

Special Joint Information Meeting

TOWN COUNCIL & COUNTY COMMISSIONER MEETING

April 10, 2023

1:30 PM

Town Council Chambers

Chair: Hailey Morton Levinson

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. ZOOM LINK FOR PUBLIC PARTICIPATION

To join, click the link or copy to your browser: <https://us02web.zoom.us/j/89209920681?pwd=eFlxMWRiWGdReHdQWEIiVWtCT2J2Zz09>

If the link does not work, join at zoom.com with Webinar ID **892 0992 0681** Password: **83001**

or join by phone **+1 669 444 9171** with Webinar ID **892 0992 0681** and Password: **83001**

II. CALL TO ORDER AND ROLL CALL

III. DISCUSSION/ACTION ITEMS

- A. Housing Supply Plan & Housing Department Work Plan (April Norton, 120 min)
- B. Long Range Planning Indicator Report and Work Plan (Ryan Hostetter, 90 min)

IV. ADJOURN

Please note that at any point during the meeting, the Chairman or Mayor 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.



JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

SUBMITTING DEPARTMENT: Joint Affordable Housing

PRESENTER: April Norton, Director

MEETING DATE: April 10, 2023

SUBJECT: Housing Department Work Plan & Housing Supply Plan

STATEMENT/PURPOSE

The Board of County Commissioners ("Board") and Town Council ("Council") will review the Housing Department's proposed Work Plan and the annual update to the Housing Supply Plan. Both plans include Town tasks, County tasks, and Joint tasks with the overall goal of providing housing for community members. Staff request that the Board and Council come prepared to discuss any items they would like to add or remove from the Supply Plan and/or the Work Plan.

BACKGROUND/ALTERNATIVES

In 2015, the Workforce Housing Action Plan (HAP) was adopted by the Council and Board. This plan set in motion corrective actions to regain our resident workforce goal, including creating the joint affordable housing department, hiring a housing director, addressing how housing units are managed, planning and zoning for housing, funding for housing, and drafting a 5-year workforce housing supply plan that is updated annually.

Today, the Board and Council will consider the Housing Department's Annual Work Plan for FY 2024. This Work Plan includes five major task area: management, supply, data collection and analysis, communications and education, and department administration. The Board and Council will also consider the annual update to the Housing Supply Plan. This plan further explains and contextualizes the Housing Supply tasks in the Work Plan.

Key Questions for the Board and Council to consider:

New Program: Senior Housing & Assisted Living

This program will focus on providing, through partnership, homes for community members who are older or are living with a disability and are seeking stable, safe housing. The Town Council directed staff to add this program to the Housing Department Work Plan at their December 19, 2022 workshop. Estimated staff hours: 100. Estimated budget for consultant services: \$25,000.

New Database Software

Since the creation of the compliance program and intake form, staff have worked with Greenwood Mapping to design online software to meet our internal and external needs related to unit tracking, compliance, and household onboarding (via intake form). This item proposes transition to a more effective and comprehensive database platform to streamline data analysis and compliance workflow. Estimated staff time: 230 hours. Estimated budget: \$218,400.

If this database is not approved, staff will continue to use the existing system, including work-arounds for system deficiencies that take considerable staff time and cause delays and frustrations for the public.

New Employee for Housing Compliance and Data Analysis

Since the creation of the compliance program, the number of units on which the department performs compliance has increased by about 500 with continued consistent creation expected for the next several years. Estimated budget, including salary + benefits: \$100,000.

If this new employee is not approved, annual compliance will be reduced to compliance every 2 to 3 years and there will be a reduction in data collection and analysis that is currently used to inform policy.

COMPREHENSIVE PLAN ALIGNMENT

- Jackson/Teton County Comprehensive Plan Common Value Three: Quality of Life
- Jackson/Teton County Workforce Housing Action Plan

STAKEHOLDER ANALYSIS

Stakeholders include community members, local businesses, and visiting guests.

FISCAL IMPACT

Fiscal impact varies based on direction received today.

STAFF IMPACT

In addition to the Housing Department's staff time, which is estimated as part of the Work Plan, other departments contributing to this work include: Town & County Legal, Town & County Planning, Town Community Development, Town Public Works, and the Town Manager and County Administrator.

LEGAL REVIEW

K. Gingery and L. Colasuonno

ATTACHMENTS

- FY 2024 Housing Department Work Plan
- FY 2024 Housing Supply Plan
- PowerPoint Presentation

RECOMMENDATION

Staff recommend approval of the plans as presented today.

SUGGESTED MOTION

I move to approve the FY 2024 Housing Department Work Plan and Housing Supply Plan as presented today.



2023 Jackson & Teton County Annual Housing Supply Plan



Pictured: Jackson Street Apartments: 57 homes for local workers and their families, partnership with the Cumming Foundation & Community Foundation of Jackson Hole.

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Background

The 2012 Jackson/Teton County Comprehensive Plan set a 65% resident workforce goal for our community. The Comprehensive Plan directed staff and the elected officials to take “corrective actions” when the percentage of the workforce living locally dipped below 65%.

In 2015, work on the [Workforce Housing Action Plan](#) began and the plan was officially adopted in November of that year. The plan identified new tactics and specific actions for addressing the decline in resident workforce. It also reorganized the way the Town and County participate in the creation of affordable workforce housing, focusing on a partnership model and creating the Jackson/Teton County Affordable Housing Department. The Jackson/Teton County Housing Authority is staffed by the Housing Department and no longer develops housing.

The first Housing Director was hired in July 2016. The Workforce Housing Action Plan directs the Housing Director to annually present a Housing Supply Plan that serves as a five-year look ahead at the Housing Supply Program.

Introduction

The mandate is clear: build housing, keep Jackson a community first.

In November 2022, the voters supported five Specific Purpose Excise Tax (SPET) initiatives, totaling \$80,000,000, to build housing for local workers and their families. Four of those initiatives were for employers to build housing for their own employees – Teton County School District, St. John's Health, Teton County Government, and Town of Jackson. The fifth initiative was for Community Housing – housing that is not tied to a specific employer, but that does require the household to work full-time locally. The \$20,000,000 approved for Community Housing is allocated to the Jackson/Teton County Housing Authority and will be invested through the Housing Supply Program.

As we consider how to invest the SPET and other funds committed towards permanently protecting housing for our local workers and their families, the time is ripe to assess the successes and opportunities related to the Housing Supply Program and how we are meeting current and future demand for housing for local workers and their families.

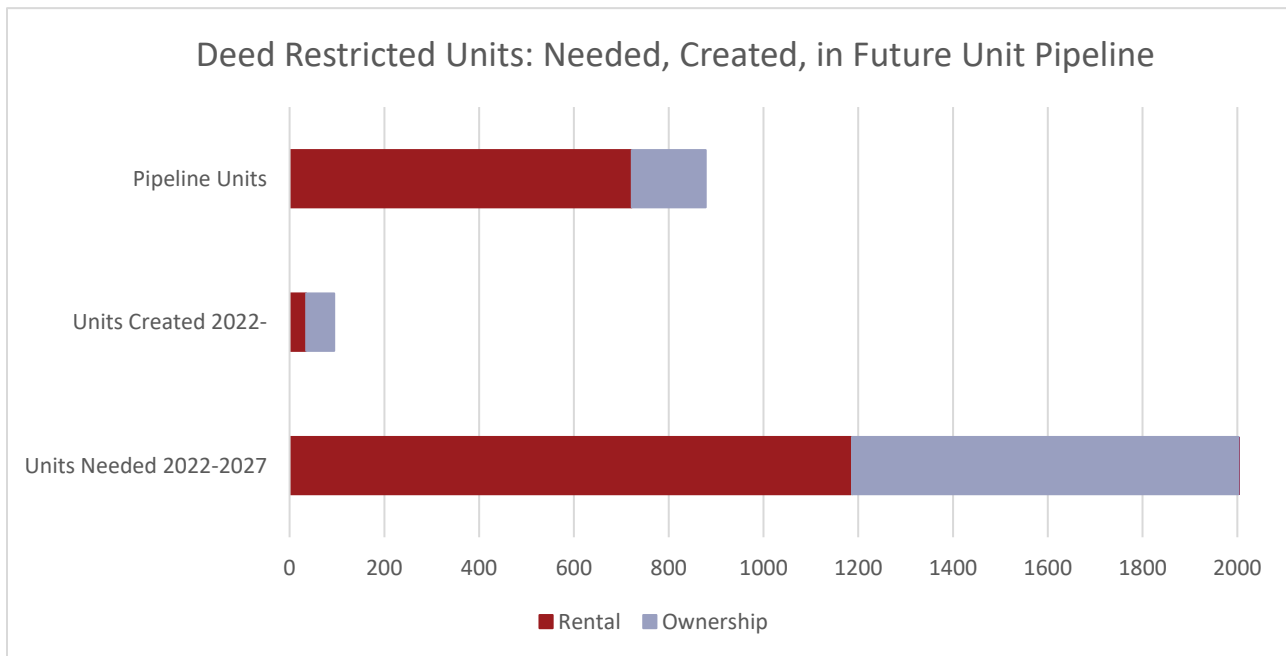
Demand for Deed Restricted Housing

- There are more Affordable homes in the pipeline than ever before.
- While the rate of deed restricted housing production is growing exponentially, increased investment via funding and incentives continues to be necessary to meet the projected demand based on employment growth and retirement rate.

Today, there are over 1,300 households seeking housing through Housing Department programs. More than half of all Sheriff and Lower Valley Energy employees commute from outside Teton County, Wyoming. More than a quarter of all Teton County School District, St. John's Health, Town Police, and JH Fire/EMS employees commute. [See Appendix H: Core Services Commuter Stats for more information.](#)

Last year, the median home sold for \$2.6 million and the median condominium sold for \$1.84 million. Apartments rented for around \$2,000 per bedroom per month. As the free market continues to move farther out of reach for workers earning their money locally, the risk that our teachers, first responders, dental hygienists, grocery store clerks, volunteer coaches, plow drivers, and many others will move away continually increases, threatening our community's ability to function.

The 2022 Teton Region Housing Needs Assessment tells us that we need to build 2,000 new below market homes in the next five years to maintain our current commuter patterns (about 40% of employees commute to Teton County). This number accounts for the anticipated retirement of about 13% of the workforce over the next five years and job growth. The chart below shows the units needed by income range and type, the units created since the needs assessment was finished, and the units in the future unit pipeline, which includes all known developments with deed restricted housing that are in the process of planning or construction as of January 1, 2023. [See Appendix D: Future Unit Pipeline for more information about the units we are currently tracking.](#)



Housing Supply: Workforce Housing Action Plan

In response to the resident workforce dropping below 65%, the Housing Action Plan was adopted in November 2015 to create new strategies and structures to address the need for more affordable workforce housing. Implementation began the following year with the creation of the Jackson/Teton County Affordable Housing Department and the hiring of the Housing Director. The plan directed staff to purchase land for housing, partner with the private sector to build housing, preserve existing housing for the workforce, provide zoning allowances and incentives to catalyze new workforce housing development, and provide funding for housing. [You can learn more about the plan in Appendix K: Housing Action Plan Progress Report.](#)

Purchase Land, Partner with Private Sector Developers

- Since shifting to a partnership model, we have seen a 50% increase in production of deed restricted housing via Public-Private Partnerships.
- In 2024 and 2025 an additional 132 units will be constructed via Public-Private Partnerships.

From 2017 to 2023, 118 homes have been built for local workers and their families through Housing Department public-private partnerships. 76 of these are Affordable and 42 are Workforce restricted. In the seven years prior to Housing Action Plan implementation, 2010-2016, nonprofit and public developers built a combined 79 deed restricted homes, 67 of which are Affordable and 12 of which are Workforce (“Employment Based”). Looking ahead, we anticipate four new public-private developments to come online over the next 36 months, consisting of 105 apartments, 18 townhomes, and 12 condominiums (122 Affordable and 13 Workforce).

The chart below shows the number of deed restricted units built by year through Public-Private Partnerships (post Housing Action Plan adoption) and by nonprofit and public developers (pre-Housing Action Plan adoption). The units built after Housing Action Plan adoption include four partnership

projects with nonprofit developers (Community Housing Trust and Habitat for Humanity) and five partnerships with private developers. One of the biggest differences in pre versus post Housing Action Plan production is that shifting to a partnership structure allows the Town and County via the Housing Department to invest in multiple developments at a time, which results in a more consistent rate of deed restricted housing production (fewer years devoid of affordable workforce homes being built).

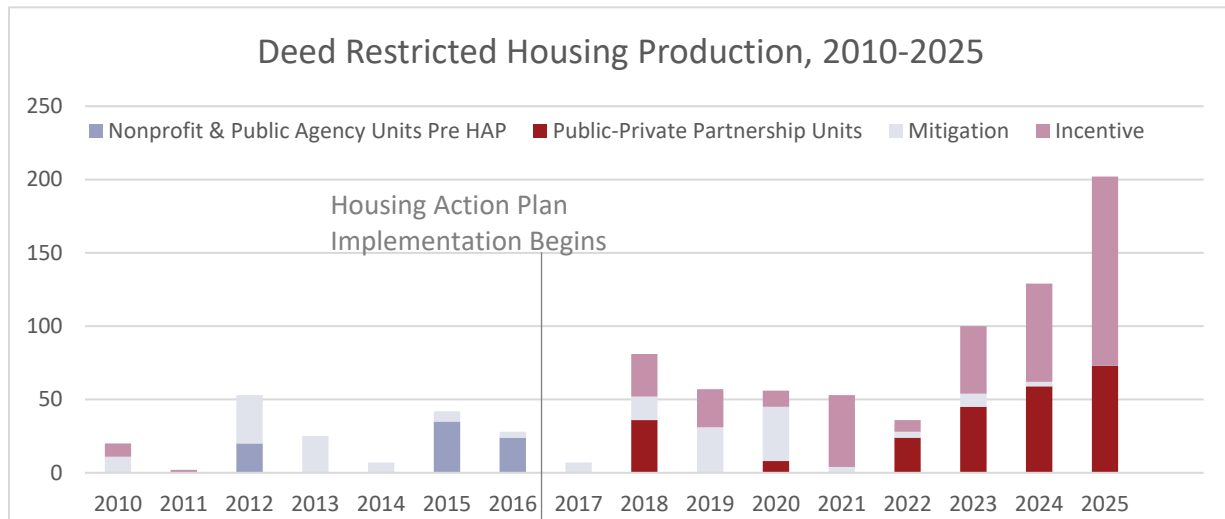


Note: Required (“mitigation”) deed restricted units or those built by the private sector using incentive tools like the 2:1 Workforce Housing Bonus or fourth story bonus are not included in this graph.

Zone for Housing

- Incentive tools for deed restricted housing are creating a growing number of new units with little to no public subsidy.
- Lower mitigation rates have reduced the number of required units created by the private sector.

In 2018 after a 12-month public-process, the Town of Jackson adopted zoning and incentives to encourage development of permanently deed restricted homes without public subsidy. These homes are mostly Workforce restricted, which means that for ownership units the initial sales price is set by the developer and for rental units there are no caps on monthly rent rates. The owners or tenants must earn 75% of their household income locally and at least one person in the household must work full-time locally. Also in 2018, the Town and County adopted new, higher housing mitigation rates. However, those rates were cut in half in 2021, leading to a significant reduction in deed restricted housing stock created through housing mitigation. [Learn more about the 2:1 Workforce Housing Bonus Tool in Appendix I.](#)



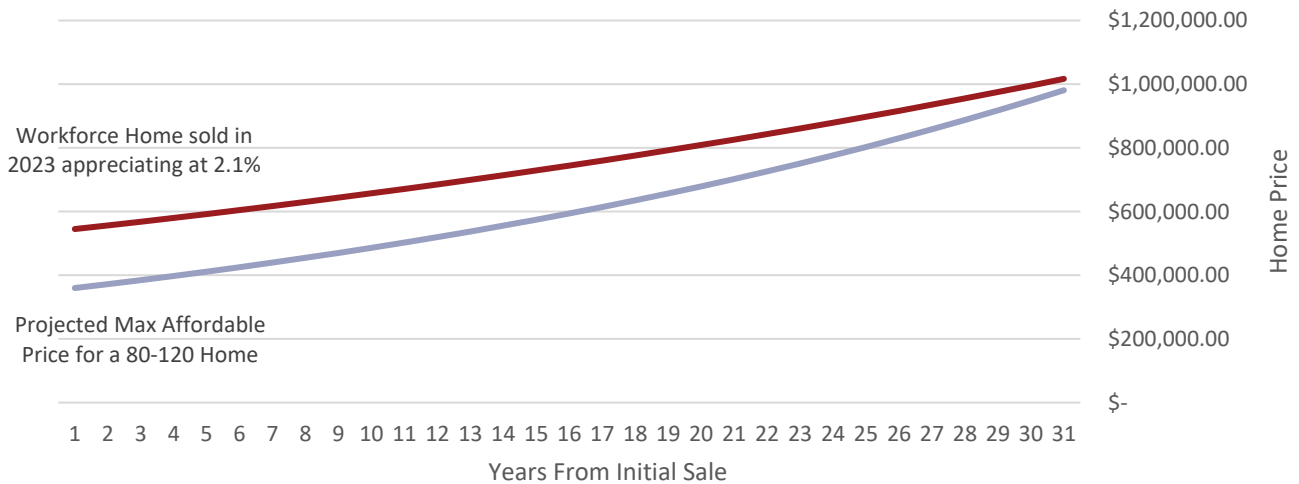
Note: All public-private partnerships are also utilizing incentive tools to create more housing units than allowed by base zoning.

Workforce Program

- Over time, Workforce Ownership homes become more affordable to households earning their money locally.
- Workforce Rentals cost less than market rentals and rent rates appear to be more stable than market rentals based on a small sample size.

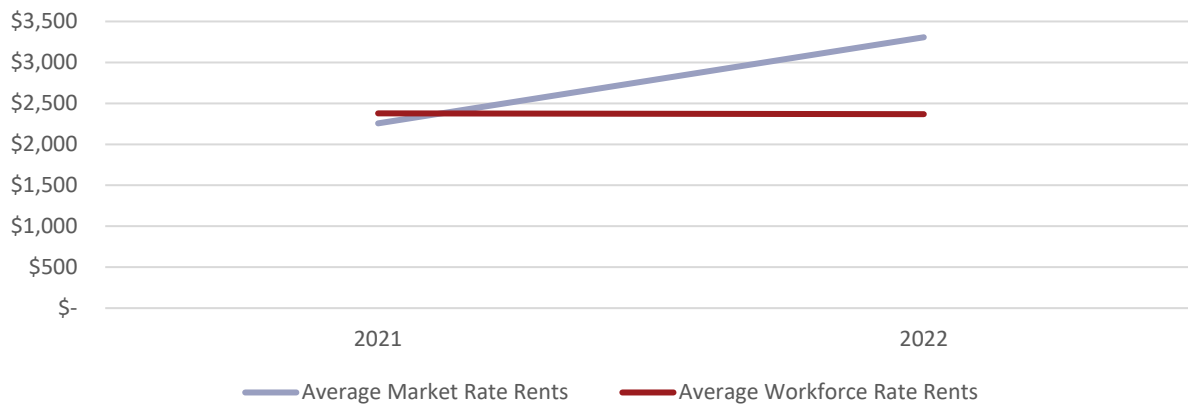
Take, for example, the median priced two-bedroom Workforce condo at the public-private partnership, Mercill Condos. At \$545,000 today it is priced to be affordable to households earning more than \$130,000 or 135% of median income for a 2-person household. But over time, assuming historical trends in CPI appreciation (2.1%), interest rates (5.5%), and wage growth (3.4%), the home will gradually become more affordable to households earning 80-120% of median income. Projected in the graph below, this unit would move from the Workforce Program to the Affordable Program in about 30 years. If interest rates rise or fall the home becomes more affordable to local earners less or more quickly. (Higher interest rates = slower increase in affordability. Lower interest rates = quicker increase in affordability.)

