



Jackson/Teton County Housing Department Housing Supply Plan FY 19/20

April 2019

“Stabilizing our community by providing healthy housing solutions”



How We Got to Now: 2012 Comprehensive Plan to 2019 Housing Supply Plan



In 2015, the Housing Action Plan provided a map for a community-driven course for the future of housing production, preservation, and management. It is based on policy directives from the Jackson/Teton County Comprehensive Plan and informed by eight housing studies prepared since 2007. The plan directs the Housing Director to annually produce a 5-year Housing Supply Program that specifies the amount, type, and location of housing production and preservation projects.

The 2019-2023 Housing Supply Plan is broken out into five distinct parts that, considered comprehensively, represent the Housing Supply Program.

1. Community Indicators / Pipeline + Goals / Current Restricted Housing Stock;
2. Funding for Housing / Proposed Housing Supply Program Budget
3. Capital Projects / Current, Proposed, Future / Other Opportunities
4. Capital Programs / Current, Proposed
5. Education & Outreach

“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



1. Community Indicators / Pipeline + Goals / Current Restricted Housing Stock

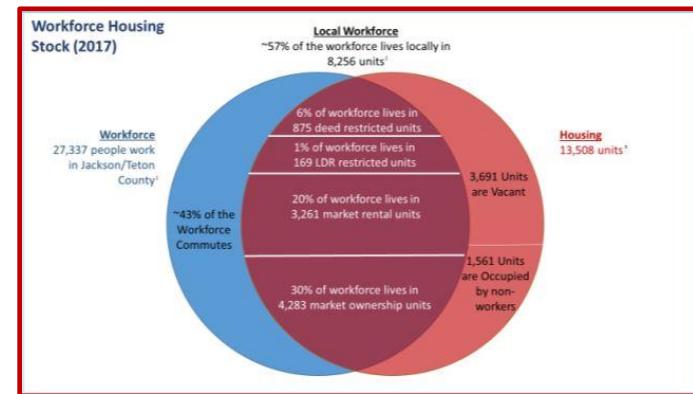
Community Indicators: Indicator Report

The 2012 Jackson/Teton County Comprehensive Plan is predicated on three equally important Common Values: 1) Ecosystem Stewardship, 2) Growth Management, and 3) Quality of life. For our ecosystem protection to result in a healthy environment, community, and economy, the community has committed to achieve all three goals and recognizes that the strength of our community character is derived from a commitment to all three Common Values, each in support and reliant upon the others.

Annually, the Jackson/Teton County long range planning department releases an indicator report that presents and analyzes 19 indicators related to our community's three Common Values. We use this to monitor how well we are achieving our three Common Values. The key indicator for Quality of Life is the percentage of resident workforce. Our goal is to have at least 65% of the local workforce living locally.

Key Quality of Life Indicators from the 2019 report (reporting 2017 stats) include:

- The percentage of the workforce living locally is at 57%. While the trend shows a continuing decline, the decline from 2012 to 2017 (59% to 57%) has been much more gradual than the previous five years (65% to 59%). This trend highlights the importance of zoning updates like the Affordable Workforce Housing Mitigation rates and the Town Zoning & Parking Updates, which provide a balance between demand and supply for workforce housing.
- Housing affordability has improved for a second year, when looking at all homes – though the median home still cost nearly three times what the median family can afford. This improvement in relative affordability was largely due to significant increase in median family income after years of relatively little change to income. Meanwhile, detached single-family homes got less affordable, emphasizing the importance of smaller, multi-family units to the workforce housing supply.
- Like the last three years, only 38% of the community's housing stock is occupied by second homeowners, retirees, or left vacant. This percentage has decreased since 2010, a positive trend reflecting the construction of more than 200 deed restricted homes since 2010 as well as a growing supply of market ownership and rental units that are occupied by the workforce. 55 units restricted for the workforce were added in 2017.
- Economic growth continues to be some of the strongest in the nation. Average annual job growth since 2012 is 3.6%, compared the national average since 2012 of 2% (Bureau of Economic Analysis, 2017).



Community Indicators: Intake Form Report

In January 2018 the Housing Department began requiring all households that wish to apply for restricted housing to complete its online Intake Form. The full report can be found online at <http://jhaffordablehousing.org/1802/Intake-Form-Report>. Since the Intake Form Report was released, almost 200 new households have completed an Intake Form (for a total of 864 households). Staff reviewed this new data in early March 2019 and found that household size and income range information held steady.

