

Special Town Council Workshop

January 28, 2020

3:00 - 5:00 PM

Town Council Chambers

NOTICE: THE VIDEO AND AUDIO FOR THIS MEETING ARE STREAMED TO THE PUBLIC VIA THE INTERNET AND MOBILE DEVICES WITH VIEWS THAT ENCOMPASS ALL AREAS, PARTICIPANTS AND AUDIENCE MEMBERS. **PLEASE SILENCE ALL ELECTRONIC DEVICES DURING THE MEETING**

I. CALL TO ORDER AND ROLL CALL

II. WORKSHOP ITEMS:

- A. Board Interviews: Jackson / Teton County Housing Authority (25 minutes)
- B. Housing Development for West Kelly Avenue (April Norton, 90 Minutes)
- C. Request from Mayor: LDR Text Amendment for Housing Mitigation

III. ADJOURN

Please note that at any point during the meeting, the Mayor and Council may change the order of items listed on this agenda. In order to ensure that you are present at the time your item of interest is discussed, please join the meeting at the beginning to hear any changes to the schedule or agenda.

January 28, 2020 Interview Schedule (20-25 minutes)

Jackson / Teton County Regional Housing Authority

Created March 2016 by joint resolution. County appoints 1, Town appoints 1, and then those two appoint a 3rd.

Qualification: qualified elector of Teton County

Number of board members: 3

Length of term: 5 years, terms end on 1st Monday in February

Current members and term:

- 1 Amy Robinson to 2/2021 (county appointed)
- 2 Annie Kent Froppert to 2/2024 (HAB appointed)

End of Term: Matt Faupel, 2/3/2020
(town appointed)

<u>Applicants for Interviews:</u>	1 Chris Beda	3:00 PM
	2 Estela Torres	3:10 PM

Does current member wish to continue? Matt - no

Executive Session scheduled: Feb 3, following the JIM

Appointment scheduled: Feb 3 Regular Meeting (HAB meeting on Feb 5)

Christopher Beda

3465 North Pines Way, Suite 104-217, Wilson, WY 83014 | 415.516.4048 | cbeda@wabashpartners.com

December 18, 2019

Town Council - Town of Jackson

Attn: S. Birdyshaw – sbirdyshaw@jacksonwy.gov

Town Clerk

Town of Jackson

150 East Pearl Ave

PO Box 1687

Jackson, WY 83001

Dear Town Council - Town of Jackson:

Please accept this letter of application to serve on the Jackson/Teton County Housing Authority Board of Directors and the Jackson/Teton County Housing Supply Board. I relocated to Jackson in 2018 and currently reside at 3443 Boxelder Place, Wilson, WY 83014. I am looking for opportunities to become more engaged in our community. I have been a real estate executive for 30 years and have a passion for real estate, urban planning and housing. I am an expert in housing having held various executive positions in real estate finance, investment, portfolio management and asset management. I am currently engaged in affordable housing and philanthropically pursuing a mission of impacting affordable housing in the United States through my work with the Urban Land Institute and several non-profit housing advocates.

Professional Bio:

Beda founded and runs Wabash Partners, a private real estate investment firm. Wabash Partners focuses on US multifamily real estate sector and is engaged in managing and investing in US multifamily real estate. Wabash Partners also provides capital to emerging real estate managers and businesses.

Prior to founding Wabash Partners, Beda was Senior Managing Partner, Chief Investment Officer for Carmel Partners, Inc., a private real estate investment firm. Beda was a founding partner at Carmel and responsible for managing Carmel Partners' investment activities across the country. From 2004 to 2017 he helped the firm raise and invest over \$4.0 billion in equity while growing the firm into the preeminent national multifamily investment firm with offices in New York, DC, Denver, Seattle, San Francisco, Los Angeles and Honolulu.

Prior to joining Carmel Partners, Beda was the Acquisitions and Dispositions Officer for the Western United States at Equity Residential (NYSE:EQR). He joined Equity Residential's transactions group in 1994 when the company owned approximately 35,000 apartment units. During Beda's tenure, the group acquired over 200,000 apartment units through individual transactions, portfolios, debt purchases, partnership transactions, joint venture developments and company mergers. Beda started his real estate career in the real estate lending group at Continental Bank, N.A. in Chicago, IL.

Personal Information:

Beda graduated from the University of Wisconsin - Madison and considers himself a Midwesterner at heart despite the fact that he and his wife currently reside in Wyoming. He enjoys most things outdoors and is an avid skier, fisherman and golfer. He lives to eat which makes cooking a serious hobby.

Thank you for your consideration. Please let me know if you have any questions.

