

# Meet Our Community's Housing Needs (Theme 4)

## Statement of Ideal

**Ensure a variety of workforce housing opportunities exist to retain a diverse, year-round, long-term community where more than 65% of those employed locally live locally.**

### What does this theme address?

**4.1 – Workforce Housing Methods**

**4.2 – Workforce Housing Regulations**

**4.3 – Workforce Housing Incentives**

**4.4 – Workforce Housing Funding**

**4.5 – Housing Location and Type**

### Why is this theme addressed?

Jackson and Teton County have historically been characterized by a socially and economically diverse population united by a common community commitment to a strong environmental and social ethic. The cohabitation of year-round residents,

second homeowners, seasonal workers; long-time families, new community members; the wealthy, and those living paycheck to paycheck has become a defining characteristic that the community wants to preserve. Over the past twenty years land values have risen so much faster than local wages that the median home price has grown from 354% of median income in 1986 to 1,800% in 2005. As a result, many people cannot afford to live in the community; so much so that in 2005, 35% of the local workforce commuted from neighboring communities. The shortage of housing ownership opportunities for all incomes resulting from the gap between home value

**Workforce Housing means all housing occupied by people living in the community year-round regardless of deed restriction or employment.**

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Deleted: The preservation of this community characteristic is threatened by high housing prices in Jackson Hole. In 2005, about 32% of the valley's workforce commuted from neighboring communities; and existing market workforce housing was worth six times what a member of the workforce could afford. If external demand continues to increase housing prices, only the wealthy and transient service workers will be able to afford to both work and live in the valley. As noted in the 2007 Housing Assessment, the social and economic vitality of the valley depends on a strong local workforce.¶

and local wages affects the social character the community values and is the reason a housing program continues to be needed.<sup>1</sup>

A formal housing program was established with the 1994 Comprehensive Plan to provide affordable housing opportunities for the local workforce in order to maintain social diversity and economic stability. The program included regulations and incentives, and identified other funding sources that would help make housing opportunities available to a full range of households. The Housing Program was responsible for the creation of over 700 restricted housing opportunities between 1995 and 2010.

Addressing the housing shortage moving forward requires addressing the three housing issues listed below. The first two are issues that threaten to increase the housing shortage and require community action to maintain or “keep up” with current conditions. The third issue requires the community to reduce the housing shortage or “catch up” where housing goals are not currently being met.

- **“Keeping Up” with the impacts from new development** – because of the gap between property values and wages, many of the new workers generated to construct, maintain, and/or staff new developments cannot afford housing in the community.
- **“Keeping Up” with the impacts from resale and redevelopment**<sup>2</sup> – the resale and redevelopment of existing housing stock prices many people out of what had been affordable market housing. For example, when a worker retires from the community and sells her/his home it may no longer be affordable to the worker who replaces her/him in the workforce.
- **“Catching Up” to improve an existing situation** – in order to increase the percentage of the workforce living locally and increase the percentage of community housing to resort housing, additional efforts (beyond “keeping up” with the current situation) will have to be made .

The community will address these three housing issues in order to achieve its four identified housing goals bulleted below:

- Socioeconomic and demographic diversity,
- A resident workforce,
- Generational continuity,<sup>3</sup> and
- A sense of community.<sup>4</sup>

<sup>1</sup> Rec 256: (County 3-0, Town 5-0) A housing program is still necessary.

<sup>2</sup> Rec 263: (County 3-0, Town 4-0) Preservation of existing workforce housing stock should continue to be a housing strategy - with caution not to actually deplete middle class housing opportunities

<sup>3</sup> Rec 257: (County 3-0, Town 5-0) The basis of the housing program should be:

- Maintaining a local workforce (April draft structure)
- Maintaining socioeconomic diversity
- Encouraging generational continuity of local families
- Not exporting our housing impacts to neighboring communities

<sup>4</sup> Rec 285: (County 3-0, Town 5-0) Staff should rewrite the fourth basis to discuss maintenance of a sense of community by encouraging housing for full-time residents (community) over housing for seasonal residents (resort)