Key takeaways from the 2018 Intake Form Report:

- 85% of households earn less than 120% of median family income and over 50% of all households earn less than 80% of median family income.
- 67% of households are one or two people.
- Most households have one person who has worked locally for at least seven years. 37% of households have at least one person who has worked locally for more than 10 years.

| March 2019 Intake Form Data | | | | | | | | | | |
|-----------------------------|------|---------|-------------------|---------|--------------------|---------|---------------------|---------|--------------------|---------|
| Household Size Info | | | 0-50 Income Range | | 50-80 Income Range | | 80-120 Income Range | | > 120 Income Range | |
| HH Size | # HH | % Total | # HH | % Total | # HH | % Total | # HH | % Total | # HH | % Total |
| 1 person | 356 | 41.20% | 74 | 8.56% | 185 | 21.41% | 86 | 9.95% | 11 | 1.27% |
| 2 person | 225 | 26.04% | 37 | 4.28% | 56 | 6.48% | 84 | 9.72% | 48 | 5.56% |
| 3 person | 113 | 13.08% | 19 | 2.20% | 39 | 4.51% | 40 | 4.63% | 15 | 1.74% |
| 4 person | 112 | 12.96% | 17 | 1.97% | 22 | 2.55% | 43 | 4.98% | 30 | 3.47% |
| 5 person | 39 | 4.51% | 15 | 1.74% | 8 | 0.93% | 11 | 1.27% | 5 | 0.58% |
| 6 person | 12 | 1.39% | 4 | 0.46% | 5 | 0.58% | 2 | 0.23% | 1 | 0.12% |
| 7+ person | 7 | 0.81% | 1 | 0.12% | 4 | 0.46% | 2 | 0.23% | 0 | 0.00% |
| Total | 864 | 1 | 167 | 19.33% | 319 | 36.92% | 268 | 31.02% | 110 | 12.73% |



Community Indicators: Comparing the Intake Form Report & American Community Survey

The American Community Survey (ACS) is conducted annually to provide up-to-date information about the social and economic needs of communities. It is conducted by the U.S. Census Bureau who contacts over 3.5 million households across the country to participate in the survey. There are 1-year, 3-year, and 5-year estimates; we use 5-year estimates because the sample size is larger. The downside of the 5-year data set is that it takes longer for trends to show up because they are muted by previous years. The ACS data represents the entire community.

When comparing the Intake Form data and the ACS data, a few things jump out:

1. The ACS data reflects more two-person households, while the Intake Form data shows more one-person households. The numbers are flopped for three and four-person households as well. But, the two data sets are consistent in that both indicate that most households are one or two people. From a supply perspective, based on the current rules and regulations related to occupancy (couples can only apply for studios or one-bedroom units), both data sets indicate that one-bedroom units should be built to accommodate these households.
2. Looking at the data for two-person households, it is possible that the number of two-person households is lower because more two-person households earn more than 120% of median family income and still do not know that there is a program (Workforce) for which they may qualify (since you do not qualify for Affordable housing if you earn >120% MFI).
3. And while both data sets indicate that most households earn less than 120% of median family income, the lower percentage of households earning <50% MFI in the Intake Form data may indicate an opportunity to expand outreach. It makes sense that the 50-120% MFI households would have the highest combination of housing need and awareness.

| HH Size | ACS % Total | Intake % Total |
|---------|-------------|----------------|
| 1 | 24% | 41% |
| 2 | 37% | 26% |
| 3 | 21% | 13% |
| 4+ | 18% | 20% |

| Income Range | ACS % Total | Intake % Total |
|--------------|-------------|----------------|
| 0-50 | 20% | 19% |
| 50-80 | 15% | 37% |
| 80-120 | 35% | 31% |
| >120 | 30% | 13% |



Pipeline + Goals

As of January 1, 2019 over 600 residential units were at some stage of development: sketch plan, development plan, or building permit (see Appendix A). Of those units, we anticipate that at least 240 will serve as workforce housing. With the implementation of new zoning in the Town of Jackson, it is likely that we will see an increase of projects going straight to building permit, which could result in an increase of housing units being built, but not tracking through the multi-step process as before. Basically, we could see more developments getting built faster. Staff will track this for the 2020 supply plan.

Comparing the pipeline with our estimated annual workforce housing stock need, the largest gaps are units serving households earning <120% of median income. No units for households earning <50% of median income have been built in the past two years.

Current Restricted Housing Stock

When determining what type and size housing to develop, staff must consider not only the demand and pipeline, but also the current supply of deed restricted housing. In FY 18/19, staff worked with Greenwood Mapping to update the housing database. As part of this project, staff was able to update and confirm the size, type, and location of deed restricted ownership units; this process is ongoing for rental units.

Below is a summary of existing ownership and rental deed restricted housing. These numbers include all restricted housing in Teton County. Comparing the existing housing stock with the demand, we begin to see that the two do not align. It is because of this misalignment that staff has proposed focusing near-term efforts on building smaller units.

| Ownership Units | | | | | | | | |
|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| Bedrooms | 0-50 | 50-80 | 0-120 | 80-120 | Workforce | Attainable | Total | % Total |
| 1 | 7 | 20 | 18 | 8 | 4 | 1 | 58 | 10.84% |
| 2 | 13 | 43 | 53 | 58 | 23 | 24 | 214 | 40.00% |
| 3 | 36 | 21 | 44 | 73 | 29 | 46 | 249 | 46.54% |
| 4 | 0 | 2 | 0 | 2 | 1 | 9 | 14 | 2.62% |
| Total | 56 | 86 | 115 | 141 | 57 | 80 | 535 | 100.00% |
| % Total | 10.47% | 16.07% | 21.50% | 26.36% | 10.65% | 14.95% | 100.00% | |

| Rental Units | | |
|--------------|------------|---------|
| Bedrooms | 0-120 | % Total |
| Studio | 55 | 16.22% |
| 1 | 66 | 19.47% |
| 2 | 45 | 13.27% |
| 3 | 8 | 2.36% |
| 4 | 0 | 0.00% |
| Dorm Beds | 165 | 48.67% |
| Total | 339 | |