Housing Affordability Over Time Based on 20-Year Average Interest Rates, Wage Growth, and CPI Appreciation



Looking at Workforce Rentals, we have less data to analyze, but some encouraging trends to consider. Over the past two years, as more Workforce Rental units have come online, we have seen rent rates stabilize while market rent rates have increased dramatically. This data set will continue to be refined and tracked for several years before solid conclusions about the Workforce Rental Program can be drawn, but the graph below shows preliminary trends. [Learn more in Appendix F: Workforce Housing Program.](#)

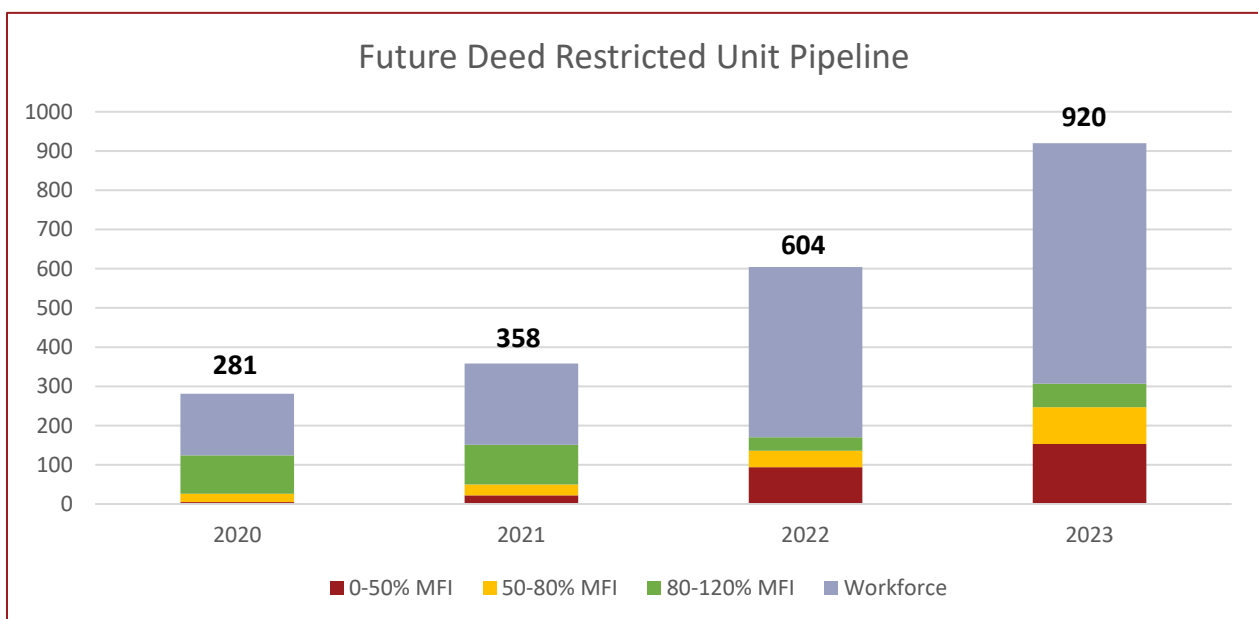
Average Market Rent Rates vs. Average Workforce Rent Rates for All Reporting Units



Five-Year Program and Project Portfolio

The January 2023 pipeline of deed restricted units that are in some phase of the planning or building process has increased 34% (316 units) from the January 2022 pipeline while the number of households with active Intake Forms with the Housing Department has decreased 12% (167 households) from the 2022 number. [Learn more about households actively looking for housing through the Housing Department in Appendix C: Intake Form Data.](#)

- In 2023, we anticipate the creation of 100 permanently restricted homes. Of these, 45 are being built with support from the Town and County through public-private partnership developments (Kelly Place, Mercill Condos, Parkside at Benson & Brown Station Phase I). The others are being built by the private sector to meet their Housing Mitigation Requirements (9 units) or by using zoning incentive tools (46 units).
- Based on current planning applications, we anticipate the creation of over 350 deed restricted homes in 2024-2025. This includes at least 132 homes built with support from the Town and County through Public-Private Partnership developments (57 at Jackson Street Apartments, 48 at Flat Creek Apartments, 15 at Parkside at Benson & Brown Station Phases II and III, 12 at S4 Flats). The other units are being built by the private sector to meet their Housing Mitigation Requirements (3 units) or by using zoning incentive tools (216 units).



Note: The data above represents units in planning or construction at the time of reporting, not units completed.

Public-Private Partnerships Portfolio

The Housing Action Plan directs staff to partner with the private sector to develop affordable workforce housing. Right now, the Town and County are partnering on six public-private partnerships with two more proposed for FY 23/24. [Read more about the Public-Private Partnerships Portfolio in Appendix A.](#)

These partnerships are split into three categories:

RFP Projects	Nonprofit Developer Projects	Opportunity Projects
• Include a Request for Proposals (RFP) process. • Town or County seeks development partner for a specific location, unit type, and affordability.	• Partnership developments with Habitat for Humanity or the Jackson Hole Community Housing Trust • Town and County have committed to regular nonprofit developer partnerships.	• Typically leverage a unique situation or partnership opportunity such as working with an adjacent landowner to build housing.

Current Partnerships



Kelly Place Workforce Ownership – Complete Spring 2023

- RFP Project: Partnership with Roller Development & Studio Tack
- 12 Workforce Ownership Condos
- Public investment (land): \$141,951/unit
- 4 Town Employee Rights of First Purchase
- Average 1-bedroom price reduction from market¹: \$419,300
- Average 2-bedroom price reduction from market²: \$606,270



Mercill Condos Workforce Ownership – Complete Spring 2023

- RFP Project: Partnership with Mercill Partners
- 30 Workforce Ownership Condos
- Public investment (land + site prep): \$74,333/unit
- 5 County Employee Rights of First Purchase
- Average 1-bedroom price reduction from market: \$445,099³
- Average 2-bedroom price reduction from market: \$812,826⁴

¹ Average market price for 1-bed condos sold in Town in 2022 was \$831,800. Average 1-bed Kelly Place price is \$412,500.

² Average market price for 2-bed condos sold in Town in 2022 was \$1,389,270. Average 2-bed Kelly place price is \$783,000.

³ Average market price for 1-bed condos sold in Town in 2022 was \$831,800. Average 1-bed Mercill Condos price is \$386,701.

⁴ Average market price for 2-bed condos sold in Town in 2022 was \$1,389,270. Average 2-bed Mercill Condos price is \$576,444.



- Parkside at Benson & Brown Station** Affordable Ownership – Under Construction – Phase 1 Complete Fall 2023
- Nonprofit Developer Project: Partnership with Habitat for Humanity
 - 18 Affordable Ownership Townhomes (all <80% MFI)
 - Projected Public investment (land + horizontal infrastructure): \$183,000/unit



- Jackson Street Apartments** Affordable & Workforce Rentals – Under Construction – Phase 1 Complete 2024
- Opportunity Project: Partnership with Cumming Foundation
 - 48 Affordable Apartments (12, 0-50%; 28, 50-80%; 8, 80-120%)
 - 9 Workforce Rental Apartments
 - Projected Public investment (land + cash): \$253,000/unit
 - 15 County Employee Rights of First Rental



- Flat Creek Apartments** Affordable Rentals – Breaking Ground Spring 2023
- RFP Project: Partnership with BlueLine Development & Flat Creek Partners
 - 48 Affordable Rental Apartments (all <60% MFI)
 - Public investment (land + cash): \$151,042/unit
 - LIHTC, HOME, NHTF: \$15,187,075
 - 5 Town Employee Rights of First Rental



- S4 Flats** Affordable Ownership & Workforce Rentals – Breaking Ground 2023
- Opportunity Project: Partnership with Figure 9 Real Estate
 - 8 Affordable Ownership Condos (80-120% MFI)
 - 4 Workforce Rental Condos
 - Public investment (land + cash): \$242k/unit
 - 8 Town Employee Rights of First Purchase

Future Partnerships for FY 24-26

These partnerships are proposed to begin FY 24 and will likely take 3-5 years to complete.

RFP Partnership Development Affordable Ownership

- RFP Project
- Affordable Ownership homes
- Public investment & location TBD

Land Acquisition Affordable & Workforce

- RFP Project
- Affordable & Workforce homes – TBD rental or ownership
- Public investment & location TBD

Capital Programs Portfolio

The Housing Action Plan also directs staff to work to preserve existing housing stock, prioritize year-round, lower income households, and provide technical assistance to developers and others seeking to create affordable workforce housing. [Read more about the Capital Programs Portfolio in Appendix B.](#)

Current Capital Programs

Existing Program: Preservation Program Workforce Ownership, Workforce Rental

Permanent protection of existing housing stock for the local workforce through down payment assistance to new homebuyers, deed restriction purchase from existing homeowners, or funding to employers or other entities purchasing Workforce Rental units.

In Development: Accessory Residential Unit Program Workforce Rental

Accessory Residential Units (ARUs) provide an opportunity to create workforce housing in the Town of Jackson with limited public investment. However, the complexity of the planning and building application process and costs to construct the units are impediments to ARU production. This program facilitates private production of ARUs by providing technical assistance that includes a comprehensive guide providing information about the planning and building process, contact information for companies creating modular or pre-fabricated ARUs that meet local and international building code requirements, landlord resources, and clear explanation of the rules around renting an ARU.

Future Potential Capital Programs for FY 23/24

Senior Housing & Assisted Living Program TBD Unit Types

This program will focus on providing, through partnership, homes for community members who are older or are living with a disability and are seeking stable, safe housing. The Town Council directed staff to add this program to the Housing Department Work Plan at their December 19, 2022 workshop.

Employer Housing Partnership Pilot Program Affordable and Workforce Rentals

This program will focus on creating opportunities for private sector partnerships to create employer-owned employee housing.

Funding for Housing

The Housing Supply Program is funded by mitigation fees, general fund allocation, Specific Purpose Excise Tax dollars ("SPET"), the Jackson/Teton County Housing Authority ("JTCHA"), tax credits, and private philanthropy. In 2022, voters approved a \$20,000,000 Community Housing SPET Initiative to preserve and create permanent affordable and workforce homes for local workers and their families.

For FY 24, Housing staff requests \$1 million from the Town General Fund and \$1 million from the County General Fund for the Housing Supply Program. These funds will be used to fund the proposed Housing Supply Project and Program Portfolio. The mitigation fees identified for FY 24 are estimates that are provided by the Planning departments.

Proposed Housing Supply Program Budget

	FY 23 PROJECTED	FY 24 BUDGETED
Fiscal Year Starting Balance	\$10,880,829	\$12,338,587
Sources		
Mitigation Fees	\$1,500,000	\$1,500,000
General Fund	\$2,000,000	\$2,000,000
2019 SPET	\$2,124,815	\$1,865,343
2020 SPET	\$0	\$0
JTCHA	\$80,000	\$71,500
Total Sources	\$16,585,644	\$17,775,430
Uses		
Capital Projects	\$4,123,632	\$13,500,000
<i>Parkside at Benson & Brown Station</i>	<i>\$373,000</i>	<i>\$1,000,000*</i>
<i>Mercill Condos</i>	<i>\$0</i>	<i>\$0</i>
<i>Jackson Street Apartments</i>	<i>\$0</i>	<i>\$2,500,000**</i>
<i>Flat Creek Apartments</i>	<i>\$2,250,000</i>	<i>\$0</i>
<i>New Nonprofit Partner Project</i>	<i>\$0</i>	<i>\$0</i>
<i>S4 Flats</i>	<i>\$1,500,632</i>	<i>\$0</i>
<i>RFP Partnership Project</i>	<i>\$0</i>	<i>\$TBD</i>
<i>Land Acquisition</i>	<i>\$0</i>	<i>\$10,000,000</i>
Capital Programs	\$123,425	\$1,446,300
<i>Preservation Program</i>	<i>\$118,425</i>	<i>\$1,396,300*</i>
<i>ARU Program</i>	<i>\$5,000</i>	<i>\$5,000</i>
<i>Senior Housing & Assisted Living</i>	<i>\$0</i>	<i>\$25,000</i>
<i>Employer Housing Partnership Pilot</i>	<i>\$0</i>	<i>\$20,000</i>
Project Total Uses	\$4,247,057	\$14,946,300
Projected Fiscal Year Ending Balance	\$12,338,587	\$2,829,130

*Committed for horizontal infrastructure

**1:1 Match, committed

Appendix A: Public-Private Partnership Developments – Total Units: 253

9

Total Partnership
Developments since
2016

\$56k-\$144k

Public Investment per
Bedroom

54%

Rental
124 Affordable units
13 Workforce units

46%

Ownership
74 Affordable units
42 Workforce units

Since the adoption of the Housing Action Plan in 2015, the Town of Jackson and Teton County – via the Housing Department – have partnered on nine affordable workforce housing developments. Five of these developments are complete, including two that received certificates of occupancy in early 2023, two are phased developments that will receive certificates of occupancy in the next two to four years, and two developments will break ground in 2023. These nine developments represent 253 new homes, of which 198 are Affordable and 55 are Workforce, and 54% are rental and 46% are ownership.

Project	King St.	Kelly Pl.	Mercill	Parkside	Jackson St	Flat Creek	S4 Flats
Development Description							
Units	24	12	30	18	57	48	12
Beds	34	22	40	42	113	84	20
Site size	0.38 acres	0.32 acres	0.575 acres	1.08 acres	1.46 acres	1.00 acre	0.24 acres
DU/acre	63.16	37.5	52.17	16.67	39.04	48	50
Zoning	DC	NH-1	CR-2	NL-5	CR-2 & NH-1	NH-1	NH-1
Affordability	<175%	>200%	>200%	<80%	30-200%	<60%	80-200%
Rent/Own	20 Own 4 Rent	Own	18 Own 12 Rent	Own	Rent	Rent	8 Own 4 Rent
Months from Ground Lease to Completion	24 months	33 months	36 months	Estimate 48	Estimate Phase 1: 20 months	Estimate 26 months	Estimate 24 months
Development Projected Costs (King Street #s are final)							
Hard + Soft Costs	\$13,113,136	\$7,200,000	\$17,774,078	\$6,520,000	\$36,600,000	\$23,974,435	\$5,244,363
Land	\$3,660,000	\$1,703,416	\$2,100,000	\$2,225,383	\$17,100,000	\$5,000,000	\$2,400,000
Total Cost	\$16,773,136	\$8,903,416	\$19,874,078	\$9,995,383	\$53,700,000	\$28,974,435	\$8,207,563
Cost/unit	\$698,881	\$741,951	\$608,507	\$555,299	\$946,866	\$603,634	\$683,964
Cost/bed	\$493,328	\$404,701	\$456,380	\$237,985	\$477,622	\$344,934	\$410,378
Public \$	\$4,670,000	\$1,703,416	\$2,240,000	\$3,475,383	\$14,400,000	\$7,250,000	\$2,763,200
Public \$/unit	\$194,583	\$141,951	\$74,667	\$193,077	\$252,632	\$151,042	\$230,267
Public \$/bed	\$137,353	\$77,428	\$56,000	\$82,747	\$127,434	\$86,310	\$138,160

COMPLETED JANUARY 2022: 174 NORTH KING STREET

❖ Partnership with private nonprofit developer.



This partnership with the **Jackson Hole Community Housing Trust** created a mixed-use development that included 24 permanently deed-restricted Affordable ownership condominiums – 18 one-bedroom homes, 2 two-bedroom homes, and 4 three-bedroom homes – for households working in Teton County. Two commercial spaces are also part of the development. The Town of Jackson provided the land for the development, valued at \$3,360,000; \$1,250,000 in additional funding; plus, six off-site parking spaces valued at \$60,000. The Community Housing Trust raised \$2,151,250 from employers and community members.

In addition to the community benefits associated with permanently restricted Affordable housing, the Town of Jackson secured 5 employee rights of first purchase at 174 North King Street.

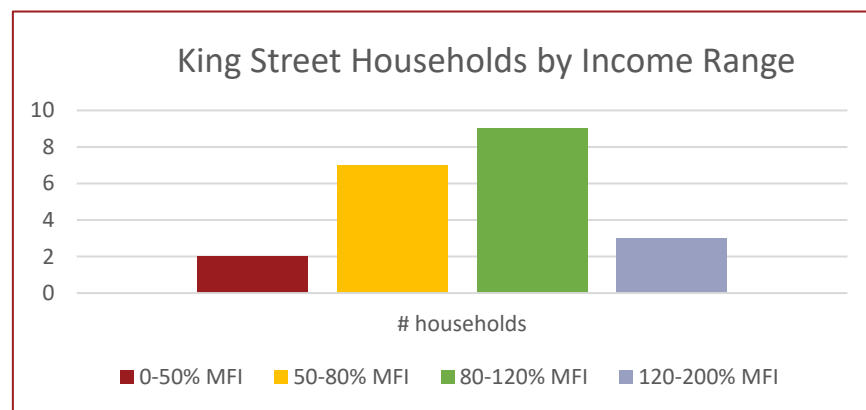
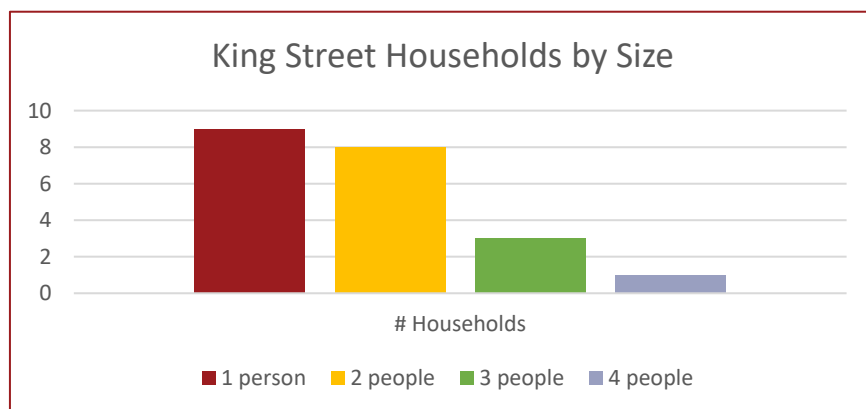
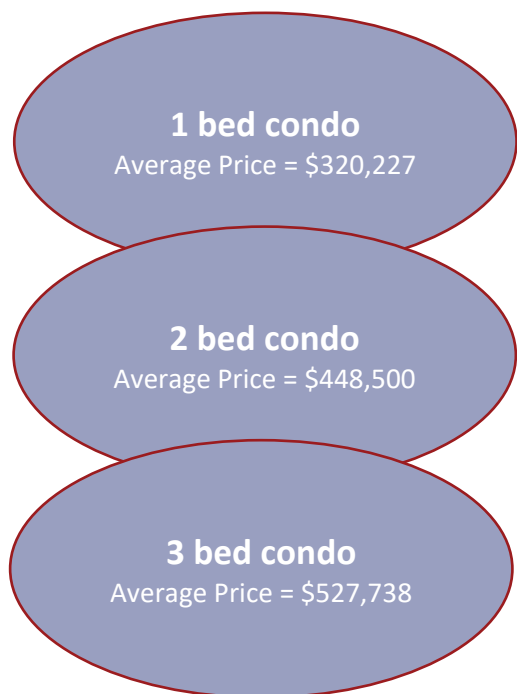
The Housing Trust sold four rights of first purchase for \$275,000/each to local employers to help fund this project.

Local employers taking advantage of these rights include St. John's Health (3 units) and First Republic Bank (1 unit).

Sales prices ranged from \$267,750 to \$556,200. All homes will appreciate based on the WY Cost of Living Index not to exceed 4% annually.

Demographics: 174 North King Street Households

The Community Housing Trust sold 21 of the 24 homes to local working families. Three of the 1-bedroom homes were purchased by St. John's Health and are rented to St. John's Health employees.