### **Socioeconomic and Demographic Diversity**

If external demand to live in the community continues to outpace growth in wages, only very wealthy households and ephemeral households dedicating the majority of their income toward housing will be able to afford to live here. This will price many of the households that make up the current socioeconomic and demographic spectra out of the community. While wealthy households and seasonal workers are a part of the community character, the overall character the community wants to preserve includes a full range of households by income and population by age that exists today.<sup>5, 6</sup>

### **A Resident Workforce**

The loss of a resident workforce has a number of environmental, social and economic effects on the community. A workforce that commutes adds traffic to Teton Pass, Snake River Canyon, and Hoback Canyon, which reduces safety for both humans and wildlife. Moreover, the impacts of development are displaced to adjacent valleys; and the additional vehicle miles traveled increase carbon emissions, reduce air quality, and require new transportation infrastructure. As commuters leave the valley each day, so does their social and financial capital. The more time people spend commuting, the less time they have for civic engagement. They are more likely to volunteer and shop in the community in which they live. As the percentage of the workforce living locally has decreased over time the community has felt a diminished sense of local character. Similarly, other rocky mountain resort communities have documented a “loss of character” at the point they hit 40% of their workforce commuting. Jackson and Teton County have also observed the exportation of our housing issues to neighboring communities. The community’s goal is to increase the percentage of the workforce living locally, improving the existing situation.

**Deleted:** . This trend has been documented in other mountain resort communities. Therefore, relying on a commuter workforce will diminish Jackson Hole’s unique sense of character and export the impacts of our growth to neighboring jurisdictions.¶

The 1994 Plan identified a clear need for affordable housing, but did not determine how much of the workforce should be housed locally. In response to the pitfalls associated with reliance on a commuter workforce, the community has committed to housing at least 65% of its workforce locally. Many feel that this metric is just above the “tipping point” for a viable local workforce; anything less will significantly diminish our sense of community. The 65% goal will be achieved through a mix of market and affordable housing and is not a suggested mitigation rate.¶

### **Generational Continuity**

Community members that grew up here, or have lived here for a number of years have a greater appreciation for the shared values of the community and its history. As people with established roots in valley move away, so does cultural memory and appreciation of the community’s character. Loss of institutional memory also leaves the community vulnerable to repetition of past mistakes. Children raised locally and long-term residents learn from the accumulated knowledge of the community. This formal and informal education about the community makes them valuable stewards of the environment, economy, and society. The community does not want to lose the intellectual and social capital invested in local children and long-term residents because of a lack of housing opportunities.

### **Sense of Community**

The community has consistently valued its identity as a community over its identity as a resort in its comprehensive planning efforts.<sup>8</sup> While tourism and lifestyle real estate development remain the cornerstone of the local economy, in terms of housing the community would like to have a greater proportion of units occupied by year-round residents. Year-round occupancy creates the conditions for greater volunteerism and civic engagement. A year-round population allows for year-round vitality and

<sup>5</sup> Rec 273: (County 2-1, Town 5-0) With regard to socioeconomic diversity, set a goal of maintaining the current statistical distribution of incomes and ages in the community

<sup>6</sup> Rec 274: (County 3-0, Town 2-3) With regard to socioeconomic diversity, set a goal of achieving an even distribution of incomes [will partially supersede 273 if approved]

<sup>7</sup> Rec 272: (County 3-0, Town 3-2) Set a goal of increasing the percentage of the workforce living locally beyond current (65-70%) levels [will supersede 271 if approved]

<sup>8</sup> Rec 285: (County 3-0, Town 5-0) Staff should rewrite the fourth basis to discuss maintenance of a sense of community by encouraging housing for full-time residents (community) over housing for seasonal residents (resort)

more support for local businesses. The community's goal is to increase its ratio of community housing to seasonal housing.<sup>9</sup>

## Principles and Policies

### Principle 4.1—~~House a diverse population through a variety of methods~~

~~Each of the four identified housing goals is equally important to the community and the overall housing policy will be designed to address all four. No one tool or housing program will be expected to address all four issues by itself. However, subsidized housing programs designed to overcome the issue of housing affordability will ensure that their occupants meet the identified community housing goals.~~