Missing: 55 ARUs, 5 Employment Rentals



2. Funding for Housing / Proposed Housing Supply Program Budget

The Housing Supply Program is funded by three primary sources (Town, County, fee-in-lieu); a priority from the Housing Action Plan is to expand and diversify these funding sources so that there is dedicated, sustainable funding for the community's housing goals.

Currently, funding for the Housing Supply Program comes from the County General Fund, Town General Fund, County mitigation in-lieu fees, Town mitigation in-lieu fees, and occasionally from the sale of property owned by the Jackson/Teton County Housing Authority. The Housing Supply Program funding exists in three places: 1) Town of Jackson, 2) Teton County Fund 17, and 3) the Jackson/Teton County Housing Authority Supply Program Account.

For FY 19/20, housing staff requested \$1,000,000 from the Town General Fund and \$1,000,000 from the County General Fund for the Housing Supply Program. The Town Council and Board of County Commissioners will approve their budgets in June 2019. If these requests are unfunded, staff will adjust the budget and program accordingly. The mitigation fees are estimates provided by the Town and County planning departments.

| Proposed Budget FY 19/20 | | | | | |
|---------------------------------|--------------------|--------------------|--------------------|--|--|
| Funding Source | Balance | FY 19/20 Estimate | Total | Use | Account |
| Town of Jackson General Fund | \$558,273 | \$1,000,000 | \$1,558,273 | Purchase Land - CR1, CR2, CR3, NH1 - for the purpose of developing housing | ToJ Fund Balance - Restricted for Housing Supply |
| Town of Jackson Mitigation Fees | \$179,659 | \$50,000 | \$229,659 | | ToJ Exaction - Restricted for Housing Supply |
| Teton County General Fund | \$746,531 | \$1,000,000 | \$1,746,531 | | TC Fund 17 - Restricted for Housing Supply |
| Teton County Mitigation Fees | \$3,749,988 | \$890,000 | \$4,639,988 | | TC Fund 17 - Restricted for Housing Supply |
| JTCHA Sale of Real Estate | \$480,000 | \$0 | \$480,000 | Preservation Fund | JTCHA Housing Supply Program Account |
| Total | \$5,714,451 | \$2,940,000 | \$8,654,451 | | |

Locally, opportunities exist for a Specific Purpose Excise Tax (SPET) initiative in 2019 and/or 2020. Staff will look to the Board of County Commissioners and Town Council for direction on the potential to seek SPET funding in the next 6-18 months, including what type projects and/or bundled packages staff should prepare for consideration. Other local opportunities could include a revolving loan fund and/or a sinking



fund for housing that is funded by private mission investment capital; a general tax with some portion dedicated to fund housing; and an increased lodging tax (1 cent = \$3.5m total; 2 cents = \$7m total), a portion of which could be allocated to the Housing Supply Program.

One other funding source could be the transfer and monetization of development rights (TDR). The feasibility of a TDR tool is currently being studied. Staff anticipates gaining a broader understanding of the potential uses for this tool by the end of the second quarter of 2019.

Funding/Budget Action Items for FY 19/20:

- Town and County allocate general funds for the Housing Supply Program.
- Sell 260 W. Broadway.
- Analyze best use for Grove Phase 1 commercial and residential spaces.
- Work with Town and County staff to identify, prioritize, and implement local funding options for housing.
- If applicable, begin implementation of one TDR project.



3. Capital Projects / Current, Proposed, Future / Other Opportunities

Comparing Quality of Life indicators, demand, current capital projects, and pipeline informs future capital projects: size, type, and location.

Capital Projects: Current

There are four capital projects on which the Housing Department is working that are in some phase of development and one project that is being led by the Jackson/Teton County Parks & Recreation Department. In total, these projects represent at least 109 deed restricted units.

In 2018, two capital projects were completed: Redmond Street Rentals (26 rental units) and Grove Phase 3, Phase 1 (8 ownership units).