Sincerely,

Christopher Beda

From: [Christopher Beda](#)
To: [Sandy Birdyshaw](#)
Cc: [Christopher Beda](#)
Subject: Letter of Application Jackson/ Teton County Housing Authority Board and Housing Supply Board
Date: Wednesday, December 18, 2019 12:14:19 PM
Attachments: [Jackson Ltr 12.18.19.docx](#)

Dear Ms. Birdyshaw,

Please find attached my letter of application to serve on the Jackson/Teton County Housing Authority Board and Housing Supply Board.

Thank you for your consideration and let me know if you need anything else.

Regards,

Chris Beda
415.516.4048

December 19, 2019

Town Council
ATTN: Town Clerk
Jackson, Wyoming

RE: Jackson/Teton County Housing Authority Board

Dear Mayor and Town Council:

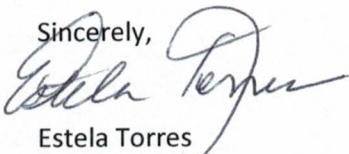
Please consider this letter of application for a seat on the Housing Authority Board.

As you know, I have been an advocate for affordable housing for the underserved population of this fine valley. I have a deep desire to work with the Housing Authority and elected officials on Housing Authority policies and issues. My experience and knowledge, longevity as a full-time resident, and sincere commitment to community service should be of great value to this Board. I am attaching my resume for your reference.

Thank you for your consideration of my application. I am truly grateful for your time and service to this community, and look forward to meeting with you.

Happy Holidays!

Sincerely,

A handwritten signature in dark ink, appearing to read "Estela Torres", written over the printed name.

Estela Torres
PO Box 2831
Jackson, Wyoming 83001
(307) 690-4697

Attachment

ESTELA TORRES

PO Box 2831 | Jackson, Wyoming 83001 | 307-690-4697 | etorres0104@gmail.com

SUMMARY

Nonprofit professional experienced in human services environment demanding bilingual-bicultural, administrative, marketing, fundraising, community outreach, collaboration, strategic problem-solving, public speaking, client services, and leadership proficiencies. Strengths include:

- In-depth knowledge of nonprofit standards and processes of nonprofit management
- Excellent oral and written communication skills, judgment and research aptitudes
- Demonstrated ability to work collaboratively to develop and manage programs responsive to community needs
- Extensive experience in legal field in areas of criminal, business and corporate, litigation, labor and employment, real estate and construction, wills, trusts, and estate planning
- Experience in mortgage loan, tourism and retail environments providing organizational, interpersonal skills, and commitment to excellent customer service

PROFESSIONAL EXPERIENCE

Immigrant Support Specialist One22, Jackson, Wyoming

June 2016--present

- Provide professional, linguistic and cultural Spanish/English support services and advocacy in a variety of areas such as Workers' Compensation, legal support, immigration, housing, income tax, vital records, Mexican Consulate, and other matters to limited English speakers. Provide professional, linguistic and culturally accurate Spanish/English interpretation services to Access to Justice attorneys and their clients. Assist and participate with forums for Latino community and cultural events such as Día de los Muertos.

Medical Interpreter/Operations El Puente, Jackson, Wyoming

December 2013—June 2016

Provide bilingual medical interpretation for Spanish-speaking clients with limited English proficiency at St. John's Medical Center, private medical/dental providers, and other providers as needed. Assisted with navigation of scheduling appointments for clients with providers and interpreters.

Executive Director Latino Resource Center Jackson, Wyoming

November 2009-June 2012

- Executive Director of nonprofit dedicated to assisting limited English proficiency Latino immigrants with comprehensive translation support services and programs, reaching approximately 5000 clients annually
- Championed efforts with Board of Directors to realize mission of facilitating

- integration of Latinos into Jackson Hole community and develop strategic plan
- Orchestrated administration and oversight of all finances, fundraising, marketing, client services, programs, cultural events, and staff of two
- Developed and managed annual budget of approximately \$225,000
- Represented organization by participating in key associations and organizations and speaking in public settings to raise awareness of Latino Resource Center
- Expanded marketing, social networking, and website accessibility
- Streamlined office and client services procedures and regenerated client/donor database for optimum efficiency of operations
- Partnered with staff to identify and assess community needs and initiate programs responsive to needs such as healthcare, immigration, income tax, employment and childcare workshops
- Collaborated and devised plan to alleviate Latino client overload at neighboring nonprofit that evolved into a beneficial and productive partnership
- Expanded collaborations and community relationships with numerous nonprofits for maximum access and delivery of services to clients
- Cultivated relationships with clients and provided direct client services in numerous areas, including labor and landlord/tenant disputes and legal matters in district and circuit courts