**Deleted:** House a diverse population in a variety of housing types

#### Policy 4.1.a: Achieve all four housing goals

~~The community wants to maintain the current socioeconomic and demographic diversity,<sup>10</sup> increase the percentage of the workforce living locally,<sup>11</sup> preserve generational continuity, and increase the ratio of community to resort housing.<sup>12</sup> No one of these four housing goals has priority over any other.<sup>13</sup> The community will monitor achievement of all four housing goals and design and periodically modify its policies, regulations, incentives, and formal housing program, to meet its goals with regard to each housing policy.~~

**Deleted:** Everyday interaction among members of the community across all income levels is a unique characteristic of Jackson and Teton County that the community is proud of and seeks to preserve. Losing the local workforce to neighboring communities threatens this way of life. The community desires to preserve a spectrum of social and economic classes while maintaining a predictable development pattern

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#### Policy 4.1.b: Use regulations, incentives, and funding to meet housing goals

~~Meeting the community's housing goals requires a variety of tools and cooperation from many community groups. A "three legged stool" approach including regulations, incentives, and permanent funding will continue to be used to keep up with the impacts from development and redevelopment and catch up where housing goals are not currently being met. The appropriate regulations, incentives and/or use of permanent funding to provide workforce housing will vary according to area and situation, but no leg of the stool will be generally prioritized over any other.<sup>14, 15</sup>~~

**Deleted:** Fulfilling the commitment to house 65% of the workforce locally

**Deleted:** Although new development increases the demand for commercial and civic services, developers cannot legally, fairly, or realistically be expected to supply all of the workforce housing that will be needed as the community develops and redevelops. Assurance that units historically occupied by a member of the local workforce will remain in the pool of workforce housing is the most efficient way to address the issue. Denser market and restricted workforce housing reduces infrastructure investment and related financial subsidies. Development of restricted housing at the same density as surrounding market housing requires larger subsidies but preserves neighborhood character.

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<sup>9</sup> Rec 276: (County 3-0, Town 3-2) With regard to maintaining a sense of community first, set a goal of increasing the current ratio of housing for full-time residents (community) to housing for seasonal residents (resort) [will supersede 275 if approved]

<sup>10</sup> Rec 273: (County 2-1, Town 5-0) With regard to socioeconomic diversity, set a goal of maintaining the current statistical distribution of incomes and ages in the community

<sup>11</sup> Rec 272: (County 3-0, Town 3-2) Set a goal of increasing the percentage of the workforce living locally beyond current (65-70%) levels [will supersede 271 if approved]

<sup>12</sup> Rec 276: (County 3-0, Town 3-2) With regard to maintaining a sense of community first, set a goal of increasing the current ratio of housing for full-time residents (community) to housing for seasonal residents (resort) [will supersede 275 if approved]

<sup>13</sup> Rec 259: (County 3-0, Town 4-0) Workforce housing, socioeconomic diversity, generational continuity, and limiting exportation of impacts are all bases of the housing program with no priority.

<sup>14</sup> Rec 286: (County 3-0, Town 5-0) There is no prioritization between use of mitigation regulations, permanent funding, or incentives in addressing the impacts from new development

Issue	Keeping Up		Catching Up
	Impacts from New Development	Impacts from Resale/Redevelopment	Improve Existing Situation
Appropriate Tools	Mitigation Permanent Funding Incentives	Permanent Funding Incentives	Permanent Funding Incentives
Priority Tool	None	None	None
Inappropriate Tools		Net Loss Regulation <sup>16</sup>	

**Policy 4.1.c: Subsidized housing will focus on full-time, year-round workers<sup>17</sup>**

Some members of the desired social spectra can afford housing that suits their needs. For those that cannot, subsidized housing programs exist to provide the housing opportunities needed to ensure realization of the community's four housing goals. Specifically, subsidized housing programs will focus on providing housing for those members of the community that live and work locally full-time, year-round, whether at one job or multiple.

**Policy 4.1.d: Housing for critical service providers is a priority**

While the community values all members of the workforce, when the public is providing housing, critical service providers will receive priority.<sup>18</sup> Ideally, housing for critical service providers will be on-site or within the employee's response area. Especially for volunteer service providers, giving a significant distance from one's response area increases response time and reduces the efficiency of service delivery. As a result, on-site housing for critical service providers will be allowed as an exception to the cap on residential development.<sup>19</sup> If this issue is not addressed, the community realizes that a paid Fire/EMS department may be needed.