1. **Grove Phase 3** – This project is a partnership with Habitat for Humanity that will result in 24 low-income ownership units. The JTCHA provided \$1,128,000 in land for the project and Teton County will provide up to \$1,300,000 in funding for infrastructure at the site. Public investment is estimated at \$101,167/unit.
2. **174 North King Street** – This project is a partnership with Westmount Development Group that will result in 30 low-income rental units. The Town of Jackson provided approximately \$2,000,000 in land for the project and Westmount is seeking Low Income Housing Tax Credits (LIHTC) to fund the balance of the project cost. LIHTC allocations will be announced in July 2019. Public investment is estimated at \$67,000/unit, assuming LIHTC allocation. The “fill the box” workforce housing tool is being used to develop this site.
3. **440 West Kelly Avenue** – This project represents the first joint Request for Proposals issued by the Town and County. The Housing Authority owns the land, which was purchased in January 2019 for \$1,700,000 using Housing Supply Program funds (45% from Town, 55% from County). The RFP states that a minimum of 15 units must be built. Responses are due April 5, 2019; a partner will be chosen at the May 2019 JIM. Assuming 15 units are built, public investment per unit is estimated at \$115,000/unit.
4. **105 Mercill Avenue** – The Request for Proposals for this project was released March 6, 2019. Responses are due May 23, 2019; a partner will be chosen at the June 3, 2019 Board of County Commissioners regular meeting. Teton County has owned the property since 1981.
5. **400 West Snow King** – This project will provide 26 rental employee housing units for the Town and County. The total project cost is estimated at \$4,100,000 with \$2,900,000 coming from the 2016 SPET and the remaining \$1,200,000 from the Town and County general funds. Public investment is estimated at \$157,692/unit.

| Current Projects - Housing Department | | |
|---|---------|------------|
| Project | # Units | Completion |
| Grove 3 - Phase 2 | 8 | 2020 Q1 |
| Grove 3 - Phase 3 | 8 | 2021 Q1 |
| 174 N. King Street Rentals | 30 | 2020 Q4 |
| 440 W. Kelly Ave | 15 | 2020 Q3 |
| 105 Mercill Ave | 22 | 2021 Q3 |
| Current Projects - Other Town/County Agencies | | |
| 400 West Snow King | 26 | 2019 Q4 |



Capital Projects: Proposed & Future

Two projects are identified to go out to RFP in FY 19/20: Karns Meadow Tract 4 and a future land purchase site that is not yet determined. The Jackson/Kelly project will take significant staff time as well but is not expected to go out to RFP until the fourth quarter of 2020 at the earliest. Depending on how the Board of County Commissioners approach the Aspens Complete Neighborhood zoning update and/or potential Comprehensive Plan update, 3590 North Kennel Lane (Raines) could go out to RFP in late 2020 or will be sold.

Karns Meadow Tract 4. The Town of Jackson owns this property, which is located on the east side of Karns Meadow, across from the fairgrounds on Flat Creek Drive. The property is not yet platted and an environmental assessment (EA) of the entire Karns Meadow is underway. Staff believes the EA will be complete by the end of the first quarter of 2019. Once the results from the EA are received, and assuming the analysis suggests that housing is an appropriate use at this site, staff recommends that Town plat the property as three lots and zone it NH-1 to match the surrounding neighborhood.

NH-1 zoning allows for the utilization of the “fill the box” workforce housing tool. Town staff has expressed a desire to build Town employee housing at this site, which can be written into the RFP to develop the site.

Timeline

- Plat Property 2019 Q3
- Release RFP 2019 Q4
- Award Project 2019 Q1
- Project Complete 2021 Q4



Land Acquisition. Housing Department staff will continue to pursue the acquisition of appropriately zoned and located property for the purpose of developing workforce housing. Land that is zoned NH-1, CR-1, CR-2, or CR-3 will be sought because the “fill the box” workforce housing tool can be used. Land that is contiguous to other Town or County-owned land will be most desirable. A Town/County lands inventory was conducted last year (Appendix B) and staff has identified several Town, County, or JTCHA-owned properties as potential locations for future workforce housing development. Staff recognizes that some of these options are potentially controversial and will require other considerations and that others simply may not be a fit for workforce housing. Staff will complete a public/semipublic lands inventory to further inform this work.

Jackson/Kelly Project. Teton County owns four lots at the corner of Jackson and Kelly Streets. Staff continues to work closely with an adjacent landowner who has committed to provide an additional six lots towards a partnership for a workforce housing project that could result in up to

140,000 square feet of housing. Staff anticipates the earliest an RFP can be released is the fourth quarter of 2020. This RFP is slated for rental housing.

3590 North Kennel Lane (Raines). This 5-acre JTCHA-owned property is located on Moose-Wilson Road in the Aspens Complete Neighborhood, close to mass transit and to Teton Village. It was purchased in 2006 using SPET funds for the development of affordable housing. At the time of purchase, the Affordable Housing PUD tool existed. A moratorium on PUD-AH development was put in place on May 6, 2008 and the tool was removed by the BCC on March 26, 2010.

The property is currently zoned Neighborhood Conservation (NC) and is surrounded by Business Conservation, NC, and Auto-Urban Commercial (AC) zoning. As it is currently zoned, the property allows for a single-family residence.