Litigation Paralegal**May 2000-May 2006****Holland & Hart LLP, Jackson, Wyoming**

- Supported three litigation attorneys with case management and process of lawsuits from initial filing through trial and appeal, including drafting of court documents, review and analysis of all discovery documents, and document management (including use of technology, databases, and imaging)
- Developed and maintained client relations, including business development activities
- Assisted attorney with translation for Spanish-speaking witnesses and was traveled to Costa Rica to assist with international litigation case

EDUCATION

Bachelor of Arts Degree, major in Political Science and minor in Spanish

Marquette University, Milwaukee, Wisconsin

Community Interpreter Training Certification 2017

Certified VITA Income Tax Preparer

COMMUNITY INVOLVEMENT

St. John's Medical Center Human Resources Committee 9/2019--present

Habitat for Humanity Family Selection Committee Volunteer, 2011, 2014-2019

Volunteer Income Tax Assistance (VITA), Volunteer 2010-present

Central Wyoming College, ESL Volunteer 2014-2015

Spanish Interpreter for Cuba Mission of St. John's Episcopal Church April 2014

Southern Teton Area Rapid Transit (START), Board Member 2004-2008

Latino Resource Center, Board Member and Volunteer 2004-2008

Jackson Cupboard, Board Member and Volunteer 2010-2012

Rotary Lunch Club, Member and Volunteer 2010-2012

Walden Pond Homeowners Association, Board Member and President 2003-2012

From: [Estela Torres](#)
To: [Sandy Birdyshaw](#)
Subject: Jackson/Teton County Housing Authority
Date: Thursday, December 19, 2019 11:19:32 AM
Attachments: [Resume and ltr to Town Council.pdf](#)

Dear Ms. Birdyshaw:

Please find attached my letter of application for the seat on the Housing Authority Board.

Thank you and Happy Holidays.



TOWN OF JACKSON

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Housing

PRESENTER: April Norton

MEETING DATE: January 28, 2020

SUBJECT: 430 & 440 West Kelly Avenue Workforce Housing Development

STATEMENT/PURPOSE

The Town Council ("Council") will consider how to move forward with the 430 & 440 West Kelly Avenue Workforce housing development. In previous meetings a majority of the Council voted in favor of 12 and 16-unit proposals. Assuming this direction stands, staff seeks additional direction on the key issues outlined below.

Key issues for the Council to consider include:

- **Bedrooms vs. Units.** Council has three different unit/bedroom mixes to consider.
- **Rights of First Purchase ("ROFP") for Town Employees.** Now that this development will be built on Town owned property, does the Town want to secure Rights of First Purchase for some units?
- **Additional Investment.** Does the Town want to invest more in the project to increase the affordability of the project?

BACKGROUND/ALTERNATIVES

From 2007 to 2012 the community worked to develop the Comprehensive Plan. This work included over 2,000 public comments and resulted in the adoption of the Jackson/Teton County Comprehensive Plan in 2012. The plan sets a goal of housing 65% of our workforce locally. *Comp Plan Policy 5.1.a*. The plan also identified Transitional Subareas that are appropriate for increased density and directs the community to develop a Workforce Housing Action Plan. *Comp Plan Policy 5.4.a*.

The 2015 Workforce Housing Action Plan (HAP) was informed by eight housing studies and is the result of the 2015 Housing Summit, which convened elected officials, stakeholders, and the public to examine workforce housing in Teton County and the Town of Jackson. The plan ties together the Comprehensive Plan policy directives and Character Districts and directs staff to purchase appropriately zoned land for the purpose of partnering with private developers to develop housing for our working families. *HAP Initiative 2B*. The HAP also provides a map showing which neighborhoods in the community are appropriate for updated zoning in an effort to find locations to create workforce housing through increased density. *HAP Initiative 5A*.

In 2016 and 2018 density was added to the Transitional Subareas through updated town zoning. *Comp Plan Policy 4.3.b*. *HAP Initiative 5A, 5B*. These Transitional Subareas have long been identified as places that are appropriate for more density because increasing the density from single-family homes that are no longer affordable to families earning median income to multifamily homes that are more likely to be affordable to local working families, gives the community a better chance to build housing for our local workforce. Essentially, by increasing the density we are allowing workforce neighborhoods to retain their working family character instead of preserving the existing density and losing that working family character.