**Policy 4.1.e: Preserve existing workforce housing stock**

A new part of the community's housing strategy to keep the workforce housing shortage from increasing, is preservation of existing workforce housing stock. While the Town and County will not regulate "net loss" of workforce housing through redevelopment,<sup>20</sup> a combination of other tools will be used to restrict existing market workforce units and otherwise preserve existing workforce housing stock. Policies and strategies to restrict existing workforce housing will be carefully designed so as not to inadvertently deplete market workforce housing opportunities.<sup>21</sup>

<sup>15</sup> Rec 284: (County 0-3, Town 0-5) The 2009 draft prioritizes preservation of existing housing stock over the use of density bonus incentives in addressing the potential impacts from the resale/redevelopment of existing housing stock (Policy 4.3a). Is this prioritization still accurate?

<sup>16</sup> Rec 269: (County 2-1, Town 0-4) The Plan should continue to regulate the net loss of market workforce housing through redevelopment

<sup>17</sup> Rec 261: (County 3-0, Town 4-0) Subsidized housing programs should focus on full-time workers

<sup>18</sup> Rec 349: (County 4-0, Town 6-0) Housing for critical service providers (to be defined later) should be prioritized in our housing program

<sup>19</sup> Rec 348: (County 4-0, Town 6-0) Critical service provider housing should be allowed on-site as an exception to caps on residential development

<sup>20</sup> Rec 269: (County 2-1, Town 0-4) The Plan should continue to regulate the net loss of market workforce housing through redevelopment

<sup>21</sup> Rec 263: (County 3-0, Town 4-0) Preservation of existing workforce housing stock should continue to be a housing strategy - with caution not to actually deplete middle class housing opportunities

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**Deleted: Encourage provision of housing on-site or within response areas for critical service providers**

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**Deleted: Policy 4.1.b: Set strategic targets for restricted housing opportunities¶**

As the value of land in the county has continued to rise, it is no longer just the lower and lower-middle income segments of our local workforce that cannot afford housing. With the median house price at 1,800% of the median income, even the upper-middle income segment is now unable to afford housing. The Housing Authority and Housing Trust will be the agencies responsible for setting categories and criteria that will encompass the majority of the local workforce.¶

**Principle 4.2—Require that new development mitigate its workforce housing impacts:**

New residential and nonresidential development generates new employees that need housing if the community's housing goals are to be met. Developers of new residential and nonresidential projects will be required to mitigate a portion<sup>23</sup> of their impacts to the community's housing shortage. In addition to mitigation requirements other regulatory allowances will help in achievement of the community's housing goals.

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**Policy 4.2.a: Mitigate residential development impacts on a sliding scale<sup>24</sup>**

The number of employees generated by new residential development varies by development. Studies from resort communities throughout the intermountain west have shown that the number of employees generated per square foot of residential development is greater for larger homes than smaller homes. Housing mitigation requirements will be updated to be calculated on a sliding scale so that each developer's responsibility is proportional to the impact the development has on the community's housing goals.<sup>25</sup> Development types that the community prefers such as small residences should be exempt from requirements.<sup>26, 27</sup>

- Deleted: Require generated employees to be housed

Until updates to residential mitigation requirements are made, the existing rationale and mitigation requirements will apply. (See Appendix J: Affordable Housing Appendix A & B from 1994 Plan.)

**Policy 4.2.b: Mitigate nonresidential development impacts on a sliding scale**

The number and type of employees generated by new nonresidential development varies by development. The community believes that the impact to the community's housing goals from large scale development that generates many employees at one time (and thus a flood of housing demand) is greater than if that housing demand were generated gradually over time. Housing mitigation requirements will be updated to be calculated on a sliding scale so that each developer's responsibility is proportional to the impact the development has on the community's housing goals.<sup>28, 29, 30, 31</sup> Development types that the community prefers such as small, local, entrepreneurial business should be exempt from requirements.<sup>32</sup>