A zoning update was scheduled for FY19/20, but given decreased capacity in the County planning department, this timeline has been delayed by six to 18 months. The BCC has several options to consider for the property:

- Rezone to Suburban, which will allow a maximum of 20, quarter-acre lots to be created with up to one house allowed on site (20 units max).
- Rezone to AR, which could result in an AR subdivision that allows for one house and two ARUs per 7500 SF lot could result in a maximum of 29 lots (87 units max).
- Rezone to AC, which would mean that dormitory use is by-right and could result in a maximum of 150 rooms.
- Update the zoning but provide no increase to the density allowed. In this case, staff recommends selling the property and using the sales proceeds to fund the Housing Supply Program.



Capital Projects: Other Opportunities

The model set forth in the 2015 HAP is predicated on purchasing land, partnering with the private sector to develop workforce housing on that land, and preserving existing housing stock. Since the HAP's adoption, staff has focused on developing Town and County owned property, while also looking for potential property to purchase. In early January 2019, the Town and County made their first purchase with Housing Supply Program funds: 440 W. Kelly Avenue. This property is zoned NH-1 and is slated to be developed over the next 18 months. While staff is excited about this project, the reality remains that funding is scarce and unreliable and buying land may not always be an option.

With this in mind, staff has been pursuing other opportunities to develop workforce housing.

400 W. Snow King Avenue & 55 Karns Meadow. The Town Planning Director, Jackson/Teton County Parks & Recreation Director, START Director, Town Public Works Director, Jackson/Teton County Fire/EMS Chief, County General Services Director, and Jackson/Teton County Housing Director met last November to begin discussions about the future uses for 400 West Snow King Avenue and the timeline to accomplish these. Based on preliminary analysis, staff determined that a series of moves must be accomplished and could include moving the public works fleet maintenance to 55 Karns Meadow Drive (where START is located), completion of Parks & Rec Phase 2, completion of Fire Station #1, and moving the Fair Exhibit Hall before housing can be built on the eastern portion of this site. Because the future of this site depends on the future of 55 Karns Meadows where the START building is located and where fleet maintenance will hopefully live, staff proposes working on a holistic plan for the two sites that includes developing housing at both. The Housing Department requested \$10,000 in capital improvement funds from the Town of Jackson to help fund a planning process for the project.

This work will be a part of a larger Karns Meadow Master Plan that includes planning for the future uses at 55 Karns Meadow Drive, Karns Meadow, the Fairgrounds, and 400 W. Snow King Drive, along with a discussion about water quality in the Flat Creek Corridor. The Town will drive this larger planning project and housing staff will work closely with the Town Manager to support and inform this work as it relates to housing.

Partnerships – Employer Roundtable. Over the past year staff spoken with many local employers who seek housing for their employees. Based on these discussions, staff believes the best role for the public to play is as a clearinghouse/coordinator to organize and catalyze negotiations and partnerships amongst employers. To this end, housing department staff released a survey for local employers in March 2019 to gauge interest, capacity, and compatibility. In May 2019 roundtable discussions will begin with the purpose of identifying partnerships and moving privately-led housing projects forward.

Workforce Housing State Park. This project represents a potential partnership with the Bridger-Teton National Forest; Wyoming State Parks, Historic Sites & Trails; and the Town of Jackson and Teton County. Other partners could include Wyoming Pathways and the Teton Village Association. The basic concept relies on the BTNF either long-term leasing or giving land to either the State of Wyoming or Teton County. The land would then be developed into a State Park and housing would be built on-site and would provide homes to locals in exchange for their



donated time serving the park. Site visits to determine the most desirable location for such a park are being scheduled for late spring/early summer.

Capital Projects Action Items for FY 19/20:

- Begin construction of housing at 440 W. Kelly Avenue.
- Choose a development partner to build housing at 105 Mercill Avenue. Assist the Jackson Hole Historical Society & Museum in moving the existing historic structures off site.
- Begin construction of housing at 174 N. King Street.
- Develop and Release RFP for Karns Meadow Tract 4.
- Complete public/semipublic lands inventory.
- Acquire appropriately zoned land and release RFP to develop workforce housing on it.
- Continue working on the Jackson/Kelly Project partnership and define a timeline for development.
- Work with other Town and County staff to master plan 400 West Snow King Avenue and include 55 Karns Meadow in this process.
- Continue working with regional employers to develop concepts and opportunities to partner to build workforce housing.
- Continue developing the concept of a Workforce Housing State Park in Teton County, Wyoming.



4. Capital Programs / Proposed & Future

Annually, the Housing Supply Plan has identified capital programs meant to increase or preserve workforce housing stock. Each year, staff has experienced barriers to implementing these programs. So, for this year, staff proposes one capital program to formally implement and one capital program to analyze for potential implementation next year.

Capital Programs: Proposed

Preservation Fund. The Workforce Housing Action Plan (HAP) directs staff to preserve existing workforce housing stock. In 2019, JTCHA successfully purchased 4307 Sage Meadow Road – a home with a restriction that was set to sunset in 2020 – removed the sunset and sold to a qualified household. This is the first preservation purchase that has been made since the HAP's adoption in late 2015.