For example, in the 440 W. Kelly Ave neighborhood a single-family home that was built in 1962 was recently purchased for around \$700,000, which is approximately twice what a family of four earning 100% of median income can afford. That same home was then remodeled over a 9-month timeframe and sold for \$1.2875M after only one showing. That purchase price is almost four times what a family of four earning 100% of median income can afford. To make redevelopment both attractive to developers and priced at rates that are affordable to working families, either denser housing must be built, or higher public subsidy must be provided. In some cases, both may be necessary.

In July 2018, the W. Kelly Ave neighborhood was rezoned to NH-1. This zoning provides opportunities for developers to build more residential floor area if they are willing to permanently deed restrict a portion of it. We call this the “fill the box” tool. The HAP tells us that we should prioritize areas that are zoned to allow for greater density for housing, which is exactly what the NH-1 zoning provides.

So, in December 2018 staff brought the 440 W. Kelly property to the Council and Board of County Commissioners (“Board”) to consider purchasing for the purpose of redeveloping the existing single-family home into multifamily homes by utilizing the new NH-1 zoning allowances and incentives. The property consists of two contiguous NH-1 lots that are located in the Town Residential Core in an area identified by both the Comprehensive Plan and HAP as a desired location for redeveloping workforce housing. The County purchased the property in January 2019, the Town reimbursed them 45% of sales price, and the property was transferred to the Jackson/Teton County Housing Authority.

In February 2019 a Request for Proposals (“RFP”) to develop housing at 440 W. Kelly Avenue was unanimously approved for release by the Council and Board.

On February 5, 2019 the RFP was released based on the direction from the Board and Council. Three responses to the RFP were received and reviewed by the Housing Supply Board (“HSB”). After interviewing finalists, the HSB recommended a development partner for the project: Roller Development and Tack Development (“Roller/Tack”).

On May 13, 2019 the Board and Council awarded the project to Roller/Tack and directed staff to work with the developers to bring back revised 12 and 16-unit options for consideration. On July 23 the Council directed staff to move forward with the revised 16-unit option; the Board did not approve the same motion, essentially stalling the project until the two boards can agree on a path forward. Since this decision, at least one 15-unit private sector rental project that was slated for workforce housing in this neighborhood has been abandoned.

On January 6, 2020, after several meetings during which no agreement was reached, the Council and Board directed and authorized the Jackson Teton County Housing Authority Board to deed 430 & 440 West Kelly Avenue to the Town of Jackson. This deed was executed January 21, 2020.

A comprehensive summary of this project is provided online at <http://www.jhaffordablehousing.org/1868/440-W-Kelly-Avenue>.

Now that the Town owns the property, staff seeks direction on the following key questions:

Key Question One: Bedrooms vs. Units

Council has consistently voted for options that maximize the property for workforce housing, while also balancing the mix of bedrooms and units. Below, staff has summarized three options proposed that meet these criteria. All three proposals are affordable to households earning 100-200% MFI.

Option One: Initial proposal – 16 units, 24 bedrooms

- 12, one-bedroom units that are 500 SF each
- 4, three-bedroom units that are 775 SF each
- 18 parking spaces
- This option does not require additional public investment.

Option Two: Revised 16-unit option –16 units, 24 bedrooms

- 8, one-bedroom units that are 500 SF each
- 8, two-bedroom units that are 675 SF each
- 20 parking spaces
- This option requires an additional public investment of \$200,000. This could be earmarked in the FY-21 budget.

Option Three: 12-unit option – 12 units, 22 bedrooms

- 10, two-bedroom units that are 1,000 SF each
- 2, one-bedroom units that are 500 SF each

- 17 parking spaces
- This option does not require additional public investment.

In July 2019, the Council and Board changed the household size requirements for Affordable and Workforce units. Previously, a couple could only qualify for a one-bedroom unit. Today, any size household can qualify for a Workforce unit so long as they meet the other requirements (% of income earned locally, working full time locally, no ownership of residential real estate, etc.).

Given this change to the Housing Rules and Regulations, staff assumes that one-bedroom units will serve households with one adult or an adult couple. Staff assumes that two- and three-bedroom units will serve households with one adult, adult couples, and one or two adults with children. From a demand perspective, the Intake Form shows a strong demand for all sizes of housing, and the strongest preference for two-bedroom units. Based on this information, staff recommends pursuing Option Three.

Key Issue Two: Rights of First Purchase for Town Employees

For the 174 N. King Street housing development partnership the Town secured five ROFP for Town employees. Similarly, at the 105 Mercill Avenue housing development partnership the County secured five ROFP for County employees. For this project, does the Town Council want to secure ROFP in this project? If so, how many/what percentage of the project? These rights will revolve perpetually within the development and will be managed by the Housing Department.