Employers with Employees Living at King Street Condos

Antelope Trails Ranch
 Art Association of Jackson Hole
 Berlin Architects
 Club at 3 Creek Ranch
 C-V Ranches
 Excel Physical Therapy
 First Republic Bank
 JH Climate Action Collective
 Jackson Hole Mountain Resort (2)
 Nelson Engineering
 NY City Subs
 PSAV
 Private Residence

Ridgeline Operations LLC
 Self-employed (3)
 St. John's Health
 Snow King Mountain Resort
 Sudachi
 Teton County School District (5)
 Teton Adaptive Sports
 Teton County (2)
 Teton Heritage Builders
 Town of Jackson (2)
 Teton Youth and Family Services
 United States Forest Service (2)
 Wyoming Inn

COMPLETED MARCH 2023: KELLY PLACE CONDOS AT 430 & 440 W. KELLY AVENUE

❖ RFP partnership project with private developer.



This partnership with **Roller Development** and **Studio Tack** will create 12 Workforce Ownership units – 2 one-bedroom homes and 10 two-bedrooms homes – for households working in Teton County. The Town of Jackson is providing the land for this development, which was purchased for \$1,703,416.03.

In addition to creating permanently deed restricted homes for local workers, the Town of Jackson secured four employee first rights of purchase at Kelly Place Condos for contributing the land.

Development Description

12 units	22 bedrooms
0.32 acres	37.5 units per acre
Affordability: >120% MFI	Ownership
Months to Build: 33	2021-2023

The Town of Jackson and Teton County, via the Housing Authority, initially purchased the land for this development in January 2019. The Housing Department then released an RFP to develop 16 homes on the site. Three developers responded; the Town & County awarded the project to Roller/Tack in June 2019.

After a series of meetings, that delayed the groundbreaking for the development several months, the Town & County agreed to transfer ownership of the property to the Town of Jackson. The Town Council then reduced the unit count from 16 to 12.

COMPLETED MARCH 2023: MERCILL CONDOS AT 105 MERCILL AVENUE

❖ RFP partnership project with private developer.



This partnership with **Mercill Partners** will create 30 Workforce Ownership condominiums – 20 one-bedroom homes and 10 two-bedroom homes – for households working in our County. Teton County provided the land for this development, valued at \$2,100,000. The County also paid to move the existing historic structures for the Jackson Hole Historical Society & Museum (JHHS) and to prepare the site for development, an additional cost of \$130,000.

In February 2021, the Teton County Commissioners voted to exercise their option to purchase the 6,800 square feet of commercial space in the building for \$800/SF. The County is leasing this space to two childcare providers: the Jackson Hole Children’s Museum and Happy Kidz Daycare, thus investing in this development to address two key community needs – affordable housing and childcare.

In addition to creating 30 permanently restricted homes for the community, Teton County secured five employee first rights of purchase in this development.

Development Description

30 units	40 bedrooms
0.575 acres	52.17 units per acre
Affordability: >120% MFI	Workforce Ownership (18), Workforce Rental (12)
Months to Build: 20	2021-2023

Through a collaborative effort, JHHS, the Town of Jackson, and Teton County were able to safely remove and store the historic cabins that were located on the site until JHHS is ready to move them to their forever home on the Genevieve Block. Shacks on Racks relocated the remaining log structure to a private residence. Because of community collaboration, all historic buildings on this site were saved!

UNDER CONSTRUCTION: PARKSIDE AT BENSON & BROWN STATION AT 445 E. KELLY AVENUE

❖ Partnership project with private nonprofit developer.



This partnership with **Teton Habitat** will create 18 Affordable Ownership townhomes – 12 two-bedroom homes and 6 three-bedroom homes – for households working in Teton County. The County is providing the land for this development, valued at \$2,225,383.49, and horizontal infrastructure including rerouting the Cache Creek Ditch to Mike Yokel Park and on-site relocation of the historic Benson/Brown Residence.

Since 1994, the Town & County have partnered with Teton Habitat to create 47 units, plus these 18 townhomes currently being developed.

Development Description

18 units	42 bedrooms
1.08 acres	16.67 units per acre
Affordability: <80% MFI	Ownership
Projected Months to Build: 48	phased completion: 2023 to 2026

This development combines historic preservation with affordable housing and takes advantage of the new Town of Jackson historic preservation incentive tools.

The Benson/Brown Residence is the site of the first hydropower in the Town of Jackson. As part of this project, the historic water turbines will be brought above grade and restored for a future public exhibit.

UNDER CONSTRUCTION: JACKSON STREET APARTMENTS AT JACKSON STREET & KELLY AVENUE

❖ Opportunity project with private foundation.



This project is a partnership between the **Cumming Foundation** and Teton County that will create 57 apartments – 113 bedrooms – for local working families and individuals. The Cumming Foundation is contributing six lots, all of which are in the lodging overlay, valued at \$11,500,000, and is investing \$10,000,000 into the development. Teton County contributed four lots, valued at \$5,600,000, and \$5,000,000. The **Community Foundation of Jackson Hole** joined the project in June 2022, serving as a conduit for Teton County's land and financial investments through the creation of a Designated Fund and investment in the Development's multi-member limited liability company.

In addition to creating 57 permanently deed restricted apartments, Teton County will also receive 15 first rights of rental for its employees.

Development Description

57 units	113 bedrooms
1.46 acres	39.04 units per acre
Affordability: 30-200% MFI	Rental
Projected Months to Build: 36	2022-2025 (Phase I complete in 2024)

This innovative partnership combines public funds, philanthropy, and below market debt to finance the project.

Rent rates will range from \$607 to \$2,500 per month, depending on unit size and deed restriction type (Affordable or Workforce).

BREAKING GROUND IN 2023: FLAT CREEK APARTMENTS AT 400 WEST SNOW KING AVENUE

❖ RFP project with private developer.



This partnership with **BlueLine Development** and **Stealth FCA LLC** will create 48 Affordable Rental units. The Town of Jackson is providing the land, valued at \$5,000,000, and an additional \$2,250,000 in funding for the development. The developer secured Low Income Housing Tax Credits, HOME funds, and National Housing Trust funds to finance the project.

In addition to creating 48 Affordable Rentals, the Town of Jackson has also secured five employee rights of first rental in the development.

Development Description

48 units	84 bedrooms
1.00 acres	48 units per acre
Affordability: <60% MFI	Rental
Projected Months to Build: 24	2023-2025

This development is the first Teton County development to receive Low Income Housing Tax Credits (LIHTC) in over 20 years. By utilizing the LIHTC Program, the developer will be able to provide units to households earning <60% MFI.

Accessing LIHTC funding was one of the last action items remaining from the 2015 Workforce Housing Action Plan.

BREAKING GROUND IN 2023: S4 FLATS

❖ Opportunity Project with Private Developer



This partnership with **Figure 9 Development** will create 12 new homes. Eight of these homes will be Affordable Ownership and four of these homes will be Workforce Rental. The Town of Jackson is providing the land (910 Smith Lane and 915 Simon Lane) and an additional \$300,632 in funding for the development. (915 Simon Lane was owned by the Town of Jackson and appraised for \$1,200,000. 910 Smith Lane appraised for \$1,600,000; the Town purchased the lot for \$1,200,000.)

In addition to creating 12 new permanently deed restricted homes, the Town of Jackson has also secured eight employee rights of first purchase in the development.

Development Description

12 units	20 bedrooms
1.00 acres	48 units per acre
Affordability: 80-200%	8 Ownership, 4 Rental
Projected Months to Build: 18	2023-2024

This development combines a bargain sale (the Town purchased 910 Smith Lane for below-market value), parking that is covered and stacked, which allows for more residential space, and modular development to bring these units to market quicker than other developments.

In addition to the new housing being created, the Town of Jackson plans to invest in multi-modal improvements along this corridor.

Appendix B: Capital Programs

4

Homes Permanently
Protected for Local
Workers via *Housing
Preservation Program*

1

Existing Program
*Housing Preservation
Program*

1

Program in
Development
ARU Program

2

New Programs
*Sr. Housing &
Assisted Living +
Employer Pilot*

Existing Program: Housing Preservation Program

\$1,000,000 – Initial Funding Allocation (2019 SPET) – approved

\$1,000,000 – Additional Funding Allocation (2019 SPET) – approved

\$1,396,300 – Funding Balance

2023-2024 – Program Promotion

10 hours – Estimated Staff Time

Objective: Preserve existing homes for use by local Workforce through down payment assistance to new homebuyers, deed restriction purchase from existing homeowners, or funding to employers purchasing Workforce Rental units.

Operation:

Provides 20% of home's value (not to exceed \$200,000) to prospective or current homeowners in exchange for placing a permanent Workforce Ownership restriction on the home. Appreciation on homes is set at CPI capped at 3%.

- New owners must initially qualify under the Workforce Program and will be required to requalify annually as long as they own the home.
- Existing owners are not required to qualify under the Workforce Program but will be required to sell the home to a household that qualifies under the Workforce Program.

Or

Provides 10% of the home's value, not to exceed \$100,000, to employers or other entities purchasing Workforce Rental units. For these units, there is no appreciation cap nor is there a rental cap.

- Tenants must qualify under the Workforce Program.
- Units may not be empty for longer than 60 days in a calendar year.

Housing Preservation Program		
	Down Payment Assistance	Restriction of Existing Residence
Total Households Prequalified	20	1
Deed Restrictions Purchased	4	0
Funds Spent to Purchase Restrictions	\$ 603,700	\$ 0
Homes Under Contract	0	0
Homes Being Appraised & Inspected	0	0
Funds Reserved to Purchase Restrictions	\$ 0	\$ 0
Prior Home Use	1-retiree residence 3-long term rental	

In Development: Accessory Residential Unit Program

\$10,000 – Estimated Budget for consultant services (design, research)

2023 – Guide Development

25 hours – Estimated Staff Time (approximately 40 hours staff time invested in FY 23)

Objective: Accessory Residential Units (ARUs) provide an opportunity to create workforce housing in the Town of Jackson with limited public investment. However, the complexity of the planning and building application process and costs to construct the units are impediments to ARU production. This program facilitates private production of ARUs through guidance in the planning and development process.

Operation: The Housing Department, in coordination with the Town Planning and Building Department, will create a comprehensive guide that will provide information about the planning and building process, contact information for companies creating modular or pre-fabricated ARUs that meet local and international building code requirements, landlord resources, and clear explanation of the rules around renting an ARU.

Resources needed for this program are limited to staff and consultant research on available modular, prefabricated and kit-built units, coordination of select production companies, interdepartmental review of select units, and design and advertising of informational materials.

Deliverables:

- A resource guide that will be available online through the Housing Department. Unit options will be selected and represented based on the following criteria:
 - Meets applicable local and international building code
 - Meets ARU use standards in LDR Division 6 and for zone-specific standards
 - Production company delivers to Teton County, WY
 - Bonuses for energy efficient, low impact design
- The resource guide will provide:
 - Cost, design, and amenities for each selected unit type. These will be provided by the production company.
 - Estimated cost to deliver materials. This will be provided by the production company.
 - Estimated cost of site-specific plan preparation. This will be provided by the production company.
 - Process outline for submission and review of Building Permit.
 - Resources/contacts for site plan preparation and required on-site construction.
 - Resources for landlords.

Additional landowner resources: native planting list, Energy Conservation Works packages and contact, trout-friendly lawn practices, etc.

New Program: Senior Housing & Assisted Living Program

\$25,000 – Estimated Budget, Year One for consultant services

150 hours – Estimated Staff Time

Objective: This program will focus on providing, through partnership, homes for community members who are older or are living with a disability and are seeking stable, safe housing.

Operation: At their December 19, 2022 workshop, Town Council directed Housing staff to include a senior housing and assisted living program in the 2023 Housing Supply Plan. This direction came from the Town's Equity Taskforce recommendations.

Since the December 19 workshop, Housing staff have spent time better understanding the demand for assisted living for older and disabled members of the community by seeking out leaders working in this area. These community members are all ages – including youth and seniors. Initial findings are provided in the chart, below.

Adults in Teton County Living with a Disability*		3,200 people 13.8% of Total Population
Teton County Residents with a Cognitive Disability*		1,020 people
Teton County Residents with an Independent Living Disability (have difficulty doing errands such as visiting a doctor or shopping)*		910 people
Teton County Residents with a Self-Care Disability (have difficulty bathing or dressing)*		500 people
Young Adults with Intellectual or Developmental Disabilities (IDD) – most of these people are 18-30 years old and are being supported in all areas of life by their aging parents**		45+ people in 18-30 age range

*Based on an average of Census, University of New Hampshire, and CDC data

**Anecdotal listing from schools, Vertical Harvest, Community Entry Services, and State of Wyoming

Staff proposes to spend the next 12 months developing the program based on the timeline below.

Task	Timeline
Define the demand, identify the opportunities (funding, land, partners, expertise), identify barriers (funding, expertise, etc.)	July through November 2023
Progress Report to Town Council & BCC	December 2023 Joint Information Meeting
Draft Program Proposal – scope, timeline, funding, goals	January – February, 2024
Present Program Proposal	March 2024 Joint Information Meeting

New Program: Employer Housing Partnership Pilot Program

\$20,000 – Estimated Budget for consultant services

2023-2024 – Phase One (as described below)

20 hours – Estimated Staff Time

Objective: This program will focus on creating opportunities for private sector partnerships to create employer-owned employee housing.

Operation: The Workforce Housing Action Plan (HAP) directs staff to provide expertise to developers and employers as they produce/preserve workforce housing. The HAP states that this could include assistance on project design, grant application support, partnership building, and program start-up. The provision of expertise will be the preferred method for publicly supporting employers in their efforts to house employees.

Staff proposes contracting with a third-party to bring together local employers to help them jointly develop employee housing. Staff would participate by providing expertise for the group.

- The first phase of this work will be to build a collaborative framework with a small working group of 8-12 private-sector employers who are interested in providing housing for their employees. This is anticipated to take approximately 9 months.
- If the first phase is successful, some or all of the participating employers will jointly develop a small scale, multi-family residential building for their employees. These may or may not be deed restricted.

Appendix C: Intake Form Data

1,340 Households
(2,676 people) with
Active Intake Forms

1,338 Intake Forms
Archived in 2022

Most households
(75%) are 1 or 2
people

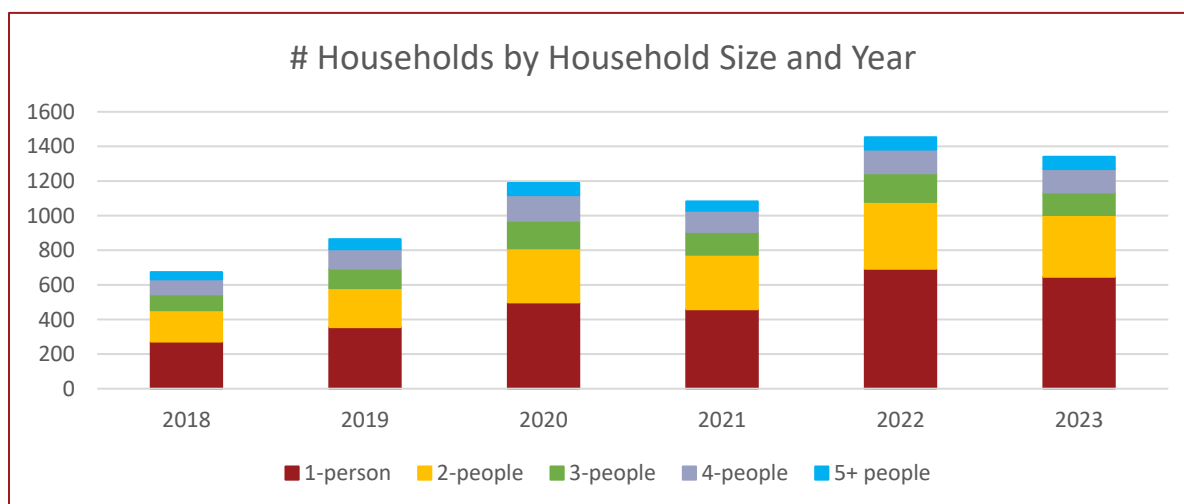
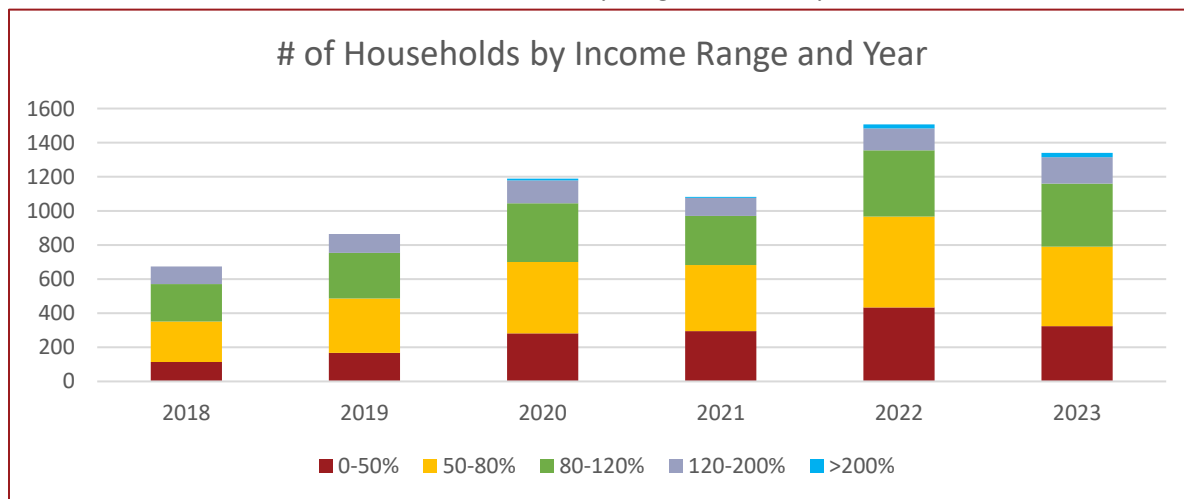
Most households
(62%) earn 50-120%
MFI

Consistent growth in
number of
households earning
>120% MFI & # of
commuters with
Intake Forms

One-fifth of all
households report
spending more than
30% of their income
on housing

To apply for housing through the Housing Department, households are required to complete an Intake Form and to keep the form updated annually. This form was created collaboratively with the Housing Department, Housing Trust, Habitat for Humanity, and Long-Range Planning staff.

The data from the Intake forms is self-reported by the applicants and is not verified for accuracy by the Housing Department until individual applicants are selected for available housing. As of February 1, 2022, there are 1,340 households with active Intake Forms, representing 2,676 people (includes adults and children). From February 1, 2022 to February 1, 2023, 638 new Intake Forms were created and 1,338 Intake Forms were archived due to inactivity longer than one year.