- Deleted: Both residential and non-residential development generates the need for employees. The number of employees generated through development and redevelopment will continue to change as industry standards and types of development evolve. The town and county and partners will update requirements for restricted employee workforce housing in residential and non-residential developments, ensuring the program is fair and understandable. ¶

<sup>22</sup> Rec 262: (County 2-1, Town 3-1) Mitigation requirements on new development should continue to be included as a housing strategy

<sup>23</sup> Rec 267: (County 2-1, Town 1-3) Mitigation rates should be set at levels that will assure success in achieving the goals of all bases of the housing program

<sup>24</sup> Rec 268: (County 1-2, Town 1-3) No mitigation should be required on new residential development

<sup>25</sup> Rec 280: (County 3-0, Town 3-2) Mitigation on residential development should generally be determined by a sliding scale based on the impact from the development

<sup>26</sup> Rec 282: (County 2-1, Town 5-0) Development of new small businesses and small homes should be exempt from mitigation requirements

<sup>27</sup> Rec 283: (County 1-2, Town 2-3) New small developments in Town should be exempt from mitigation requirements

<sup>28</sup> Rec 281: (County 3-0, Town 4-1) Mitigation on nonresidential development should generally be determined by a sliding scale based on the impact from the development

<sup>29</sup> Rec 278: (County 1-2, Town 5-0) Mitigation on nonresidential development should generally decrease from the current requirements to house those peak seasonal workers that cannot afford housing

<sup>30</sup> Rec 279: (County 3-0, Town 0-5) Mitigation on nonresidential development should generally stay the same as it is under the current requirements to house those peak seasonal workers that cannot afford housing

Until updates to nonresidential mitigation requirements are made, the existing rationale and mitigation requirements will apply. (See Appendix J: Affordable Housing Appendix A & B from 1994 Plan.)

**Policy 4.2.c: Remove regulatory barriers that prevent the provision of workforce housing**

Beyond requiring mitigation, the community will not mandate additional housing requirements through regulation.<sup>33</sup> The Town and County will avoid regulatory barriers that are not protecting another community value, but have the unintended consequence of precluding workforce housing. For example in targeted growth areas of Town the conversion of nonresidential floor area potential into residential potential will be allowed within base floor area allowances and encouraged to be designed to provide workforce housing.<sup>34, 35, 36</sup>

**Principle 4.3—Provide incentives for the preservation and creation of workforce housing**

Mitigation requirements and other development regulations can only legally, fairly, and realistically be expected to address a portion of the community's housing shortage. Incentives for members of the community to address housing issues themselves allows for solutions that require less public financial subsidy. As a result, the community will continue to provide incentives for the preservation of existing workforce housing and the construction of restricted workforce housing that more than compensates for the employees it generates.

**Policy 4.3.a: Promote public/private cooperation in provision of workforce housing**

In addition to providing incentives for the production of workforce housing, the community will also pursue creative cooperative solutions. Local housing organizations will actively pursue cooperation with the federal and state agencies that employ a number of people in Teton County to provide housing solutions that benefit the agencies and the community as a whole. The organizations will also provide housing advice, sample contracts, sample deed restrictions, and other aid to local government, business owners, large employers such as the hospital and school district, as well as developers and land owners in order to identify appropriate workforce housing solutions.

<sup>31</sup> Rec 277: (County 0-3, Town 0-5) Mitigation on nonresidential development should generally increase above the current requirements to house those peak seasonal workers that cannot afford housing

<sup>32</sup> Rec 282: (County 2-1, Town 5-0) Development of new small businesses and small homes should be exempt from mitigation requirements

<sup>33</sup> Rec 269: (County 2-1, Town 0-4) The Plan should continue to regulate the net loss of market workforce housing through redevelopment

<sup>34</sup> Rec 127: (County 4-1, Town 7-0) There should be density bonuses to incentivize conversion of nonresidential use into residential use

<sup>35</sup> Rec 234: (County 2-1, Town 3-2) Cap residential development in the Town at existing base allowances unless there is a commensurate reduction in the county or a conversion of non-residential to residential

<sup>36</sup> Rec 310: (County 5-0, Town 6-0) Revise 1/22/10 rewrite 2.1c, and other areas in Theme 2 to state clearly that increased residential development potential is allowed within Targeted Growth Areas in Town

**Deleted: Policy 4.2.b: Minimize workforce housing loss through redevelopment**

As redevelopment occurs the replacement of existing workforce housing with new units will often result in a net loss of workforce housing stock and a net increase in the number of needed workers. Conversion of rental housing into ownership housing has similar issues. Requirements, prohibitions, and incentives will be pursued that minimize the net loss of workforce housing that occur through redevelopment and resale.