Using the funds from the sale of JTCHA real estate, staff proposes piloting a Preservation Fund that provides funding to purchase permanent deed restrictions on existing housing units. The fund will be utilized in two primary ways to begin:

1. Purchase sunset clauses. Approximately 90 units have deed restrictions that will sunset sometime in the next one to 10 years. Staff will pursue the purchase of these sunsets.
2. Purchase deed restriction at closing. The fund may also be utilized to provide down payment assistance to homebuyers in exchange for a permanent deed restriction.

If the Preservation Fund is successful, staff will bring a proposal to increase funding and implementation for the fund in FY 20/21.

Capital Programs: Future

Accessory Residential Unit (ARU) Fund. The Housing Supply Board has been discussing opportunities to create an ARU fund that provides homeowners with low-cost financing to develop an ARU on their property. The HSB and staff will continue to analyze the efficacy of this type program and define a pilot for implementation in FY 20/21.

Capital Program Action Items for FY 19/20:

- Develop, implement, and monitor a Preservation Fund to preserve existing housing stock.
- Research, analyze, and possibly define a pilot ARU Fund that can be implemented in FY 20/21.



5. Education & Outreach

Education and outreach programming are essential to the success and responsiveness of the Housing Supply Program. The Housing Department regularly provides educational presentations for employers and their employees, civic organizations, and business groups. The department also consistently provides information through its online presence – social media (Facebook, Twitter, LinkedIn, Instagram), quarterly electronic newsletters to our email list of over 2,000 individuals, and our website.

Spanish-language outreach is another important facet of our communications strategy. The department regularly partners with the Teton County Library and One 22 to conduct this outreach and encourage families to complete and update their online Intake Forms. We seek feedback through targeted outreach and have implemented a text message alert system that is provided in both English and Spanish.

Annually, the department will transition from publishing multiple reports annually (Intake Form report, annual report, housing stock portfolio) to publishing one report in the fourth quarter of each year that provides all of that information. This will consolidate the information and hopefully make it easier to find.

Beginning in March 2019, housing department staff is holding monthly office hours at locations around town to encourage feedback, provide education, and help community members complete their online Intake Form.

Education & Outreach Action Items for FY 19/20:

- Produce four quarterly e-newsletters.
- Publish Housing Report that includes all annual data.
- Continue Spanish-language outreach.
- Monthly, hold office hours at locations throughout the community.



Appendix A: Pipeline

| Sketch Plan Approvals as of 1/1/2019 | | | |
|--------------------------------------|-----------|-------------------------|-----------|
| Webster Laplant - JHMR Dorms | 24 | Employer | Rent |
| Shooting Star West | 15 | None | Own |
| Total Sketch Plan Units | 39 | Total Restricted | 24 |

| Development Plan Approvals as of 1/1/2019 | | | |
|---|------------|-------------------------|-----------|
| Sporting Club Employee Housing | 4 | Employer | Rent |
| Center Street Hotel | 4 | <120% | Rent |
| Hidden Hollow - Townhome | 20 | None | Own |
| Hidden Hollow - SF Lots | 13 | None | Own |
| Grove Phase 3 | 8 | <80% | Own |
| 550 W. Broadway - Sagebrush Apts. | 32 | Workforce | Rent |
| 551 W. Broadway - Sagebrush Apts. | 58 | None | Rent |
| TSS Mad Dog Ranch | 2 | <120% | Rent |
| 1255 W Highway 22 - Westview TH | 4 | None | Own |
| 1255 W Highway 22 - Westview TH | 16 | Workforce | Own |
| Pine Glades PUD | 16 | None | Own |
| Total Dev. Plan Units | 177 | Total Restricted | 66 |

| Building Permits Issued as of 1/1/2019 | | | |
|--|------------|-------------------------|------------|
| 400 W Snow King (Parks & Rec) | 21 | Employer | Rent |
| Hidden Hollow - apartments | 14 | <120% | Rent |
| Hidden Hollow - apartments | 60 | Workforce | Rent |
| Hidden Hollow - apartments | 63 | None | Rent |
| 825 S. Snow King - Grove 3 | 4 | <80% | Own |
| 833 W. Snow King - Grove 3 | 4 | <80% | Own |
| Old West Cabins | 12 | ARU | Rent |
| Rabbit Row | 11 | ARU | Rent |
| Rabbit Row | 1 | <120% | Rent |
| SRSC Employee Dorm | 15 | <120% | Rent |
| Teton Brewing (Stillwest) | 3 | <120% | Rent |
| Bank of Jackson Hole | 2 | ARU | Rent |
| Brushbuck | 1 | <120% | Rent |
| 85 E. Snow King | 1 | <120% | Rent |
| 160 E. Broadway - Kismett II | 2 | <120% | Rent |
| 160 E. Broadway - Kismett II 2:1 Bonus | 1 | Workforce | Rent |
| 160 E. Broadway - Kismett II 2:1 Bonus | 1 | None | Rent |
| 265 E Broadway | 1 | <120% | Rent |
| ARU to Main House (in County) | 20 | ARU | Rent |
| Detached Single Family Dwelling | 165 | None | Own |
| Attached Single Family Dwelling | 20 | None | Own |
| Total Building Permit Units | 422 | Total Restricted | 153 |