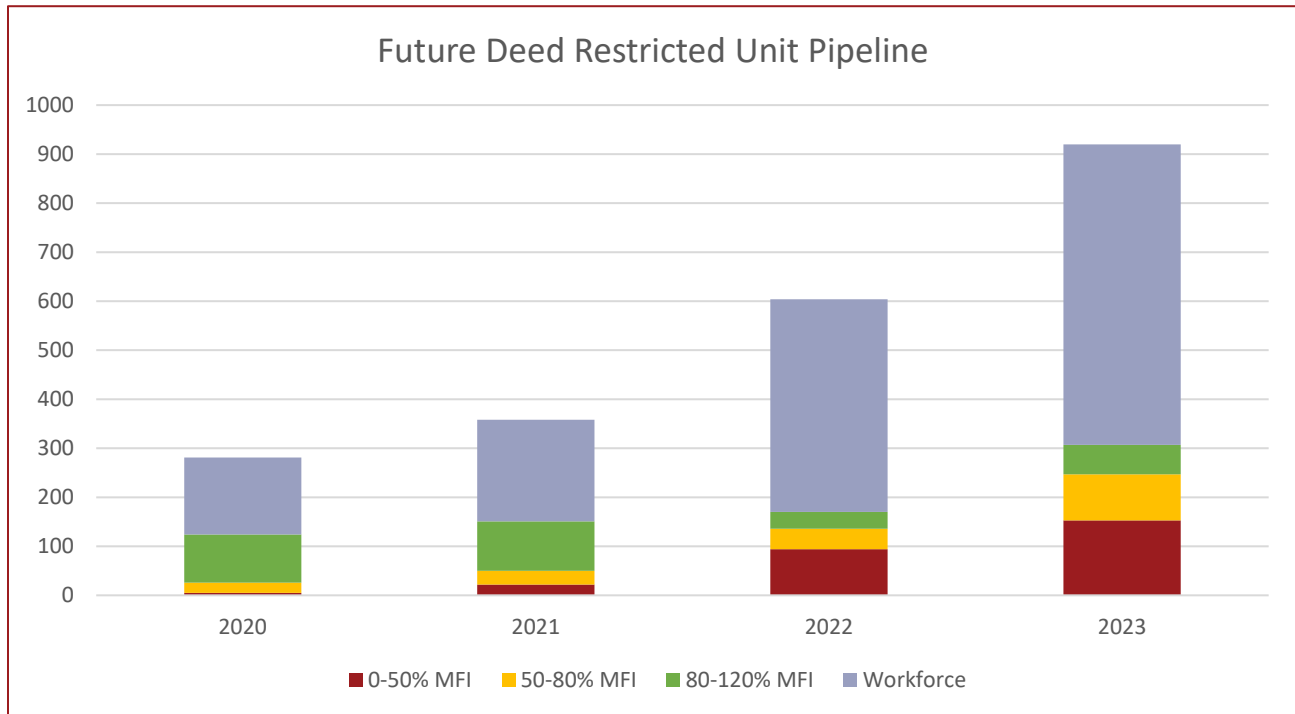


February 2023 Intake Form Data by Income Range

Income Range (% Median Income)	0-50	50-80	80-120	120-200	>200	Total
Total People	693	837	755	339	59	2683
Adults	425	599	583	271	42	1920
Children	223	214	147	61	11	656
Adult Dependents	39	23	19	7	6	94
Senior Dependents	6	1	6	0	0	13
Critical Services Providers (People)	5	28	36	16	0	85
# Jobs Per Adult	1.18	1.24	1.23	1.16	0.98	1.20
Total Households	324	466	370	155	25	1340
<i>Percent of Total Households</i>	<i>24.18%</i>	<i>34.78%</i>	<i>27.61%</i>	<i>11.57%</i>	<i>1.87%</i>	<i>100.00%</i>
1-Person Households	165	292	148	36	6	647
<i>Percent of Total Households</i>	<i>12.31%</i>	<i>21.79%</i>	<i>11.04%</i>	<i>2.69%</i>	<i>0.45%</i>	<i>48.28%</i>
2-Person Households	55	79	128	82	13	357
<i>Percent of Total Households</i>	<i>4.10%</i>	<i>5.90%</i>	<i>9.55%</i>	<i>6.12%</i>	<i>0.97%</i>	<i>26.64%</i>
3-Person Households	40	31	40	15	4	130
<i>Percent of Total Households</i>	<i>2.99%</i>	<i>2.31%</i>	<i>2.99%</i>	<i>1.12%</i>	<i>0.30%</i>	<i>9.70%</i>
4-Person Households	38	36	41	19	1	135
<i>Percent of Total Households</i>	<i>2.84%</i>	<i>2.69%</i>	<i>3.06%</i>	<i>1.42%</i>	<i>0.07%</i>	<i>10.07%</i>
5-Person Households	16	21	10	2	1	50
<i>Percent of Total Households</i>	<i>1.19%</i>	<i>1.57%</i>	<i>0.75%</i>	<i>0.15%</i>	<i>0.07%</i>	<i>3.73%</i>
6+ Person Households	10	7	3	1	0	21
<i>Percent of Total Households</i>	<i>0.75%</i>	<i>0.52%</i>	<i>0.22%</i>	<i>0.07%</i>	<i>0.00%</i>	<i>1.57%</i>
Single-Parent Households	62	40	5	1	2	110
<i>Percent of Total Households</i>	<i>4.63%</i>	<i>2.99%</i>	<i>0.37%</i>	<i>0.07%</i>	<i>0.15%</i>	<i>8.21%</i>
Paying >30% of Income Towards Housing	115	107	48	6	0	276
<i>Percent of Total Households</i>	<i>8.58%</i>	<i>7.99%</i>	<i>3.58%</i>	<i>0.45%</i>	<i>0.00%</i>	<i>20.60%</i>
Overcrowded (>2 people per bedroom)	28	49	25	5	0	107
<i>Percent of Total Households</i>	<i>2.09%</i>	<i>3.66%</i>	<i>1.87%</i>	<i>0.37%</i>	<i>0.00%</i>	<i>7.99%</i>
Households Currently Commuting	128	127	62	22	4	343
<i>Percent of Total Households</i>	<i>9.55%</i>	<i>9.48%</i>	<i>4.63%</i>	<i>1.64%</i>	<i>0.30%</i>	<i>25.60%</i>
People in Commuter Households	303	263	118	50	10	744
Adults in Commuter Households	182	179	98	40	7	506
Children in Commuter Households	121	84	20	10	3	238
Jobs Held by Commuters	167	198	107	37	6	515
Jobs Per Commuting Adult	0.92	1.11	1.09	0.93	0.86	1.02
Type of Housing Desired	246	406	342	144	23	1161
Rental	66	62	34	5	2	169
Ownership	31	116	146	75	12	380
Either	149	228	162	64	9	612

Appendix D: Future Unit Pipeline

To understand the amount and type of deed restricted housing units expected to be produced in the next 3-5 years, the Housing Department tracks Planning and Building permit applications in the form of a “Future Unit Pipeline”. The data shown below represents all known developments that include deed restricted housing and are in the process of planning or construction (from submission of a pre-application conference request to issuance of a Building Permit) as of January 1, 2023. Once construction is complete, units shown here are moved to the [Existing Housing Stock](#) data table.



Note: The data above represents units in planning or construction at the time of reporting, not units completed.

Deed Restricted Housing Pipeline Data Table					
Income Range (% MFI)	0-50%	50-80%	80-120%	Workforce	Total
Total Deed Restricted Units in Pipeline	153	94	60	613	920
% of Total Deed Restricted Units	17%	10%	7%	67%	100%
In Preapplication phase	30	0	1	114	145
In Planning phase	1	0	29	291	321
In Building phase	61	47	15	104	227
<i>Dorm</i>	0	0	0	0	0
<i>Studio</i>	0	0	0	0	0
<i>1-Bedroom</i>	28	4	5	45	82
<i>2-Bedroom</i>	19	34	8	39	100
<i>3-Bedroom</i>	14	9	2	2	27
<i>4+-Bedroom</i>	0	0	0	18	18
Deed Restricted Rental Units in Pipeline	153	58	50	473	734
% of Total Deed Restricted Units	17%	6%	5%	51%	80%
In Preapplication phase	30	0	1	114	145
In Planning phase	1	0	19	241	261
In Building phase	61	29	15	59	193
<i>Dorm</i>	0	0	0	0	0
<i>Studio</i>	0	0	0	0	0
<i>1-Bedroom</i>	28	4	5	23	60
<i>2-Bedroom</i>	19	22	8	16	65
<i>3-Bedroom</i>	14	3	2	2	21
<i>4+-Bedroom</i>	0	0	0	18	18
Deed Restricted Ownership Units in Pipeline	0	36	10	140	186
% of Total Deed Restricted Units	0%	4%	1%	15%	20%
In Preapplication phase	0	0	0	0	0
In Planning phase	0	0	10	50	60
In Building phase	0	18	0	45	63
<i>Dorm</i>	0	0	0	0	0
<i>Studio</i>	0	0	0	0	0
<i>1-Bedroom</i>	0	0	0	22	22
<i>2-Bedroom</i>	0	12	0	23	35
<i>3-Bedroom</i>	0	6	0	0	6
<i>4+-Bedroom</i>	0	0	0	0	0

Although not deed restricted, the Pipeline also tracks proposed market-rate multi-family/attached housing units since they typically are on the lower end of the spectrum of market housing costs and may serve as a stepping stone from deed restricted to market homes.

Future Multi-Family Market Rate Housing			
	Rental Units	Ownership Units	Total Units
Total Units	320	113	433
In Preapplication phase	148	0	148
In Planning phase	80	41	121
In Building phase	46	36	82
<i>Dorm</i>	0	0	0
<i>Studio</i>	0	0	0
<i>1-Bedroom</i>	33	0	33
<i>2-Bedroom</i>	13	9	22
<i>3-Bedroom</i>	0	11	11
<i>4+-Bedroom</i>	0	16	16

Since criteria for the Pipeline is that, at a minimum, a Pre-application request for physical development or use has been submitted, developments only as far along as amending zoning are not included, but are tracked internally by the Housing Department. Notably, two significant rezones are currently underway to facilitate future housing: Teton County's rezone of Northern South Park and St. John's Hospital rezone of the Hitching Post site.

For a comparison of how anticipated Pipeline Affordable and Workforce units compare to anticipated future Market-rate homes over time, refer to the Workforce Housing Pipeline indicator in the [2023 Joint Jackson/Teton County Indicator Report](#).

Appendix E: Existing Housing Stock

The Existing Housing Stock is comprised of restricted units managed by Teton County and the Town of Jackson via the joint Housing Department and Planning Departments, as well as those managed by Habitat for Humanity, Jackson Hole Community Housing Trust, or State/Federal entities in Low-Income Housing Tax Credit or USDA programs. The values represented below include all units built and restricted through December 31, 2022. Units owned by employers for employee housing, without permanent deed restrictions or other restrictions are not included in these numbers.

36 new units and 16 dorm beds were added to the Housing Stock in 2022.

2022 End-of-Year Housing Stock	
Total Units	1,508
Rental Units	910
<50% MFI	6
50-80% MFI	19
80-120% MFI	241
Workforce	288
LDR Restricted (non-res ARUs w/o deed rest.)	177*
State/Federal Programs (USDA, LIHTC)	179**
Ownership Units	598
<50% MFI	2
50-80% MFI	153
80-120% MFI	362
Workforce	81
Total Dorm Beds	257

*based on Indicator Report data

**based on 2015 Housing Action Plan data

This year's Housing Stock data underwent an audit by Housing Staff to verify tracked units and include those managed by other organizations and restriction types to provide a more comprehensive analysis of community-wide resources.

Since January 1, 2023, 42 units have been added to Housing Stock with completion of Kelly Place Condos (12) and Mercill Condos (30). Both developments are Public-Private Partnerships with the Housing Department and a private developer.

Housing Stock Added in 2023	
Total Units	42
Rental Units	
Workforce	12
Ownership Units	
Workforce	30

Appendix F: Workforce Housing Program

75% Income Earned
Locally

No Max Income or
Assets

Employment:
Minimum 1,560
hours per year for a
local business

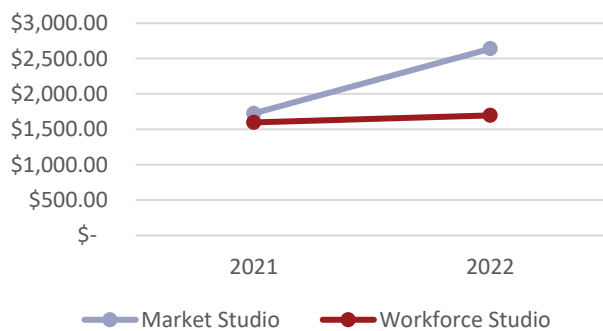
Annual
Requalification for All
Units

No Cap on Rent Rates

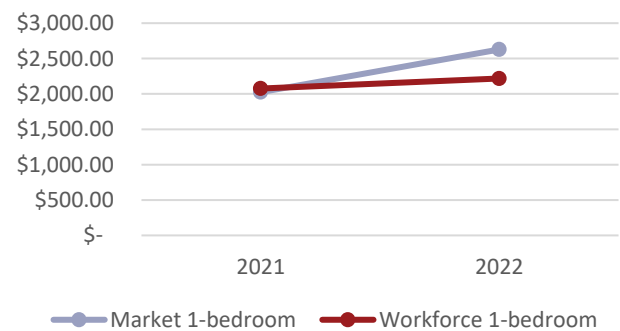
No Cap on Initial
Sales Price

Appreciation Cap on
Ownership Homes

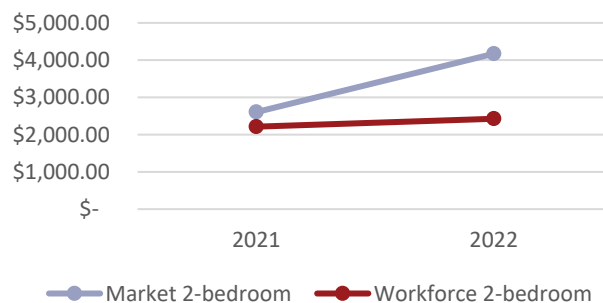
Average Studio Rental Rate



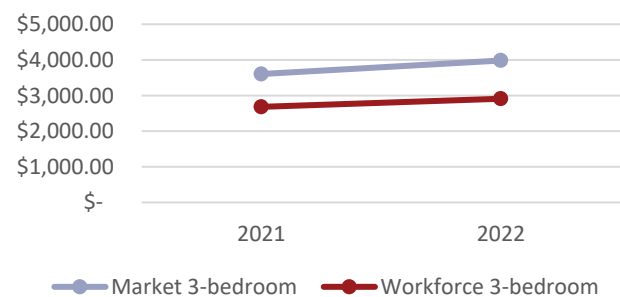
Average 1-Bedroom Rental Rates



Average 2-Bedroom Rental Rates

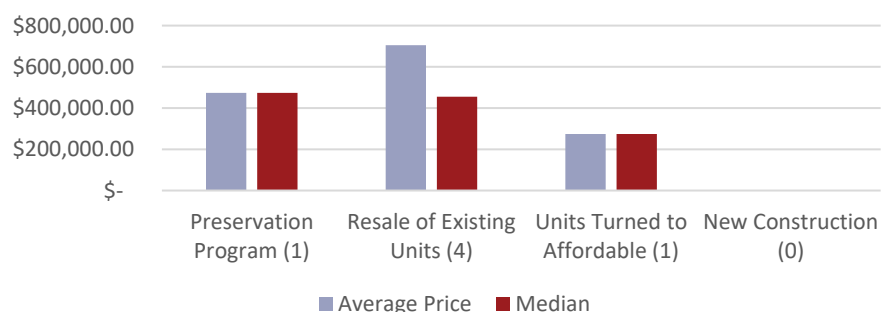


Average 3-Bedroom Rental Rate



(Average market rent rates based on reported rates from Hidden Hollow, Sagebrush Apartments, Aspen Meadows, The Timbers, and Blair Place Apartments. Average Workforce rent rates based on compliance tracking of Workforce restrictions managed by Housing Dept)

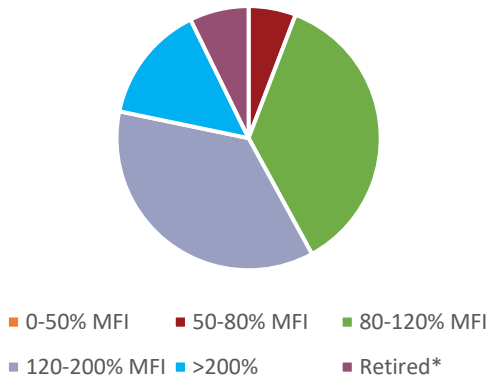
Workforce Ownership Units Sold in 2022



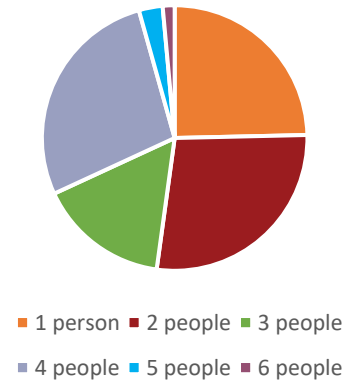
Workforce Ownership

Total includes Workforce Ownership homes and homes that were created under the legacy Employment-Based program. These homes are owner-occupied and the household that owns and occupies must meet Workforce standards.

Workforce Ownership Households
by Income Range

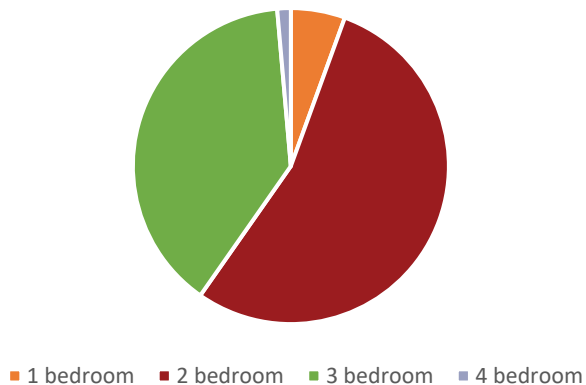


Workforce Ownership Households
by Household Size

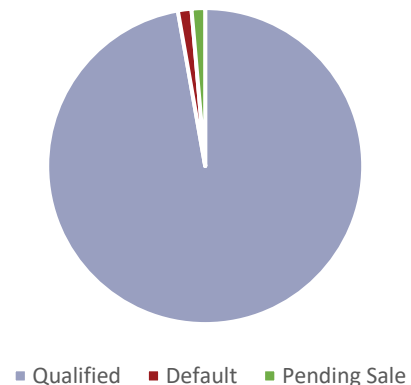


*Represents retired households. Two other households have one person who is retired and another person who is working full-time locally.

Workforce Ownership Homes
by Size



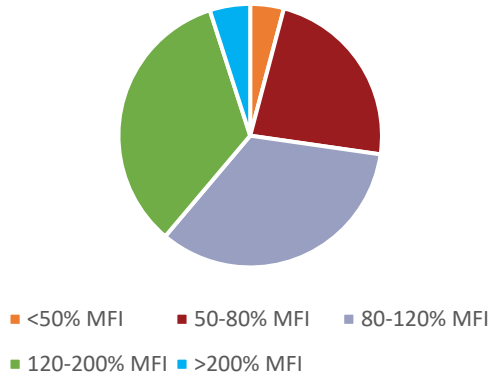
Workforce Ownership Homes -
Compliance Rate



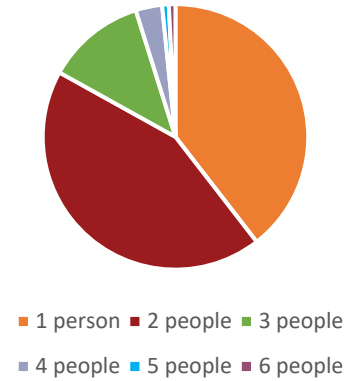
Workforce Rentals

These units cannot not be owner-occupied and there is no appreciation cap on resale value. These homes are typically owned by an employer or investor and rented to an occupant household that meets Workforce Housing standards and program requirements.

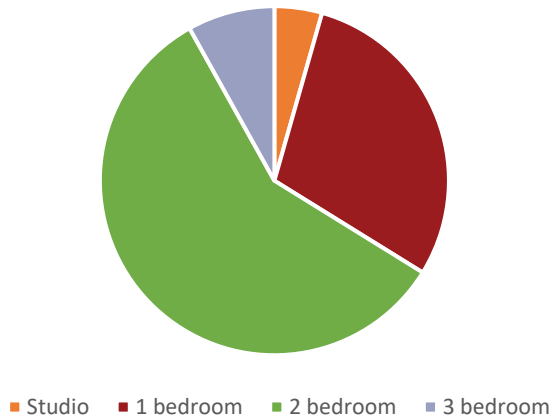
Workforce Rental Households by Income Range



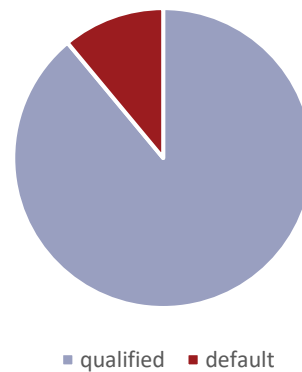
Workforce Rental Households by Household Size



Workforce Rental Homes by Size



Workforce Rental Homes - Compliance Rate



Employer Information

All employers with employees who live in Workforce Housing are listed below.