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**Deleted: Principle 4.3—Prioritize the preservation of existing workforce housing stock**

Even with new development including enough workforce housing to meet its demand for employees, the community cannot house 65% of the workforce locally without additional action. Every sale of a market home decreases the percentage of the existing housing stock occupied by the local workforce, and increases the shortage of affordable workforce housing. For example, the worker that replaces a retiree who has owned a home for twenty years will not be able to afford that retiree's home.¶

**Policy 4.3.a: Restrict existing housing preferable approach**

Restricting existing market units that house members of the workforce is more efficient than building new restricted units. This is because every new residence built requires workers to service its inhabitants (such as grocers, doctors, and teachers) contributing to the need for more housing. Restricting existing homes also avoids the environmental, social, and economic impacts of new construction.¶

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**Policy 4.3.b: Allow density increases for restricted<sup>37, 38</sup> workforce housing in targeted areas of Town**

The community will continue to provide density bonus incentives for the construction of community workforce housing projects that more than compensate for the housing demand they generate. Consistent with the growth management policies that reduce impacts to wildlife, natural resources, scenic vistas, and existing neighborhoods, these density bonuses will not cause a net increase in the total amount Town and County development potential,<sup>39</sup> and will be located in Town growth areas consistent with the Future Land Use Plan. Base density allowances will have to be set low enough to allow for density bonuses that do not increase residential development potential.

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**Policy 4.3.c: Provide additional incentives for the provision of workforce housing**

Monetary incentives can also be offered to achieve workforce housing. Tax reductions, fee waivers, expedited review, and other incentives should be considered in order to encourage the preservation and provision of workforce housing units without increasing the potential density or intensity of development.

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**Principle 4.4—Utilize funding to provide workforce housing**

*If the community is going to meet its housing goals without overburdening developers or sacrificing other community priorities, more is needed than just requirements and incentives. Funding in addition to allocations from the general fund for formal housing program administration must be identified in order to preserve and construct the workforce housing needed to meet the community's housing goals.*

**Policy 4.4.a: Establish a permanent funding source for housing provision<sup>40</sup>**

The community will establish a permanent funding source for the provision of workforce housing. The funding will be used for the preservation of existing workforce housing and construction of new restricted workforce housing. In order to have a balanced "three legged" strategy that addresses existing and potential housing shortages, all three "legs" must be stable. Without a permanent funding source the community cannot be sure how regulations and incentives must be used to meet the community's housing goals. A seventh cent sales tax, additional mil property tax, or other permanent funding source dedicated to workforce housing provision will be established.

**Principle 4.5—Predictably locate a variety of housing types**

*The location and type of restricted and market housing is important to achieving our community's housing goals. A diverse community will require a variety of housing types and ownership/rental opportunities. Meeting the community's*

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<sup>37</sup> Rec 129: (County 4-1, Town 5-2) There should be density bonuses for the provision of affordable housing

<sup>38</sup> Rec 128: (County 2-3, Town 3-4) There should be density bonuses for the provision of workforce housing

<sup>39</sup> Rec 264: (County 3-0, Town 4-0) Density bonuses should continue to be a housing strategy - while respecting the overall development caps previously recommended

<sup>40</sup> Rec 266: (County 3-0, Town 4-0) Creation of a permanent funding source should be a housing strategy



~~housing goals will be done consistently with the community's wildlife, natural resource, and growth management policies.~~

**Policy 4.5.a: Housing locations and patterns will be consistent with the Future Land Use Plan**

The development and redevelopment of market and restricted housing, ~~whether by-right or through incentive tools,~~ will be consistent with the locations, ~~bulk, scale, and pattern,~~ described in the community's growth management policies and depicted by the Future Land Use Plan (FLUP).