Appendix B: Town & County Public Lands Inventory

| Potential Workforce Housing Opportunities on Existing Town/County Land | | | | | |
|--|------------|------------------------------|-----------------|---|--|
| Address | Size | Future Zoning | Owner | Other Info | Recommended Next Steps |
| TBD | TBD | CR-1, CR-2, CR-3, NH-1, NM-2 | JTCHA, ToJ, TC | Future land purchase, location TBD. | Acquire appropriately zoned land on which workforce housing can be built. |
| 105 Mercill Ave | 0.52 acres | CR-2 | Teton County | RFP responses due May 23, 2019. | Choose development partner and construct housing. |
| 440 West Kelly Ave | 0.31 | NH-1 | JTCHA | Purchased in January 2019. RFP responses due April 5, 2019. | Choose development partner and construct housing. |
| 255 & 257 West Kelly Ave, 360 & 380 South Jackson St. | 0.68 acres | NH-1 | Teton County | CR-2 zoning will allow for the utilization of the "fill the box" 2 for 1 workforce housing tool. Potential to partner with an adjacent landowner exists. | Continue working with partner to advance project timeline. |
| Eastern Portion of Karns Meadow Tract 4 | 0.65 acres | Suburban | Town of Jackson | An EA is currently underway. | Assuming EA suggests that housing is an appropriate use at this site, rezone to NH-1 and release RFP to develop workforce housing. |
| 3590 North Kennel Lane | 5 acres | NC | JTCHA | Current zoning allows for a single-family residence. | Rezone to allow for the construction of workforce housing or sell/trade property. |
| 955 Maple Way | 0.12 acres | NH-1 | Town of Jackson | Purchased for new road alignment. No plans for new alignment exist today. New zoning requires minimum of 3 units. | Consolidate ownership to maximize development potential. |
| 930 & 940 Simon Ln | 0.24 acres | NH-1 | Town of Jackson | Purchased for new road alignment. No plans for new alignment exist today. These two lots are adjacent and offer an opportunity to build at least 6 new units. | |
| 915 Simon Ln | 0.12 acres | NH-1 | Town of Jackson | Purchased for new road alignment and roundabout. No plans for new | |



| | | | | | |
|---------------------------|------------|------|-----------------|--|---|
| | | | | alignment/roundabout exist today. New zoning requires minimum of 3 units. | |
| 410 Scott Ln | 0.21 acres | NL-2 | Town of Jackson | Purchased for new road alignment and roundabout. Potential executive housing w/1 ARU. | |
| 55 Karns Meadow Drive | 5.75 acres | P/SP | Town of Jackson | START Facility. Potential for 26 units based on current design. | Include site as part of the master planning process for 400 West Snow King Avenue. |
| 400 West Snow King Avenue | 6 acres | P/SP | Town of Jackson | Public Works, TC Parks and Rec housing and maintenance. Opportunity to master plan the property for all future uses. | Master plan site and bring recommendations to Town Council. |
| 305 West Snow King Avenue | 17.5 acres | P/SP | Town of Jackson | Fairgrounds. Lease expires in December 31, 2026. | 2020: Master plan site. |
| 270 W Deloney Ave | 0.32 acres | P/SP | Town of Jackson | Parking lot - potential to build parking garage, housing | After parking study is complete, analyze efficacy of redeveloping site to include housing. |
| 230 W Deloney Ave | 0.48 acres | P/SP | Town of Jackson | Parking lot - potential to build parking garage, housing | |
| 195 E Deloney Ave | 0.45 acres | P/SP | Town of Jackson | Parking lot - potential to build parking garage, housing | |
| 9800 S Highway 89 | 2.4 acres | 2019 | Teton County | Future Fire Station. Potential for 5-10 housing units. | |
| 125 Virginian Lane | 3.72 acres | P/SP | Teton County | Library - potential to build parking garage, housing | After parking study is complete, analyze efficacy of redeveloping site to include housing. |
| 140 E Simpson Ave | 0.21 acres | OR | Teton County | Parking lot - potential to build parking garage, housing | With current zoning, highest and best use is to sell and reinvest funds into housing - whether employee or community workforce. |
| 2110 Hidden Ranch Lane | 0.34 acres | NL-1 | Town of Jackson | Park exaction. Potential executive housing w/1 ARU. | Sell, pay parks fee, and invest the remaining revenue into future workforce housing development. |