Employers with the Most Employees Living in Workforce Housing

St. John's Health (16), Teton County School District
(14), Jackson Hole Mountain Resort (10), Four
Seasons (10), Teton County (9)

Annual Hours Worked Per Adult

Owners: 40 hours per week or
2,080 hours per year

22 Tattoo
307 Architects
A1 Cleaners
ACLU
Amangani
Annie's
Anvil Hotel Partners
Art Association of Jackson Hole
Aspen Auto Parts (NAPA)
Bank of Jackson
Baxter Design Studio
Berlin Architects
Blue Collar Restaurant Grp
Bunnery
Caldera House
Calico Restaurant
Chamber
Champu Salon
Children's Learning Center
Cirque Innovations
Clear Creek Group
Community Counseling Center
Community Entry Services
Community Foundation of Jackson
Hole
Compass Real Estate
Continuum
Cowboy Bar
Cowboy Coffee
Crystal Springs Ranch/Shooting Star
(Contracted Real Estate Sales)
Cultivate

Cutty's Bar and Grill
C-V
Design Associates Architects
DMJH Design
Dornan's
Edge Construction
Epsilon Tech
ER Office Express
Evable Social
Fireside Resort Inc
First Baptist Church
First Republic Bank
First Western Trust
Four Season
Frederick Mountain Group
Frost Salon
Gateway Church
GE Johnson
Grand Teton Association
Grand Teton Music Festival
Grand Teton National Park
Grand Tour Transportation
Great Northern Coffee
Gros Ventre OBGYN
Habitat for Humanity
High Country Linen
Hotel Jackson
Hotel Terra
J Aviation
Jackson Hole Adventure Center
Jackson Hole Airport
Jackson Hole Anglers

Jackson Hole Health and Fitness
Jackson Hole Nannies
Jackson Hole Ski & Snowboard Club
Jackson Hole Trust Company
Jackson Hole Vintage Adventures
Jackson Hole Wildlife Safaris
Jackson Hole Winery
Jackson Lumber
JH Antler Shop
JH Ecotour Adventures
JH Hotel Management- The Hostel
JH Lacrosse
JH Law
JH Playhouse
JHMR
Johnson Resort Properties
Kampai
Katie Murphy Insurance
KGB Productions
Kismet Rug
KT814 Architecture
Lodge at Jackson Hole
Lulu Lemon
Lyft
Lyon Masonry
Mateosky Construction
Matoska Trading Company
Moose Children Academy
Mountain land Design
Nada Risto
National Museum of Wildlife Art
New West Builders

Northern Title Company of Wyoming,
 Northview Building Group
 Northworks
 OFG Construction
 One 22
 Outpost
 Pacific Marine,
 Pain Care Center
 Paustenbach and Associates
 Penny Lane
 Perfectus Biomed
 Persephone Bakery
 Piste Mountain Bistro
 Presbyterian Church of JH
 Prospect Studio
 Provisions
 Ranch Inn
 Remede Hydrotherapy
 Rendezvous Mountain Rentals
 Ridgeline Excavation
 Roadhouse Pub
 Robinson Welch Bramlet
 Rocky Mountain Yeti
 Shooting Star
 Skinny Skis and
 Skye Photography
 Smiths Food and Drug
 Snake River Brewery
 Snake River Sporting Club
 Snake River Tours
 Snow King Mountain Resort
 Spring Creek Animal Hospital
 Springhill Suites
 St Johns Health
 Standard Drywall
 Town of Jackson
 State Farm
 State Of Wyoming Dept of Workforce Services
 Stelting and Gross LLC
 Stillwest Brewery
 Stio
 Suda Izakaia
 Sudachi

Summit Insurance
 T2BB
 Target
 Teton Behavior Therapy
 Teton Club
 Teton Conservation District
 Teton County
 Teton County School District
 Teton Gravity Research
 Teton Mountain Lodge
 Teton Oasis
 Teton Outpatient services
 Teton Science Schools
 Teton Thai- Jackson Location
 Teton Tile
 Teton Trash Removal
 Teton Youth and Family Services
 The Caretaker LLC
 The Clear Creek Group
 The Cloudveil
 The Liquor Store of Jackson Hole
 The Spence Law Firm
 THL II
 TOPS
 Toran Accounting
 Tram Bar LLC
 Turo
 U.S Bank
 Uber
 United Ground Express
 UPS
 US Forest Service
 Ward Blake Architects
 West Group Teton Employer
 Whiskey Barber
 Whole Foods
 William Wecker & Associates
 Willow Street Group
 Wilson Heating and Air
 Wonder Institute
 Worker Compensation
 WRJ Design Architects
 Wyoming Department of Transportation

Wyoming Game and Fish Dept
 Wyoming Property Management
 Wyoming Stargazing
 Wyoming Title and Escrow



Appendix G: Affordable Housing Program

Income & Asset Limits

Three Income Ranges: 0-50%, 50-80%, 80-120% MFI

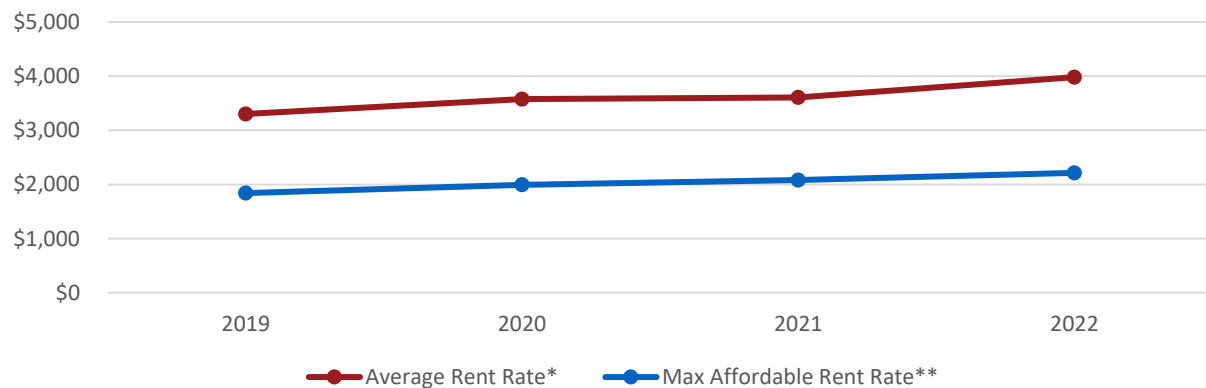
Employment:
Minimum 1,560
hours per year for a
local business

Annual
Requalification for All
Rental Units
Annual Check-In for
All Ownership Units
Sold Since July 2018

Rent Rates and Sales
Prices Based on
Income Range

Appreciation Cap on
Ownership Homes

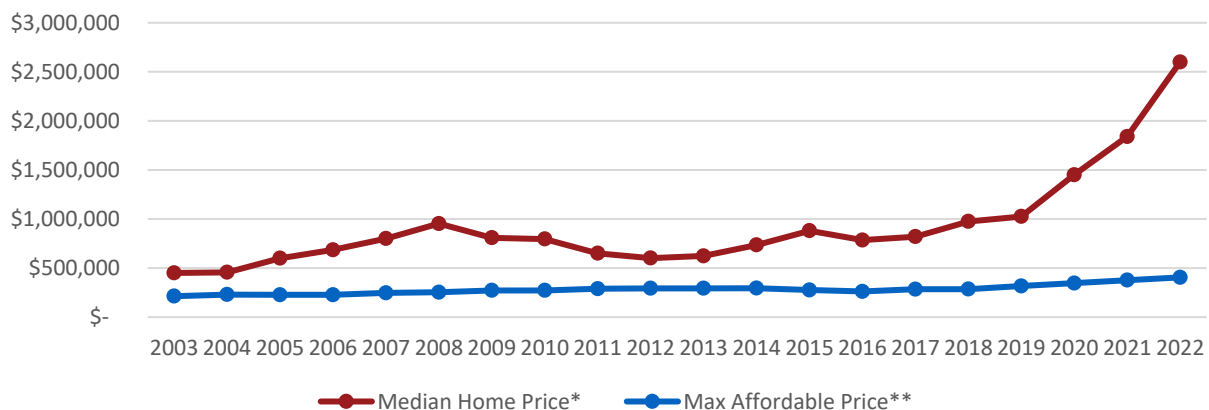
Rental Rates by Year and Type



*Average Market Monthly Rent Rate for a 3-bedroom unit. Based on reported rates from Aspen Meadows, Blair Place Apartments, Hidden Hollow, Sagebrush Apartments (new 2021), and The Timbers.

**Maximum Affordable Monthly Rent Rate for a 3-bedroom unit in the 80-120% income range.

Home Price by Year and Type



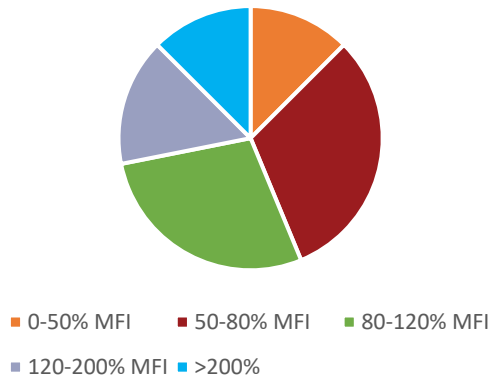
*Median Home Price as reported by the Teton County Assessor.

**Max Affordable Price for a 3-bedroom home in the 80-120% income range

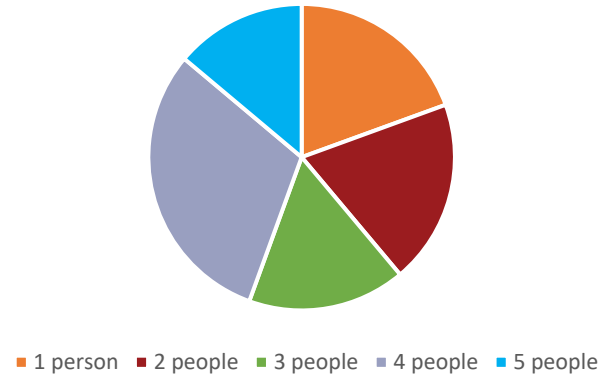
Affordable Ownership: 38 Homes

Total includes Affordable Ownership homes that have been sold since 2018. Owners must provide proof of local employment annually.

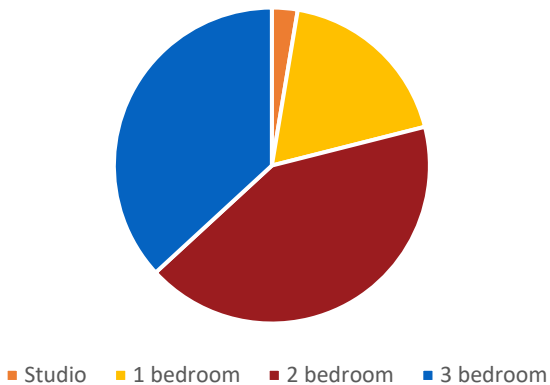
Affordable Ownership Households
by Income Range



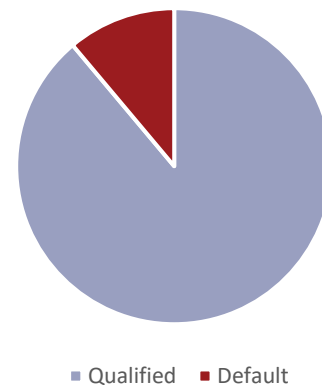
Affordable Ownership Households
by Household Size



Affordable Ownership Homes
by Size



Affordable Ownership Homes -
Compliance Rate



Employer Information:

All employers with employees who live in Affordable Ownership homes sold since 2018 are listed below.

Employers with the Most Employees Living in Affordable Ownership Housing

Teton County School District (5), Jackson Hole
Mountain Resort (4), St. John's Health (3), Teton
County (3)

Annual Hours Worked Per Adult

Owners: 33 hours per week or
1,733 hours per year

Annie's Gardening
Avis Car Rental
Children's Learning Center
Cirq Design
Community Bible Church
Cowboy Coffee
Eidelweiss Engineering
Elevated Living
Epsilon Technology
First Interstate Bank
Flynn Irrigation Inc
Four Seasons
Geittman Larson Swift LLP
Habitat for Humanity
Harmony Design & Engineering
Hershberger Design
Homeschool Teacher
Inspiration Point
Jackson Hole AV
Jackson Hole Car Detailing
Jackson Hole Christian Academy
Jackson Hole Contracting Inc.
Jackson Hole Paragliding
Jackson Hole Wildlife Foundation
Jackson Hole Mountain Resort

Mangy Moose
Maverik
Mike Heating and Sheet Metal
Off Grid Experience
Osprey Beverages
PRA Jackson Hole
Rendezvous River Sports Inc.
Scenic Safaris
Self-Employed
Snow King Resort
St. John's Hospital
Atelier Ortega
Tautwood, LLC
Teton County School District
Teton Art Services
Teton Behavior Therapy
Teton County
Teton County Library
Teton County Weed and Pest
Teton Pines Club
The Painters
Vertical Harvest
Workshop

Appendix H: Core Services Commuter Stats

Teton County Sheriff

73 staff
58% (42) commute
8% (6) live in local employer-provided housing

Town of Jackson Police Department

49 staff
37% (18) commute
18% (9) live in local employer-provided housing

Teton County School District #1

571 staff
28% (162) commute
3% (18) live in local employer-provided housing

Lower Valley Energy

32 Jackson office staff
66% (21) commute
0% live in employee housing

Town of Jackson Plow Drivers

9 staff
22% (2) commute
56% (5) live in local employer-provided housing

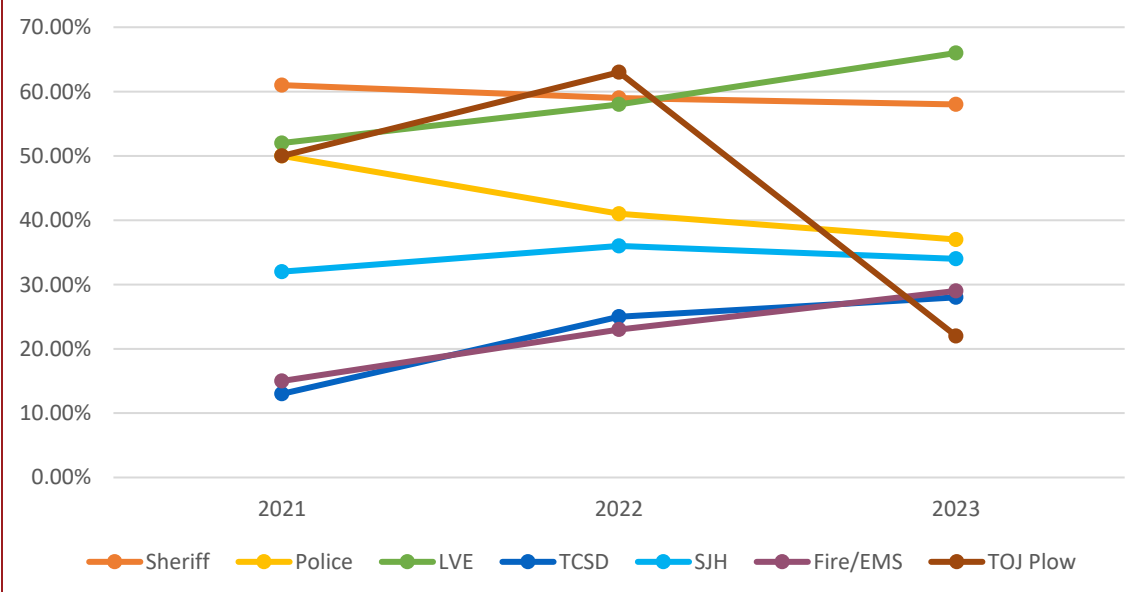
St. John's Health

890 staff
34% (299) commute
6% (51) live in local employer-provided housing

Jackson Hole Fire / EMS

38 staff
29% (11) commute

Core Services Commuters by Year and Employer



Appendix I: 2:1 Workforce Housing Density Bonus Tool

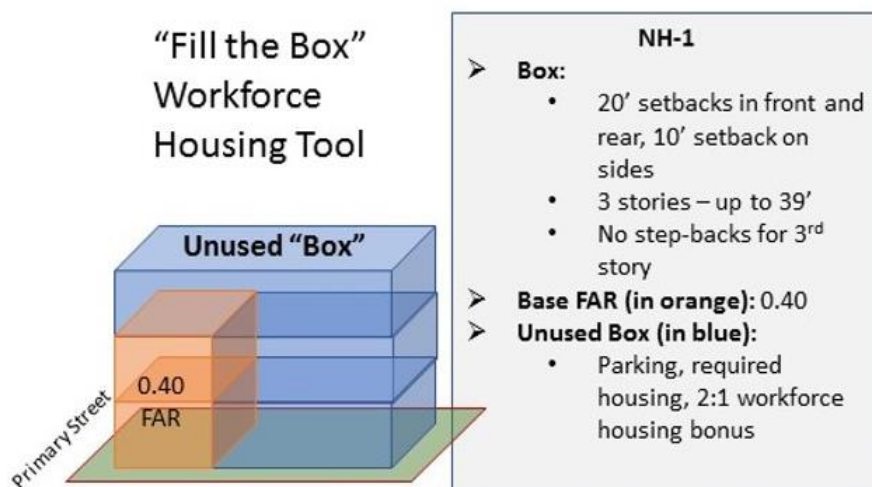
Density Bonus Tool Created in 2018 “2:1” = 2 Market Square Feet:1 Deed Restricted Square Foot	57 New Units Created	49 New Units Under Construction	178 New Units in Planning
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The 2:1 Workforce Housing Density Bonus Tool was created as part of the 2018 zoning update to the Town of Jackson Land Development Regulations. The purpose of the 2:1 Workforce Housing Density Bonus Tool is to encourage development, especially by the private sector, of additional Affordable or Workforce housing units by allowing additional unrestricted floor area. It is a very important tool for the Housing Department and local non-profit housing developers to maximize the number of units allowed on a site for a 100% deed restricted housing development.

This tool may be utilized in the following zones: CR-1, CR-2, CR-3, DC, NH-1, NM-2, OR.

How it works: Developer starts with a base floor area (FAR) for the site on which they would like to build. Based on the zoning, the developer must meet maximum height limits, setback requirements, parking requirements, landscaping requirements, etc. for the project they wish to build. In most cases, the volume of building allowed by the minimum setbacks and maximum height exceeds the volume of building allowed by the FAR.

The 2:1 tool allows the developer to expand the base FAR to the maximum they can build within the allowed height, setbacks, parking, etc. For a developer to use the tool, they must provide 1 square foot of deed restricted Workforce or Affordable housing for every 2 feet of “bonus” market housing created (2:1 = 2 Market Square Feet:1 Deed Restricted Square Foot).



Project	Status	Unit Type	Unit Size(s)	Resulting Restricted Units
160 E Broadway	Complete 2019	Workforce Rental	3-bedroom	1 unit
South Park Loop	Complete 2021	Workforce Rental	2-bedroom	5 units
645 Cache Condos	Complete 2021	Workforce Own	2-bedroom	1 unit
445 Vine	Complete 2021	Workforce Rental	1-bedroom	1 unit
King St Condos*	Complete 2022	Affordable (JHCHT) Own	1,2,3-bedrooms	6 units
Glenwood I	Complete 2022	Workforce Own	1,3-bedrooms	4 units
10 E Simpson	Complete 2022	Workforce Rental	1-bedroom	1 unit
367 Willow	Complete 2022	Workforce Rental	2-bedroom	1 unit
Mercill Condos*	Complete 2023	Workforce Own & Workforce Rental	1,2-bedrooms	30 units
Kelly Place Condos*	Complete 2023	Workforce Own	1,2-bedrooms	7 units
Gables Apartments	In construction	Workforce Rental	1-bedroom	7 units
235 Veronica	In construction	Workforce Rental	1-bedroom	9 units
Glenwood II	In construction	Workforce Own	2-bedroom	3 units
Jackson St Apts*	In construction	Work/Aff Rental	1,2,3-bedrooms	30 units
S4 Flats*	In planning	Work/Aff Own	1,2-bedrooms	8 units
Cache & Snow King Mixed Use	In planning	Workforce Rental	1,2-bedrooms	18 units
The Loop	In planning	Workforce Rental	1-bedroom	50 units (+55 units for height bonus)
N Millward Mixed Use	In planning	Workforce Rental	Unknown	15 units
80 E. Karns	In planning	Workforce Rental	1,2-bedrooms	3 units
1400 S Hwy 89	In planning	Workforce Rental	studio	64 units
Shervins Housing	In planning	Workforce Rental	1-bedroom, studio	20 units
Total		216 Workforce Rental 37 Workforce Ownership 10 Affordable Ownership 21 Affordable Rental		284 units

*Public-Private Partnership with the Town and/or County, via the Housing Department, and a private sector developer.