**Policy 4.5.b: Provide housing solutions locally**

Exporting our affordable housing and workforce to neighboring counties is not the community's solution for addressing our housing affordability issues.<sup>41</sup>

**Policy 4.5.c: Promote the provision of a variety of housing options<sup>42</sup>**

The community will identify appropriate mixed-use neighborhoods in the Town of Jackson for the allowance and encouragement of multi-family housing.<sup>43</sup> The diverse set of households that the community desires require a variety of housing options. The desire for detached single-family housing and duplex units is strong, but other housing options ~~are also needed in order to meet community housing goals.~~ Multi-family units require less financial subsidy per unit and are more affordable to the local workforce. They also condense the development footprint and increase the viability of ~~alternative modes of transportation.~~

**Policy 4.5.d: Encourage restricted rental units<sup>44</sup>**

Existing market rentals continue to provide housing opportunities for the local community. However, if rental opportunities continue to disappear through redevelopment, conversion to ownership units, and increases in land values, the community will need additional restricted rental units in order to maintain this housing type. Incentives and regulations will encourage the creation of restricted rental units through both restriction of existing units and construction of new units.<sup>45</sup>

**Strategies<sup>46</sup>**

The Town of Jackson and Teton County will undertake the following strategies to implement of the policies of this theme. The town and county should periodically update strategies as tasks are completed or when additional action is necessary, based on monitoring of the Theme's indicators.

**Strategy 4.1: Establish a workforce housing action plan**

- Place the Housing Authority under the joint jurisdiction of the Town of Jackson and Teton County<sup>47</sup>

<sup>41</sup> Rec 265: (County 0-3, Town 1-3) Programs to provide housing in neighboring communities should be a housing strategy

<sup>42</sup> Rec 297: (County 4-0, Town 4-0) Affirm Policy 4.1.d from the April 2009 Draft

<sup>43</sup> Rec 288: (County 4-0, Town 3-1) Ensure that multifamily (4 or more units in a building) housing is allowed by Plan

<sup>44</sup> Rec 289: (County 3-1, Town 4-0) Encourage deed restricted rental units

<sup>45</sup> Rec 290: (County 3-1, Town 1-3) Promotion of quality workforce housing should be added as a policy of the Plan

<sup>46</sup> Rec 291: (County4-0, Town 4-0) Direct staff to amend the strategies and indicators sections to be consistent with the policy changes recommended by the commissions – with inclusion of the basis goals as indicators (Themes 2 &3 approach)

**Deleted:** Everyday interaction among members of the community across all income levels is a unique characteristic of Jackson and Teton County that the community is proud of and seeks to preserve. Losing the local workforce to neighboring communities threatens this way of life. The community desires to preserve a spectrum of social and economic classes while maintaining a predictable development pattern.

**Deleted: Policy 4.1.a: House all members of the community!**  
Our commitment to house at least 65% of the workforce within Teton County, Wyoming refers to all members of the workforce. Every member of the workforce employed within Teton County from emergency service providers to seasonal service workers to year-round professionals is important to the maintenance of a diverse community.¶

**Policy 4.1.b: Set strategic targets for restricted housing opportunities!** ... [2]

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- Adopt a 10-year workforce housing action plan that identifies the specific actions the community will take to meet its housing goals
- Seek opportunities to restrict existing housing stock.
- Seek opportunities to work cooperatively with governmental and quasi-governmental agencies, employers, and developers to provide restricted workforce housing.
- Seek opportunities to construct restricted workforce housing. <sup>48, 49, 50</sup>

**Strategy 4.2: Update the Development Mitigation Nexus Study**

- Complete a new legal nexus study for establishment of new mitigation requirements based on the policies of Principle 4.1

**Strategy 4.3: Update Land Development Regulations and the zoning maps**

- Update mitigation requirements to be based on a sliding scale per the new nexus study, and identify exempted development types
- Focus qualifying criteria for subsidized housing on full-time workers and continue to prioritize critical service providers
- Determine appropriate base zoning and incentives, using land use map maximums, for the provision of restricted housing in Town targeted growth areas.
- Allow multi-family housing where consistent with the FLUP.
- Include regulations and incentives intended to increase community type housing
- Update incentives to be consistent with the policies of this Plan

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<#>Raise qualifying income for some restricted workforce housing to 200% of area median income.¶

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**Strategy 4.4: Increase outreach and educational opportunities**

- Increase awareness among the region’s employers about opportunities for public/private approaches to increase the supply of workforce housing.
- Seek opportunities to improve public perception of workforce housing needs.