Appendix C: Housing Supply Program Gantt Chart

| Project | Housing Supply Program | | | | | | | | | | | | | | | | | | | |
|--|------------------------|-------|---------|-----|-------|----|----------|-----|---------|----------|-----------|----|------|----|----|----|------|----|----|----|
| | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | | 2023 | | | |
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 174 N. King Street Rentals | | Apply | Notice | GB | | | | | | 30 units | | | | | | | | | | |
| Grove Phase 3 | | | 8 units | | | | | | 8 units | | | | | | | | | | | |
| 440 West Kelly Avenue | RFP | Award | | | | | 15 units | | | | | | | | | | | | | |
| 105 Mercill Avenue | RFP | Award | | | | | | | | 22 units | | | | | | | | | | |
| Jackson/Kelly Project | | | | | | | | RFP | | Award | | | | | | | | | | |
| Karns Meadow Tract 4 | | EA | Plat | RFP | Award | | | | | | TBD units | | | | | | | | | |
| Funding for housing - strategy, policy, implementation | | | | | | | | | | | | | | | | | | | | |
| Public/Semipublic lands inventory | | | | | | | | | | | | | | | | | | | | |
| Land Acquisition & PPP Development | | | | | | | | | | | | | | | | | | | | |
| Sell 260 W. Broadway | | | | | | | | | | | | | | | | | | | | |
| Grove Phase 1 Future Use | | | | | | | | | | | | | | | | | | | | |
| Regional Employer Roundtable | | | | | | | | | | | | | | | | | | | | |
| Workforce Housing State Park | | | | | | | | | | | | | | | | | | | | |
| 3590 N. Kennel Lane | | | | | | | | | | | | | | | | | | | | |
| 400 W. Snow King - Planning for future use | | | | | | | | | | | | | | | | | | | | |
| Transfer Dev. Rights - feasibility & implementation | | | | | | | | | | | | | | | | | | | | |
| Preservation Fund | | | | | | | | | | | | | | | | | | | | |
| Accessory Residential Unit Fund | | | | | | | | | | | | | | | | | | | | |
| Quarterly e-newsletters | | | | | | | | | | | | | | | | | | | | |
| Housing Report | | | | | | | | | | | | | | | | | | | | |
| Montly Community Outreach | | | | | | | | | | | | | | | | | | | | |



Appendix D: Frequently Used Terms

Area Median Income (AMI) – the midpoint of a region's income distribution – half of households in a region earn more than the median and half earn less than the median.

Accessory Residential Unit (ARU) – these units are also known as guesthouses, backyard cottages, granny flats, mother-in-law suites, etc. and are allowed in all zones in the Town of Jackson. The LDRs require that persons residing in an ARU are either employed full time for a local business, related to the landowner, or a non-paying intermittent guest of the landowner. These units are typically less than 800 square feet in size.

Board of County Commissioners (BCC) – five-person board of elected officials who are charged with administering the Teton County government. The Teton County BCC is comprised of 5 individuals and are elected to four-year terms.

Housing Supply Board (HSB) – seven-person board that is appointed to three year terms and exists to provide expertise, support, and direction to the Housing Director for the purposes of guiding the Housing Supply Program.

Indicator Report – produced annually, presents and analyzes 19 indicators identified in the Comprehensive Plan as being important indications as to whether the community is living its values: Ecosystem Stewardship, Growth Management, and Quality of Life.

Jackson/Teton County Housing Authority (JTCHA) –three-person board that is appointed to five year terms and exists to hear appeals of the Housing Manager's decisions, acquire and sell property, and take on debt.

Land Development Regulation (LDR) – rules that regulate any aspect of development and include zoning, rezoning, permitted use, special exceptions, prohibited use, zoning districts, zoning overlays, housing mitigation requirements, etc.

Low Income Housing Tax Credits (LIHTC) – the federal government's primary program for encouraging the investment of private equity in the development of affordable rental housing for low-income households.

Median Family Income (MFI) – calculated annually by HUD using data from the American Community Survey and Consumer Price Index forecast published by the Congressional Budget Office to bring the ACS data forward from mid-year to the mid-point of the fiscal year when new limits are published. In Teton County, statistically valid one-year data from the ACS is not available, so five-year data is used. "Family" refers to the Census definition of a family, which is a householder with one or more other persons living in the same household who are related to the householder by birth, marriage, or adoption. One-person households and multi-person households of unrelated individuals are excluded from the calculation.



Mean Household Income – the average income earned by households in a region calculated by taking the income of all households and dividing by the number of all households. Mean household income is not used to determine affordability for any of the Housing Department programs.

Request for Proposals (RFP) – solicitations for specific workforce housing projects, typically on land owned by Teton County, Town of Jackson, or JTCHA. These are conducted throughout the year and the terms are crafted by the Housing Director and HSB, and approved by the BCC and/or Town Council.

Specific Purpose Excise Tax (SPET) – sales tax that provides a method by which the requesting local government can raise funds for a “specific purpose”.

U.S. Department of Housing and Urban Development (HUD) – the principal federal agency responsible for programs concerned with housing needs, fair housing opportunities, and improving and developing U.S. communities.

Workforce Housing Action Plan (HAP) – envisioned by Policy 5.4.a of the Comprehensive Plan; the HAP evaluates the costs and benefits of various housing tools, establishes a system for monitoring the success of those tools in meeting our housing goal, and establishes the roles that various entities will play in meeting the housing goal of the community. Adopted in November 2015 and serves as guiding policy for the Housing Supply Program.