Appendix J: 2023 Town & County Public Lands Inventory

This table includes properties owned by Teton County and/or Town of Jackson that have been identified as potential future housing development sites by the Housing Department.

LOCATION	SIZE	ZONE	OWNER	POTENTIAL FUTURE USE
955 Maple Way	0.12 acres	NH-1	Town	Potential to redevelop/trade for higher density housing opportunity
930 & 940 Simon Lane	0.24 acres	NH-1	Town	Potential to consolidate and redevelop/trade for higher density housing opportunity
410 Scott Lane	0.21 acres	NL-3	Town	Determine future road alignment for Snow King/Scott/Maple Way. Potential to redevelop/trade for higher density housing opportunity
9800 S. Highway 89 – old Horse Creek Station	2.4 acres	BC	County	Potential for housing units accessory to future County use of site
140 E. Simpson – parking lot south of courthouse	0.21 acres	OR	County	Potential for redevelopment as housing or to include housing units accessory to future County use
2110 Hidden Ranch Lane – vacant lot in Hidden Ranch subdivision	0.34 acres	NL-2	Town	Sell or trade, pay parks fee, invest remaining \$ towards housing
675 & 685 E Hansen	0.51 acres	NL-4	Town	Potential to redevelop/trade for higher density housing opportunity
1120 Meadowlark Lane	0.11 acres	NL-5	County	Potential to redevelop/trade for higher density housing opportunity
145 W Hansen	0.17 acres	NH-1	Town	Potential to redevelop/trade for higher density housing opportunity
3500 SOUTH PARK DRIVE	0.9 acres	BP	Town	Potential to redevelop/trade for higher density housing opportunity

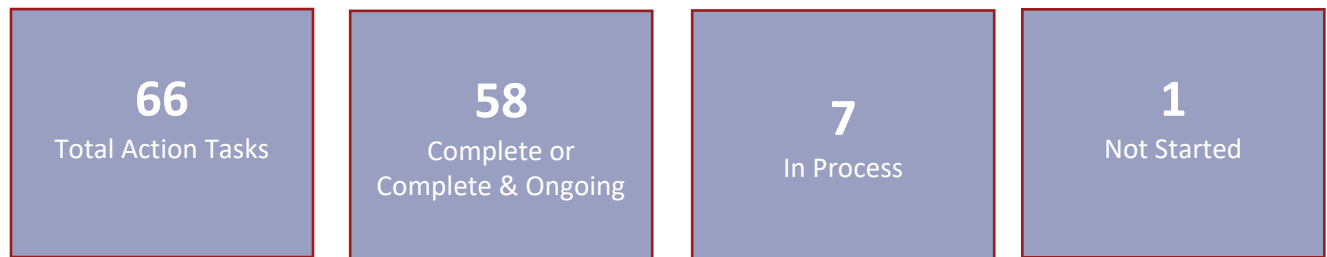
**OTHER LAND WITH EXISTING
GOVT OR PARK USES**

Add structured housing above parking, add ARUs, incorporate housing element at time of redevelopment

This table includes properties owned by Teton County and/or Town of Jackson that have multiple potential goals (parking, government buildings, etc.) that may include housing.

LOCATION	SIZE	ZONE	OWNER	POTENTIAL FUTURE USE
Eastern portion of Karns Meadow Tract 4 along Flat Creek Drive	0.65 acres	NL-1	Town	Potential site for Town employee housing
55 Karns Meadow Drive – START Facility	5.75 acres	P/SP	Town	Potential for housing units accessory to START use
305 W. Snow King Ave. – Fairgrounds	17.5 acres	P/SP	Town	Future use TBD by Town Council. Potential to master plan for various community uses.
230 & 270 W. Deloney Ave. – parking lot by Miller Park	0.8 acres	P/SP	Town	Build structured housing above parking lot; potential partnership with Good Samaritan Mission for transitional housing for families and single women
195 E. Deloney Ave – parking lot north of Café G block	0.45 acres	P/SP	Town	Potential to build structured housing above parking lot
125 Virginian Lane - Library	3.72 acres	P/SP	County	Potential to build structured housing above parking lot
155 East Pearl Avenue	0.51 acres	DC-2	Town	Potential to redevelop a portion of the property for Town employee housing

Appendix K: Housing Action Plan Progress Report



The 2012 Jackson/Teton County Comprehensive Plan set a 65% resident workforce goal for our community. The Comprehensive Plan directed staff and the elected officials to take “corrective actions” when the percentage of the workforce living locally dipped below 65%.

In 2015, work on the Workforce Housing Action Plan began and the plan was officially adopted in November of that year. The plan identified new tactics and specific actions for addressing the decline in resident workforce. These actions are listed below, along with the timeframe in which they were to be completed by staff per the Workforce Housing Action Plan. Of the 66 total tasks, only one task is outstanding.

ONGOING OR LONG-RANGE	Chapter 2: Housing Supply Actions
	ONGOING
	1. Update the 5-year Housing Supply Program annually.
	2. Develop opportunities for buy downs, rehabilitation, reverse mortgages, conversion of trailer parks to microhousing, and other programs to restrict existing workforce housing, ensuring that there are programs for households in different income categories.
	COMPLETE
	3. Develop a program to ensure that restricted and employee provided workforce housing meets adequacy, suitability, and affordability standards.
	4. Explore a program to subsidize upgrades above minimum standards through technical expertise, loans, grants, or other means. (UNSUCCESSFUL)
	ONGOING
	5. Monitor the net loss (leakage) of workforce housing that is occurring.
	6. Enforce short-term rental prohibitions.
	7. Work with the public to gather information on what technical assistance programs would be most useful.
	IN PROCESS
	8. Work with interested parties to catalyze an employee housing cooperative for employers who want to provide housing units but cannot develop housing on their own.
	ONGOING
	9. Facilitate relationships between interested developers and employers.
	10. Develop a centralized and/or coordinated message on housing need, updated annually with indicator information.
	11. Conduct community outreach inclusive of public workshops, sessions with employee groups, and consistent media appearances.
	Chapter 3: Housing Management Actions
	ONGOING

	12. Work with owners of existing restricted units to update restrictions consistent with new structure and Guidelines.
	13. Review new restricted housing stock for minimum standards.
	IN PROCESS
	14. Consolidate all subsidized housing programs in a single interface so the workforce can understand requirements, qualifications, and prioritization.
	15. Provide an opportunity for advertisement of private housing opportunities through the clearinghouse (advertisement may fund administration of the clearinghouse).
	COMPLETE
	16. Inventory the standard of living in our workforce housing stock, market and restricted, especially at the lowest income categories. (2022 REGIONAL HOUSING NEEDS ASSESSMENT)
	TO-DO
	17. Develop an education program for housing occupants and providers on Fair Housing standards and recourse.
	COMPLETE
	18. Develop a maintenance and improvement program that provides assistance for the upgrade of housing stock for the lowest income categories so that it meets minimum livability standards. (UNSUCCESSFUL)
	19. Explore statutory options to develop adequate standard of living requirements. (UNSUCCESSFUL)
	Chapter 4: Funding for Housing Actions
	ONGOING
	20. Ensure the Housing Director is familiar with programs and works to secure state and federal funding.
	21. Develop a technical assistance and support program to assist private housing providers seeking state and federal funds.
	IN PROCESS
	22. Explore a real estate transfer tax and other funding options.
	23. Support discussions of a statewide housing fund.
	Chapter 5: Zoning for Housing Actions
	COMPLETE
	24. Avoid barriers to housing supply such as mixed-use requirements in favor of allowances. (NEW TOWN ZONING APPROVED JULY 2018)
	IN PROCESS
	25. Eliminate change of use penalties that may be barriers to housing.
	COMPLETE
	26. Create zones where housing is the only allowed use in areas where the desired bulk and scale will allow for more density. (NEW TOWN ZONING APPROVED JULY 2018)
	ONGOING
	27. Explore limits on the rate of residential and nonresidential growth to limit employee generation.
	COMPLETE
	28. Explore limiting the type of housing allowed in some zones to only those types most likely to be occupied by the workforce. (NEW TOWN ZONING APPROVED JULY 2018)

FIRST 2 Yrs. (by 1/2018)	Chapter 2: Housing Supply Actions
	COMPLETE
	29. Define “year-round” workforce. (2016 HOUSING SUPPLY PLAN)
	ONGOING
	30. Work on a partnership model that allows the Town and County to stay out of the role of developer yet ensures the security of the public investment in workforce housing.
	31. Identify existing developments appropriate for public subsidy for preservation as workforce housing.
	32. Identify housing projects for public investment as an employer.
	COMPLETE
	33. Lead a cooperative effort to develop a “Housing 101” presentation, given to new elected officials, board members, and the general public to provide baseline knowledge of the community housing efforts.
	ONGOING
	34. Develop a centralized and/or coordinated web presence describing all of the community’s housing efforts.
	35. Visually communicate the demographic served.
Chapter 3: Housing Management Actions	
COMPLETE	
36. Adopt Jackson/Teton County Housing Management Guidelines with recommendations from the Jackson/Teton County Housing Authority Board.	
37. Develop restriction templates for price restricted and occupancy restricted units so that the terms are consistently located in all restrictions even if their content varies.	
38. Explore contracting some management functions to a private property manager in coordination with non-profits and employers.	
39. Develop a single application for all subsidized housing programs and a system for distribution of the applications to providers. (UNSUCCESSFUL)	
Chapter 4: Funding for Housing Actions	
ONGOING	
40. Review the housing indicators currently monitored and refine methodology as needed.	
41. Evaluate any variables likely to impact the supply of workforce housing that are not being monitored and develop a method for monitoring them.	
Chapter 5: Zoning for Housing Actions	
COMPLETE	
42. Review zoning against Fair Housing standards in coordination with the Housing Director.	
43. Develop incentives to avoid loss of workforce housing through redevelopment, such as allowing for retention of nonconforming density.	
44. Update the mitigation requirement for residential development to a simpler standard based on floor area. (ENGAGE 2017 APPROVED JULY 2018)	
45. Update the mitigation requirement for commercial development to a standard that mitigates for year-round employee generation. (ENGAGE 2017 APPROVED JULY 2018)	
46. Ensure Town and County requirements work together as a single, simpler system. (ENGAGE 2017 APPROVED JULY 2018)	

FIRST 6 MONTHS (by July 1, 2016)	Chapter 1: Organizational Structure Actions
	COMPLETE
	47. Amend the Resolution creating (and bylaws governing) the Teton County Housing Authority to establish a regional housing authority of the Town and County.
	48. Work with the legislature to make necessary changes related to regional housing authority commission duties and structure. (UNSUCCESSFUL)
	49. Hire the Housing Director and staff.
	50. Appoint the Jackson/Teton County Housing Authority Board pursuant to statute regarding regional housing authorities (as potentially amended) and the direction of this Plan.
	51. Determine Town/County split of administrative funding for Housing Supply and Housing Management Divisions.
	52. Appoint the Housing Supply Advisory Board or ask the Jackson/Teton County Housing Authority Board to provide recommendations on housing supply.
	53. Hire the Housing Manager and staff.
	Chapter 2: Housing Supply Actions
	ONGOING
	54. Identify potential land appropriate for housing development based on the Illustration of Our Vision Chapter of the Comprehensive Plan.
	COMPLETE
	55. Develop the initial 5-year supply plan as part of the FY16-17 Budget proposal based on housing need, including projected funding as well as target income categories and unit types.
	56. Hire key staff and/or contractors needed to operate the Housing Supply Division.
	Chapter 3: Housing Management Actions
	COMPLETE
	57. Hire key staff and/or contractors needed to operate the Housing Management Division.
	ONGOING
	58. Expand existing information to develop a full inventory of restricted units.
	Chapter 4: Funding for Housing Actions
	IN PROCESS
	59. Actions to establish and implement the Community Priorities Fund are being developed outside of this Housing Action Plan in coordination with transportation initiatives. (GENERAL PENNY FAILED, 2018. \$5.5M SPET COMMUNITY HOUSING PRIORITIES INITIATIVE PASSED 2019. \$20M SPET COMMUNITY HOUSING PRIORITIES INITIATIVE PASSED 2022)
	Chapter 5: Zoning for Housing Actions
	COMPLETE
	60. Where multifamily character is allowed and desired (see map on page 5-4), move away from buildout projections and density limitations toward more flexible allowances within the allowed floor area and monitoring of units built. (NEW TOWN ZONING APPROVED JULY 2018)
	61. Consider allowing ARUs in all Town and County zones with limits on size and/or density to ensure desired character.
	62. Update zoning in appropriate Comprehensive Plan subareas to find locations for density. For example, allow apartments in multifamily subareas as identified in the Comprehensive Plan (see map on page 5-4). (NEW TOWN ZONING APPROVED JULY 2018)
	63. Revise parking requirements to facilitate additional density for housing. (UNSUCCESSFUL)
	64. Provide a density bonus for the preservation and production of workforce housing, such as additional height or floor area, or reduced landscaping, setback, or parking requirements. (TOWN WORKFORCE BONUS TOOL)

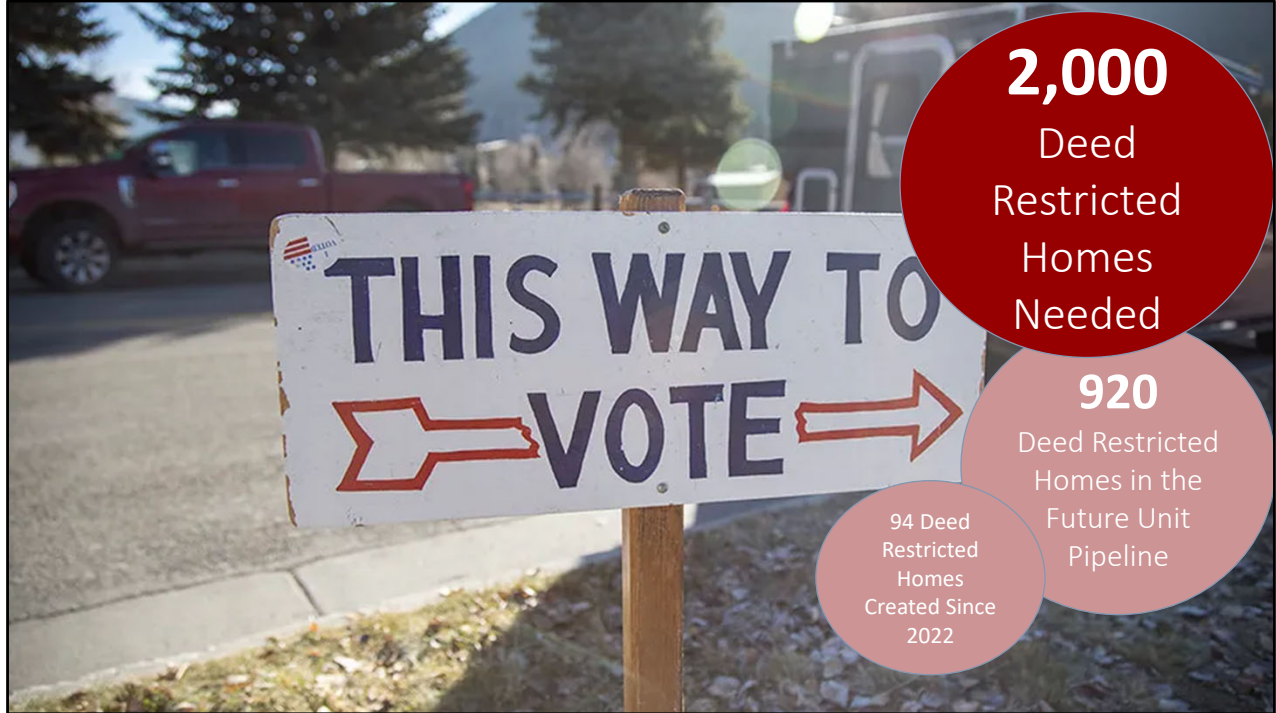
	65. Implement an expedited approvals process for price-restricted housing projects. (INLCUDED IN NEW TOWN ZONING APPROVED JULY 2018) 66. Implement automatic waivers from some fees for price restricted housing projects. (TOWN APPROVED 2021)
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Housing Department: FY 24 Work Plan + Supply Plan



Annually, the Housing Department produces an annual work plan + Housing Supply Plan. Both documents are informed by the Comprehensive Plan (2020), Workforce Housing Action Plan (2015), annual Indicator Report, and annual data tracking performed by Housing Department staff.

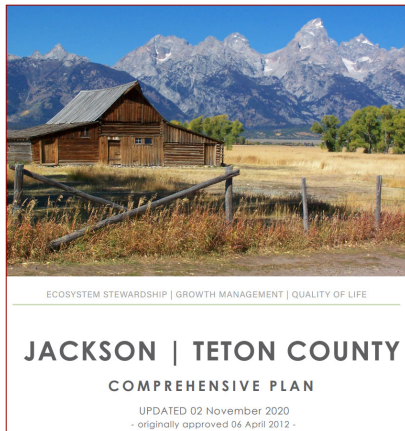
The Supply Plan is more policy-focused while the Housing Dept. Work Plan is a tactical representation of the work the Housing Dept. will accomplish in the coming FY.



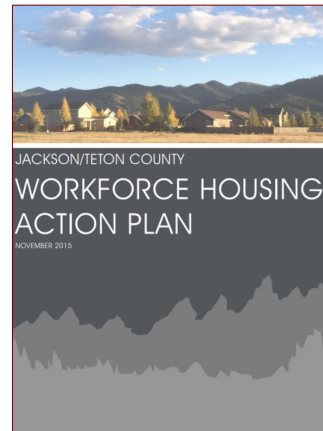
Today we have over 1300 households seeking housing through Housing Department programs. More than half of all Sheriff and Lower Valley Energy employees commute from outside Teton County, Wyoming. More than a quarter of all Teton County School District, St. John's Health, Town Police, and JH Fire/EMS employees commute. And these stats only represent service providers that we regularly survey. Nearly every one of us has a story of housing struggle—whether its personal or someone we know, in the past or current, we all recognize the stress of not having safe, stable housing options.

- Acknowledging these challenges, last year Teton County voters approved \$80 million in SPET funding for affordable workforce housing for local workers and their families. And that is good news b/c while the percentage of our workforce living locally has stabilized close to our goal of housing at least 65% of our workforce locally, the 2022 Teton Region Housing Needs Assessment tells us that we need to build 2,000 new below market homes in the next five years just to maintain our current ratio of about 59% of the workforce living locally. This number accounts for the anticipated retirement of about 13% of the workforce over the next five years and continuing local job growth.

Policy Framework



Goal: 65%
Resident
Workforce



Policy Framework for the Housing Supply Program

2020 Jackson Teton County Comprehensive Plan is predicated on three equally important Common Values:

1. Ecosystem Stewardship,
2. Growth Management, and
3. Quality of Life.

In order for our ecosystem protection to result in a healthy environment, community, and economy, the community has committed to achieving all three mutually supportive Common Values.

Just as the strength of a rope depends on the integrity of each intertwining thread, the strength of our community character is derived from a commitment to all three Common Values, each in support and reliant upon the others.

The Comprehensive Plan is designed to be a living plan, able to proactively adapt to changing conditions and community needs. As part of this process, the plan has indicators for each Common Value. One of the indicators for Quality of Life is Resident Workforce. The goal adopted in the Comprehensive Plan is to house 65% of the workforce locally. Once our resident workforce dips below that threshold a corrective action plan must be adopted.

In 2015, we fell below our resident workforce goal. In November 2015, the “Plan Update + Corrective Actions” resulted in the adoption of the Workforce Housing Action Plan. This plan set in motion corrective actions to regain our resident workforce goal.