**Strategy 4.5: Establish a dedicated funding source for workforce housing preservation and production**

- Identify a seventh cent sales tax, additional mil property tax, or other funding source to allow for the Teton County Housing Authority to restrict existing workforce housing or build new restricted workforce housing.
- Continue to pursue state and federal grants to fund the development of workforce housing
- Continue attempts to institute a real estate transfer tax.
- Continue to fund the administration of the Teton County Housing Authority out of the General Fund, so that additional funds can be focused on workforce housing preservation and provision.

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<sup>47</sup> Rec 293: (County 4-0, Town 4-0) Place the Housing Authority under joint jurisdiction of the Town of Jackson and Teton County

<sup>48</sup> Rec 294: (County 1-3, Town 4-0) Limit the scope of the TCHA from any land banking

<sup>49</sup> Rec 295: (County 2-2, Town 1-3) The concept of affordable housing easements for the construction of additional deed restricted housing on an existing developed property should be included in the plan as a retention of existing workforce stock strategy

<sup>50</sup> Rec 296: (County 4-0, Town 2-2) The Plan should include shared appreciation mortgages as a strategy for retention of existing workforce housing stock?

## Indicators<sup>51</sup>

The community will use<sup>52</sup> the following indicators to monitor achievement of this theme's values. Planning staff will compile the best available data from any appropriate agencies on each indicator in the period stated below and present the methods and results to the public and appointed and elected officials as detailed in the Administration chapter of this Plan. With indicator data as a guide, amendments to Plan policy or implementation may be pursued.<sup>53</sup>

Community Housing Indicators	Baseline <sup>54</sup>	Goal	Review Period
1. Percentage of workforce housed locally	<u>~65%</u>	<u>increase</u>	<u>5 yr</u>
2. <u>Distribution of households by income</u>		<u>maintain</u>	<u>1 yr</u>
3. <u>Distribution of population by age</u>		<u>maintain</u>	<u>1 yr</u>
4. <u>Ratio of community housing to seasonal housing</u>		<u>increase</u>	<u>1 yr</u>
5. <u>Percentage of population that have lived locally longer than 10 years</u>		<u>maintain</u>	<u>5 yr</u>
6. Number of existing units restricted		<u>monitor</u>	<u>1 yr</u>
7. Percentage of units <u>servicing as workforce housing</u>		<u>increase</u>	<u>1 yr</u>
8. Ratio of workforce to population (FTE/capita)		<u>monitor</u>	<u>1 yr</u>
9. Number of rental units		<u>monitor</u>	<u>1 yr</u>
10. <u>Median income</u>		<u>monitor</u>	<u>1 yr</u>
11. <u>Median home price</u>		<u>monitor</u>	<u>1 yr</u>

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<sup>51</sup> Rec 291: (County 4-0, Town 4-0) Direct staff to amend the strategies and indicators sections to be consistent with the policy changes recommended by the commissions – with inclusion of the basis goals as indicators (Themes 2 & 3 approach)

<sup>52</sup> Rec 139 (County 2-3, Town 4-1) Under “indicators” heading in all Themes: change “will use” to “should consider using”

<sup>53</sup> Rec 199 (County 4-0, Town 3-1) Conservation alliance 11/12 Action #5: Add language that clearly explains how indicators will be used to draft and amend land development regulations. Language should be added that explains how a science-based monitoring program will be further developed with appropriate agencies and partners. A baseline column, with quantifiable documentation of existing conditions, should be added to all indicator tables in the new Plan.

<sup>54</sup> Rec 199 (County 4-0, Town 3-1) Conservation alliance 11/12 Action #5: Add language that clearly explains how indicators will be used to draft and amend land development regulations. Language should be added that explains how a science-based monitoring program will be further developed with appropriate agencies and partners. A baseline column, with quantifiable documentation of existing conditions, should be added to all indicator tables in the new Plan.

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