task	FY 16	FY 17	FY18	Description
	2016	2017		
Housing Marketplace				
Small business employee pool				Facilitate pooling employee housing for small businesses.
New housing stock marketplace for employers				Connect businesses seeking housing solutions with developers building housing.
Existing housing stock marketplace for employers				Connect businesses seeking housing solutions with available housing inventory.
New and existing housing stock service for renters				Create online resource to quickly connect renters with available housing stock.
Affordable Housing Easement				Research feasibility of creating an affordable housing easement.
Community Housing Assistance Fund				Work with private sector capital to create a fund for downpayment and refinance assistance.
Developer Assistance				Continue working with developers to maximize workforce housing stock within developments.

Education and Communication

FY16/17 Education and Communication Work Plan Summary				
Task	FY 16	FY 17	FY18	Description
	2016	2017		
Data Collection				
Work with partners to standardize data collection				Define data and ensure consistency in criteria used.
Identify and fill gaps in collection				Work with partners to identify data gaps and put together a plan for comprehensive collection.
Homeowner/Tenant Survey				Demographic survey for Housing Dept. homeowners/tenants
Housing Needs Assessment				Update housing needs assessment on a consistent basis.
Home Finance Education Resources				Provide comprehensive "one stop shop" for potential home buyers, including down payment assistance information.
Business Recognition Program				Create campaign to recognize businesses that are proactively housing housing their own employees.
Awareness Campaign				Ongoing communications to raise understanding and awareness about the housing issue in Teton County.

Education and communication programming will be essential to a thriving supply program. This work will act as a teaching tool for the public at large, create awareness and support for the housing program, and increase engagement across all socioeconomic groups.

Over the next two years, staff will focus on:

- **workforce housing communications** as an education tool,
- improving **data collection**,
- creating **finance education resources**, and
- creating a **recognition program** for businesses that are providing workforce housing.