Housing Supply: Workforce Housing Action Plan



Purchase Land & Partner



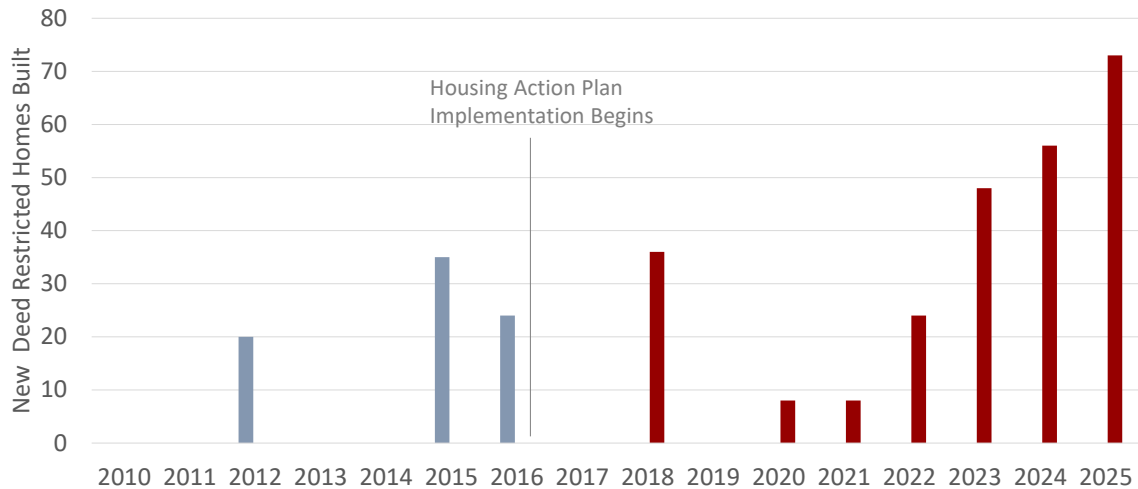
Preserve Existing Housing Stock for Local Workers

Plan for Housing



The Housing Action Plan directed staff to purchase land for housing, partner with the private sector to build housing, preserve existing housing for the workforce, provide zoning allowances and incentives to catalyze new workforce housing development, and provide funding for housing.

Housing Action Plan Success: Partner to Build More Housing

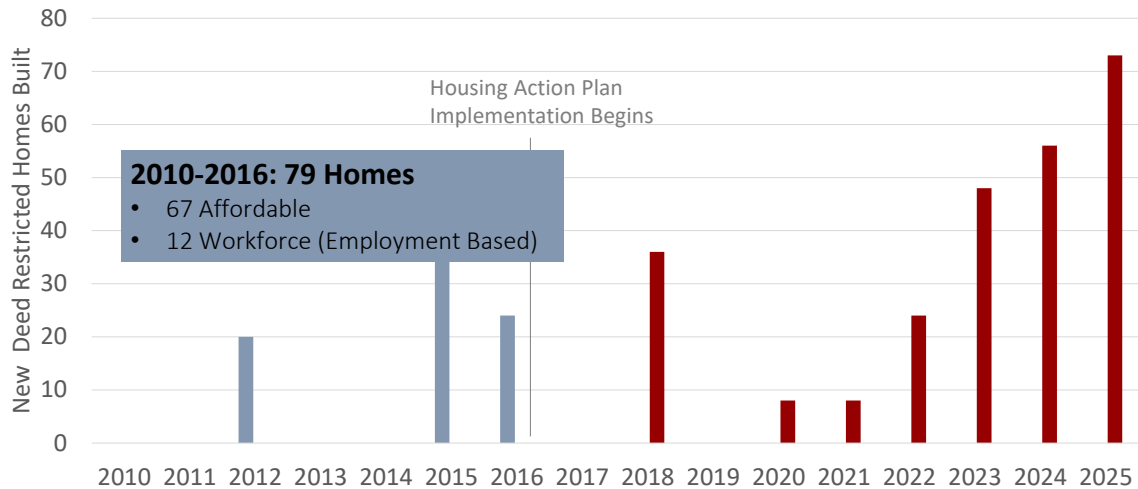


- Since shifting to a partnership model, we have seen a 50% increase in production of deed restricted housing via Public-Private Partnerships.
- In 2024 and 2025 an additional 132 units will be constructed via Public-Private Partnerships.

This chart shows the number of deed restricted units built by year through Public-Private Partnerships. The units built after Housing Action Plan adoption include four partnerships with nonprofit developers (Community Housing Trust and Habitat for Humanity) and five partnerships with private developers.

One of the biggest differences in pre versus post Housing Action Plan production is that shifting to a partnership structure allows the Town and County via the Housing Department to invest in multiple developments at a time, which results in a more consistent rate of deed restricted housing production (fewer years devoid of affordable workforce homes being built).

Housing Action Plan Success: Partner to Build More Housing



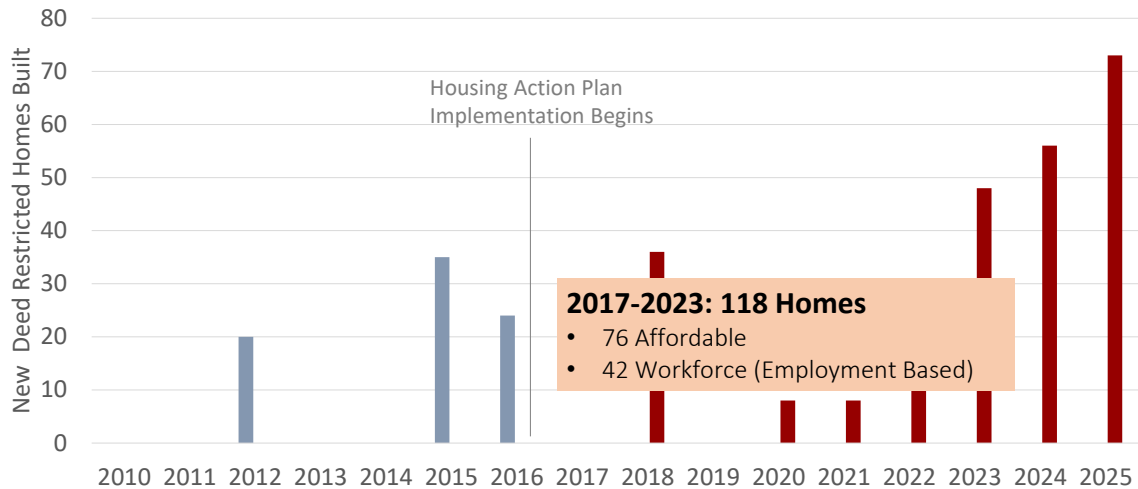
- Since shifting to a partnership model, we have seen a 50% increase in production of deed restricted housing via Public-Private Partnerships.
- In 2024 and 2025 an additional 132 units will be constructed via Public-Private Partnerships.

2012: Daisy Bush (Housing Trust) – 8 homes, 5-2-5 Hall (Habitat) – 5 homes, 5-2-5 Hall (Housing Authority) – 7 homes

2015: Schwabacher (Housing Trust) – 11 homes, Daisy Bush (Habitat) – 4 homes, Grove Phase I (Housing Authority) – 20 homes

2016: Grove Phase II (Housing Authority) – 24 homes

Housing Action Plan Success: Partner to Build More Housing



- Since shifting to a partnership model, we have seen a 50% increase in production of deed restricted housing via Public-Private Partnerships.
- In 2024 and 2025 an additional 132 units will be constructed via Public-Private Partnerships.

2018: Redmond Street Rentals, partnership with Housing Trust, 28 homes; Grove Phase III, partnership with Habitat for Humanity, 8 homes

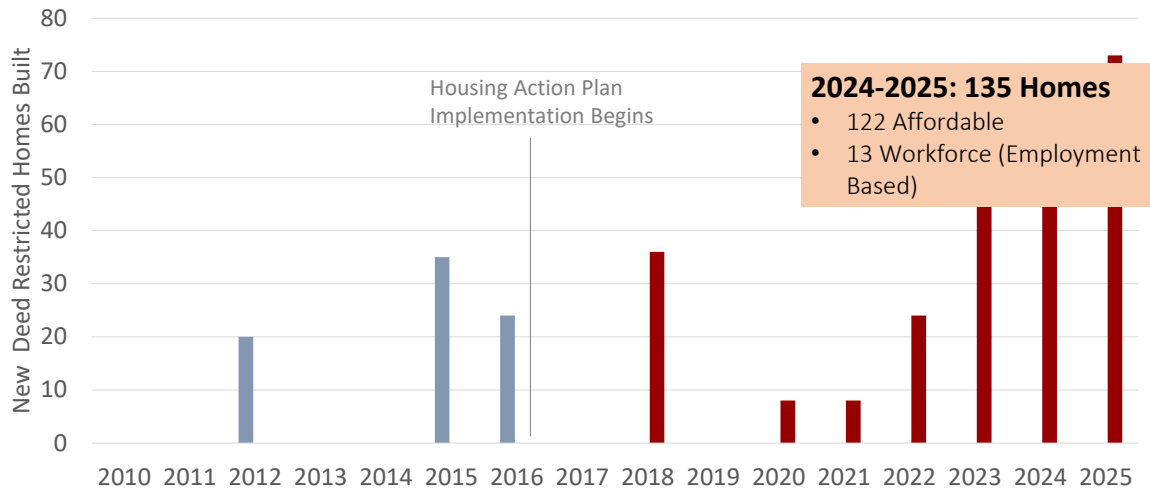
2020: Grove Phase III, partnership with Habitat for Humanity, 8 homes

2021: Grove Phase III, partnership with Habitat for Humanity, 8 homes

2022: 174 N. King Street, partnership with Housing Trust, 24 homes

2023: Kelly Place, partnership with Roller Development & Studio Tack, 12 homes; Mercill Condos, partnership with Mercill Partners, 30 homes; Parkside Phase I, partnership with Habitat for Humanity, 3 homes

Housing Action Plan Success: Partner to Build More Housing



- Since shifting to a partnership model, we have seen a 50% increase in production of deed restricted housing via Public-Private Partnerships.
- In 2024 and 2025 an additional 132 units will be constructed via Public-Private Partnerships.

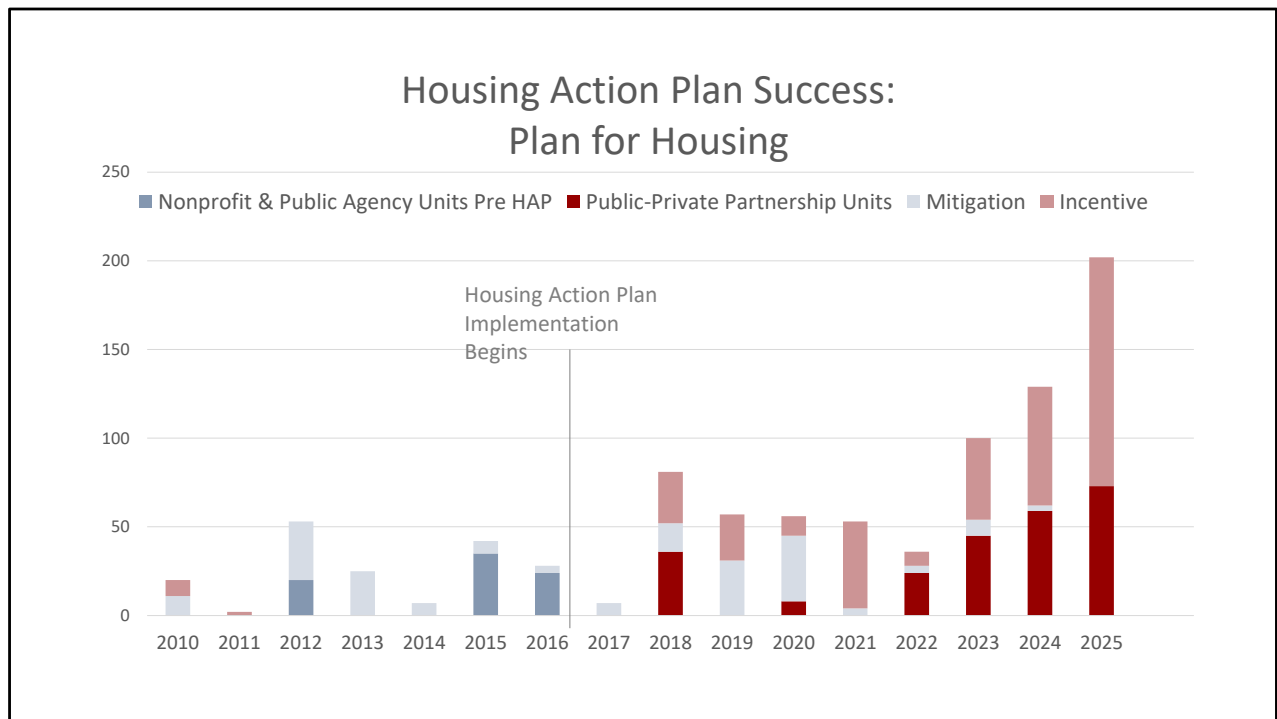
2024: Jackson Street Apartments Phase I, partnership with the Cumming Foundation & Community Foundation of Jackson Hole, 38 homes; S4 Flats, partnership with Figure9er Development, 12 homes; Parkside Phase II, partnership with Habitat for Humanity, 9 homes

2025: Jackson Street Apartments Phase II, partnership with the Cumming Foundation & CFJH, 19 homes; Parkside Phase III, partnership with Habitat for Humanity, 6 homes; Flat Creek Apartments, partnership with BlueLine Development and Flat Creek Partners, 48 homes.

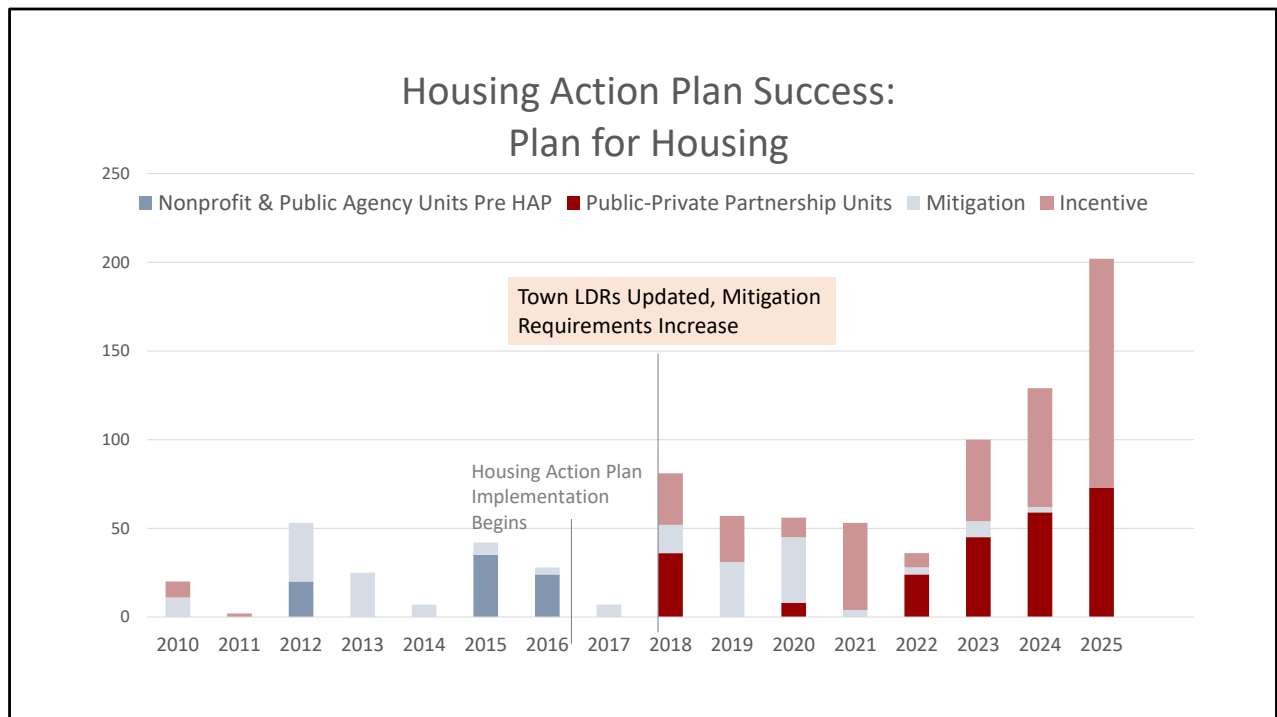


In fact, in 2022 we worked on 7 total partnerships:

- We welcomed households to homeownership at 174 N. King Street – a public-private partnership with the Community Housing Trust that created 24 Affordable condominiums for local working families.
- We also broke ground on two new developments:
 - Parkside at Benson & Brown Station, a public-private partnership with Habitat for Humanity of the Greater Teton Area that will create 18 Affordable homes for local working families, and
 - Jackson Street Apartments, a public-private partnership with the Cumming Foundation and Community Foundation of Jackson Hole that will create 48 Affordable and 9 Workforce apartments
- For the first time in over two decades, we were awarded Low-Income Housing Tax Credits a new 48-unit Affordable apartment development and
- We purchased property in West Jackson for a new, 12-unit Affordable and Workforce condominium development.
- In total, the Housing Department worked on seven public-private partnerships in 2022.

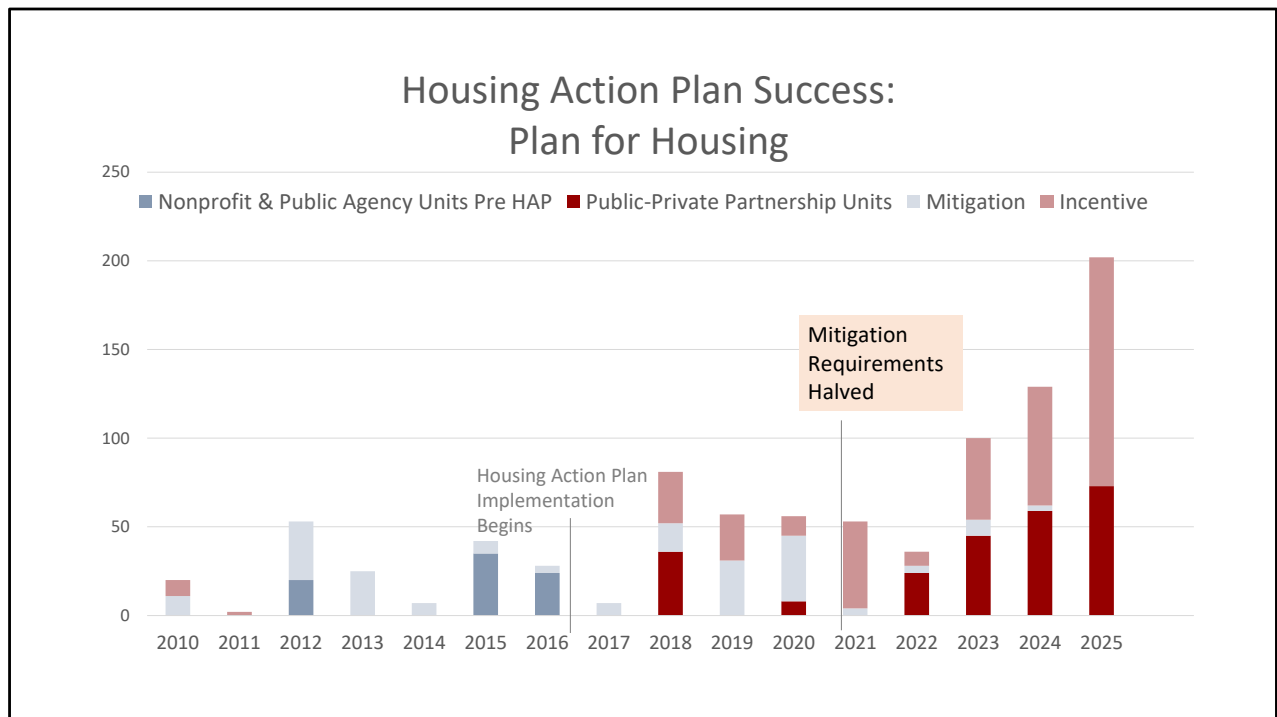


- Incentive tools for deed restricted housing are creating a growing number of new units.
- Lower mitigation rates have reduced the number of required units created by the private sector.