Key Issue Three: Additional Investment in Affordability

The Town and County purchased this property last year for \$1,700,000. It is located in a Transitional Neighborhood that is identified in the Housing Action Plan as a prime spot for workforce housing.

Today, with additional investment, the Council could increase the affordability of the project. As proposed, the project serves households earning 100-200% MFI. Additional investment in affordability could be made up front like what the Town agreed to with the Housing Trust at 174 N. King Street or the Town could choose to increase the affordability of the units once they are closer to coming online. If the Town invested \$660,000 (10% of projected sales), all units can be made affordable for households earning 80-120% MFI.

Key Issue Four: How to Proceed

Council has the option to proceed in the following ways, listed in order from quickest to slowest and least staff time to most staff time:

1. **Move Forward Now.** Council directs staff to draft a Ground Lease ("GL") with the Developers based on the discussion today and to bring it back for approval by March 16, 2020. Once the GL is executed, the developer will begin moving through the planning process. Given the size of the development, the developer will have to go to Design Review Committee before submitting for building permit. Estimated groundbreaking in the third quarter, but that could be delayed to the spring of 2021 depending on weather and any unforeseen delays. Housing Director will make all design and project decisions on behalf of the Town, with guidance from the Town Manager.
2. **Council Redesigns Project.** Council directs staff to bring a design for consideration back to Council based on the conversation today. Once a design is approved by Council, staff will bring the GL back for consideration and approval sometime after spring break. Once the GL is executed, the developer will begin moving through the planning process. Under this scenario, the project could break ground in the spring of 2021. Given the history of the project, additional investment will be required to cover any design costs that occur prior to the execution of the GL. Under this scenario, the project could break ground in spring of 2021.
3. **Move Slowly with a Focus on Increased Public Engagement.** Council directs staff to hold a series of public meetings to discuss the project and identify key elements that are most important to potential homeowners and other community members. Staff reports the outcome from these sessions to the Council and seeks direction on what to design for the site. Staff then works with the developer to redesign the project before bringing a GL to the Council for their consideration. Once the GL is executed, the developer will begin moving through the planning process. Under this scenario, the project could break ground in spring or summer of 2021. Additional funding will be required for the public engagement process and redesign.
4. **Some other path forward identified by Council today.**

COMPREHENSIVE PLAN ALIGNMENT

Comprehensive Plan Policy:

- Emphasize a variety of housing types. 3.2.d
- Create and develop Transitional Subareas. 4.3.b
- House at least 65% of the workforce locally. 5.1.a
- Focus housing subsidies on full-time, year-round workers. 5.1.b
- Provide a variety of housing options. 5.2.a
- Housing will be consistent with Character Districts. 5.2.b
- Create workforce housing to address remaining shortages. 5.3.c

Housing Action Plan Initiative:

- Provide land as a public subsidy and build development partnerships. 2B
- Lead by example by housing public employees. 2C
- Allow for supply of workforce housing by removing barriers. 5A

STAKEHOLDER ANALYSIS

Stakeholders include Town taxpayers, local working individuals and families, business owners, and neighbors.

FISCAL IMPACT

The property was purchased by the Town and County for \$1,700,000 in January 2019. Additional investment in the project could include paying for public engagement, design, and/or increased affordability.

STAFF IMPACT

Staff impact for this item has been significant up to this point. Depending on how Council chooses to proceed, the project will continue to require significant staff time, most immediately from the Town Attorney who will be drafting the GL and the Housing Director.

The long-term impact of developing this property will fall in a variety of departments and require time from several staff members, including: Housing Director, Town Manager, Community Development Director, Town Attorney, Town Planning Director, Town Engineer, Housing Manager, and Housing Sales Coordinator.

LEGAL REVIEW

Ongoing, as Needed.

ATTACHMENTS

None

RECOMMENDATION

- Staff recommends moving forward with the 12-unit, 22-bedroom project (Option Three).
- Staff recommends securing four ROFP for Town employees (30% of project).
- Staff recommends delaying decisions about additional investments until the project is closer to completion.
- Staff recommends working with community members to determine and prioritize community benefit infrastructure for this area that can be prioritized through the Capital Improvement Planning ("CIP") process and that will serve the area while it transitions to a more diverse neighborhood. This work will include involvement and expertise from Public Works, Parks & Recreation, Pathways, Police, Planning and Community Development staff and will need to be planned and budgeted for through the 10-year CIP.

SUGGESTED MOTION

I move to direct staff to draft a Ground Lease for the development of 430 & 440 West Kelly Avenue for 12 permanently deed restricted homes and to include four Rights of First Purchase for Town employees and to bring the Ground Lease back to the Council at a future regular meeting.