- Incentive tools for deed restricted housing are creating a growing number of new units.
- Lower mitigation rates have reduced the number of required units created by the private sector.

In 2018 after a 12-month public-process, the Town of Jackson adopted zoning and incentives to encourage development of permanently deed restricted homes without public subsidy. These homes are mostly Workforce restricted, which means that for ownership units the initial sales price is set by the developer and for rental units there are no caps on monthly rent rates. The owners or tenants must earn 75% of their household income locally and at least one person in the household must work full-time locally. Also in 2018, the Town and County adopted new, higher housing mitigation rates.



- Incentive tools for deed restricted housing are creating a growing number of new units.
- Lower mitigation rates have reduced the number of required units created by the private sector.

Mitigation rates were cut in half in 2021, leading to a significant reduction in deed restricted housing stock created through housing mitigation.

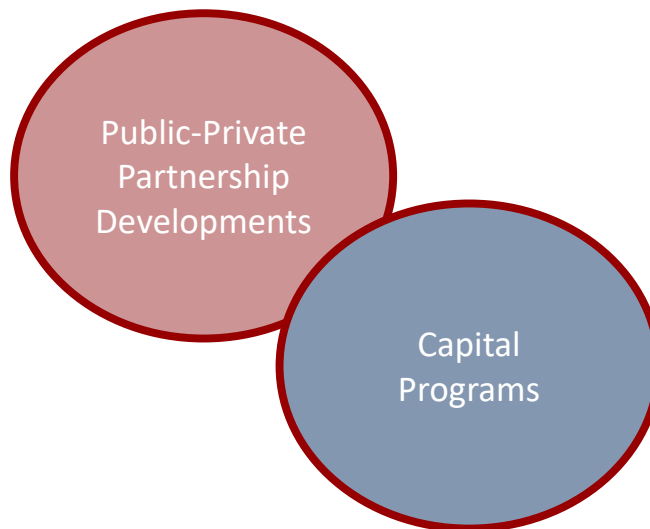
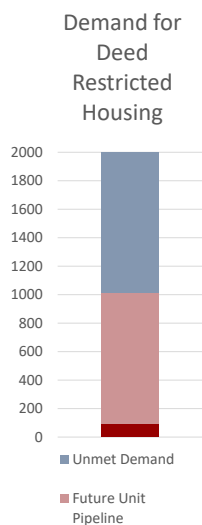


- Over time, Workforce Ownership homes become more affordable to households earning their money locally.
- Workforce Rentals cost less than market rentals and rent rates appear to be more stable than market rentals based on a small sample size.

One of the interesting elements of the Workforce Ownership housing stock is that over time it becomes more affordable to households earning their money locally b/c the appreciation cap on these homes is typically lower than wages are increasing.

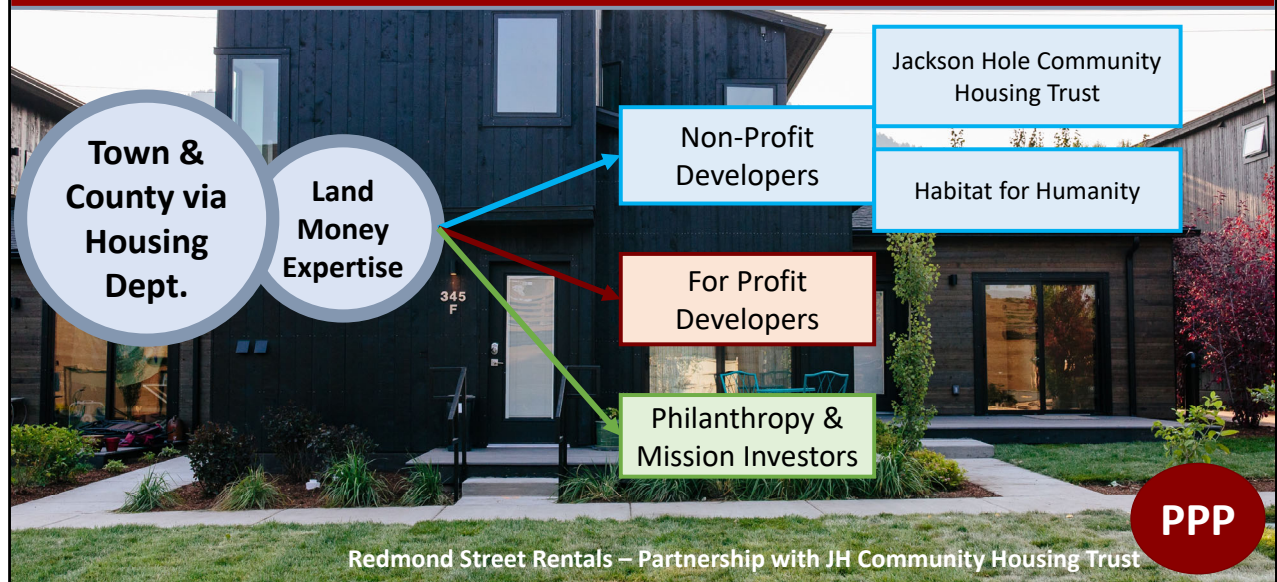
Looking at Workforce Rentals, we have less data to analyze, but some encouraging trends to consider. Over the past two years, as more Workforce Rental units have come online, we have seen rent rates stabilize while market rent rates have increased dramatically. This data set needs to be refined and tracked for several years before solid conclusions about the Workforce Rental Program can be drawn, but the graph below shows preliminary trends.

Housing Department Tools & Tactics to Address Housing Supply



The Housing Supply Plan focus on Public-Private Partnership Developments and Capital Programs as two tactics for supplying permanently deed restricted homes for local workers and their families.

Public Private Partnerships to Create Restricted Housing

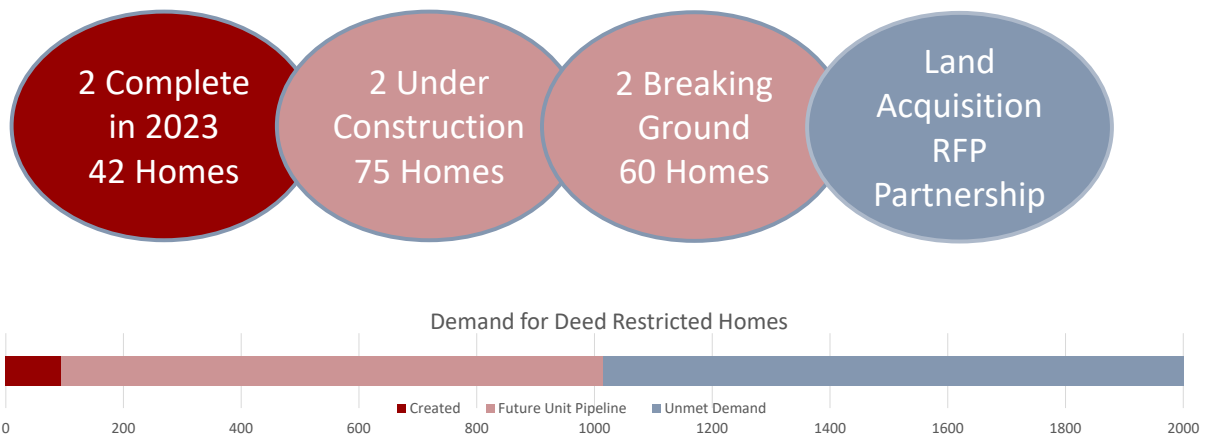


How to Public-Private Partnerships Work?

- The Town and County, via the Housing Department, provide land, money, and expertise to private sector developers.
- These can include nonprofit developers like the Community Housing Trust and Habitat for Humanity
- Private for profit developers
- And philanthropists and mission investors

Since HSP implementation, we have partnered or are partnering on nine developments that include 253 permanently deed restricted homes.

Public Private Partnerships to Create Restricted Housing

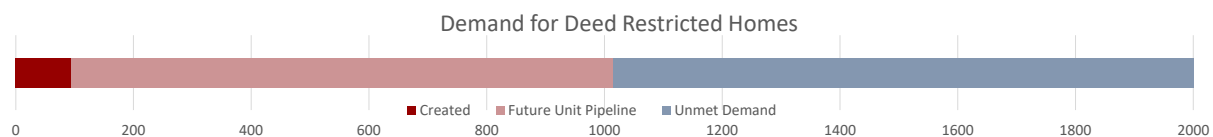


For 2023:

- 2 developments will be complete, creating 42 new homes for local workers and their families. (Kelly Place + Mercill Condos)
- 2 developments are under construction (Jackson Street Apts + Parkside) – 75 homes
- 2 developments will break ground (Flat Creek Apts + S4 Flats) – 60 homes
- And we will work to identify and start work on a new Public-Private Partnership development that may include land acquisition + RFP to find a partner

Public Private Partnerships to Create Restricted Housing

2 Complete
in 2023
42 Homes



Kelly Place Condos – This partnership with Roller Development and Studio Tack will create 12 Workforce Ownership units – 2 one-bedroom homes and 10 two-bedrooms homes – for households working in Teton County. The Town of Jackson is providing the land for this development, which was purchased for \$1,703,416.03.

- Public investment (land): \$141,951/unit

Mercill Condos – This partnership with Mercill Partners will create 30 Workforce Ownership condominiums – 20 one-bedroom homes and 10 two-bedroom homes – for households working in our County. Teton County provided the land for this development, valued at \$2,100,000. The County also paid to move the existing historic structures for the Jackson Hole Historical Society & Museum (JHHSM) and to prepare the site for development, an additional cost of \$130,000.

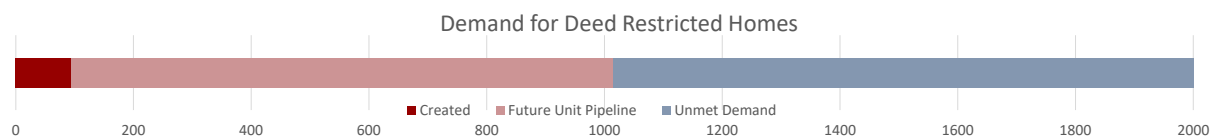
In February 2021, the Teton County Commissioners voted to exercise their option to purchase the 6,800 square feet of commercial space in the building for \$800/SF. The County is leasing this space to two childcare providers: the Jackson Hole Children's Museum and Happy Kidz Daycare, thus investing in this development to address two key community needs – affordable housing and childcare.

- Public investment (land + site prep): \$74,333/unit

Public Private Partnerships to Create Restricted Housing



2 Under
Construction
75 Homes



Parkside at Benson & Brown Station – This partnership with Teton Habitat will create 18 Affordable Ownership townhomes – 12 two-bedroom homes and 6 three-bedroom homes – for households working in Teton County. The County is providing the land for this development, valued at \$2,225,383.49, and horizontal infrastructure including rerouting the Cache Creek Ditch to Mike Yokel Park and on-site relocation of the historic Benson/Brown Residence.

- Projected Public Investment per unit: \$193,000

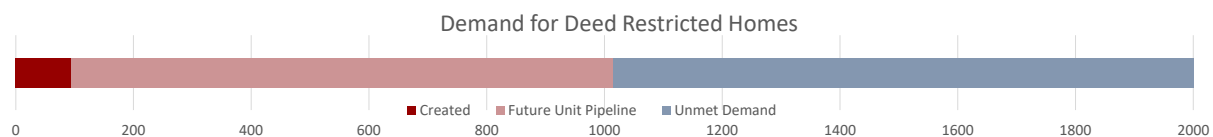
Jackson Street Apartments – This project is a partnership between the Cumming Foundation and Teton County that will create 57 apartments – 113 bedrooms – for local working families and individuals. 48 of these apartments will be Affordable Apartments (12, 0-50%; 28, 50-80%; 8, 80-120%) & 9 will be Workforce restricted. The Cumming Foundation is contributing six lots, all of which are in the lodging overlay, valued at \$11,500,000, and is investing \$10,000,000 into the development. Teton County contributed four lots, valued at \$5,600,000, and \$5,000,000. The Community Foundation of Jackson Hole joined the project in June 2022, serving as a conduit for Teton County's land and financial investments through the creation of a Designated Fund and investment in the Development's multi-member limited liability company.

- Public investment per unit: \$253,000

Public Private Partnerships to Create Restricted Housing



2 Breaking
Ground
60 Homes



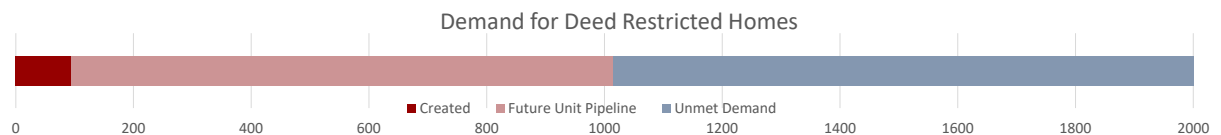
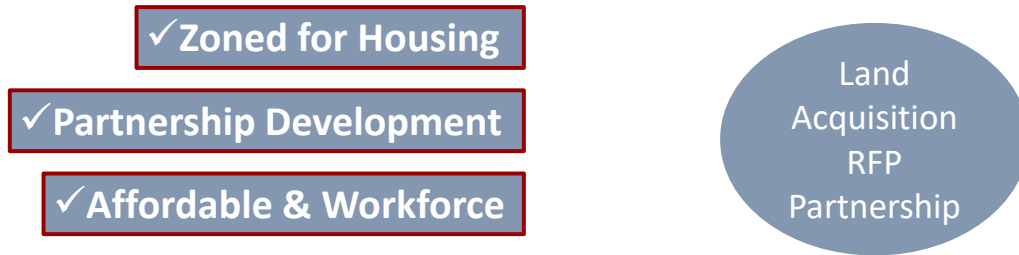
Flat Creek Apartments – This partnership with BlueLine Development and Stealth FCA LLC will create 48 Affordable Rental units serving households earning <60% of median income. The Town of Jackson is providing the land, valued at \$5,000,000, and an additional \$2,250,000 in funding for the development. The developer secured Low Income Housing Tax Credits, HOME funds, and National Housing Trust funds to finance the project.

- Public investment per unit: \$151,042

S4 Flats – This partnership with Figure 9 Development will create 12 new homes. Eight of these homes will be Affordable Ownership and four of these homes will be Workforce Rental. The Town of Jackson is providing the land (910 Smith Lane and 915 Simon Lane) and an additional \$300,632 in funding for the development. (915 Simon Lane was owned by the Town of Jackson and appraised for \$1,200,000. 910 Smith Lane appraised for \$1,600,000; the Town purchased the lot for \$1,200,000.)

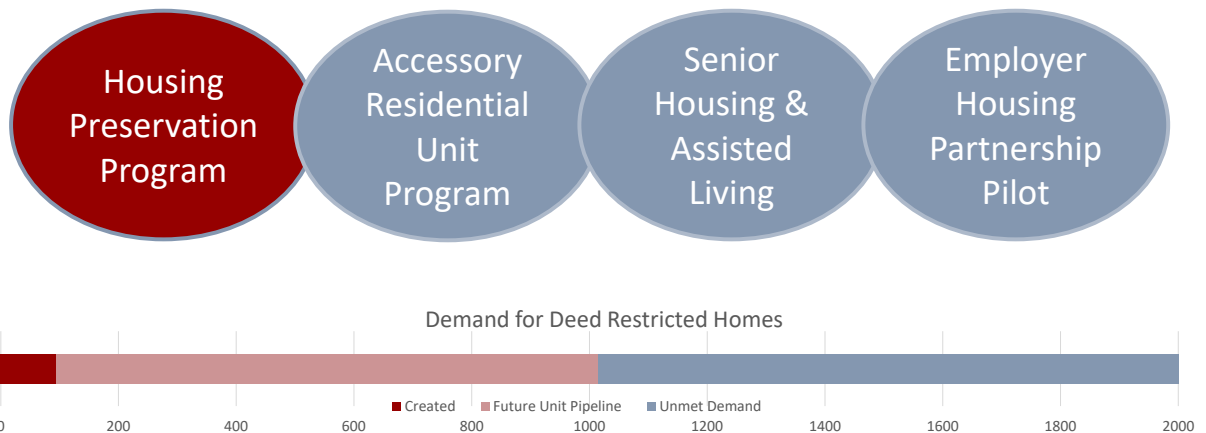
- Public investment per unit: \$230,267

Public Private Partnerships to Create Restricted Housing



For FY24, staff will work on a potential land acquisition that will include an RFP for a private development partner(s).

Capital Programs to Create Restricted Housing



The Housing Action Plan also directs staff to work to preserve existing housing stock, prioritize year-round, lower income households, and provide technical assistance to developers and others seeking to create affordable workforce housing.

Current Capital Programs

Existing Program: Preservation Program Workforce Ownership, Workforce Rental
Permanent protection of existing housing stock for the local workforce through down payment assistance to new homebuyers, deed restriction purchase from existing homeowners, or funding to employers or other entities purchasing Workforce Rental units.

In Development: Accessory Residential Unit Program Workforce Rental
Accessory Residential Units (ARUs) provide an opportunity to create workforce housing in the Town of Jackson with limited public investment. However, the complexity of the planning and building application process and costs to construct the units are impediments to ARU production. This program facilitates private production of ARUs by providing technical assistance that includes a comprehensive guide providing information about the planning and building process, contact information for companies creating modular or pre-fabricated ARUs that meet local and international building code requirements, landlord resources, and clear explanation of the rules around renting an ARU.

Future Potential Capital Programs

Senior Housing & Assisted Living Program TBD Unit Types

This program will focus on providing, through partnership, homes for community members who are older or are living with a disability and are seeking stable, safe housing. The Town Council directed staff to add this program to the Housing Department Work Plan at their December 19, 2022 workshop.

Employer Housing Partnership Pilot Program Affordable and Workforce Rentals

This program will focus on creating opportunities for private sector partnerships to create employer-owned employee housing.

Funding for Housing Supply: FY 24 Budget Request

FY 2023

Starting Balance \$10,880,829

Sources \$5,704,815

Uses \$4,247,057

Balance \$12,338,587

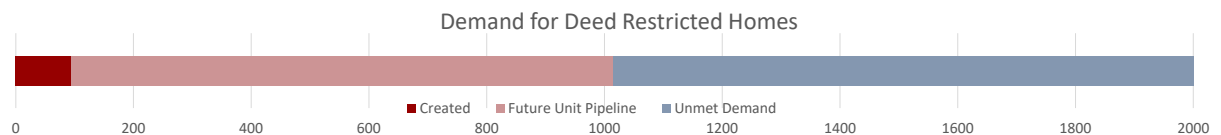
FY 2024

Starting Balance \$12,338,587

Sources \$5,436,843

Uses \$14,946,300

Balance \$2,829,130



FY 23 Uses: \$4,160,288

- Parkside at Benson & Brown Station: \$373,000
- Flat Creek Apartments: \$2,250,000
- S4 Flats: \$1,500,632
- Preservation Program: \$118,425
- ARU Program: \$5,000

FY 24 Uses: \$14,946,300

- Parkside: \$1 million
- Jackson Street: \$2,500,000
- Land Acquisition: \$10,000,000
- Preservation Program: \$1,336,300
- ARU Program: \$5,000
- Senior Housing & Assisted Living: \$25,000
- Employer Housing Partnership Pilot: \$20,000

Housing Department: FY 24 Work Plan + Supply Plan



Annually, the Housing Department produces an annual work plan + Housing Supply Plan. Both documents are informed by the Comprehensive Plan (2020), Workforce Housing Action Plan (2015), annual Indicator Report, and annual data tracking performed by Housing Department staff.

The Supply Plan is more policy-focused while the Housing Dept. Work Plan is a tactical representation of the work the Housing Dept. will accomplish in the coming FY.

The Housing Department Work Plan has 4 task areas + department administration.

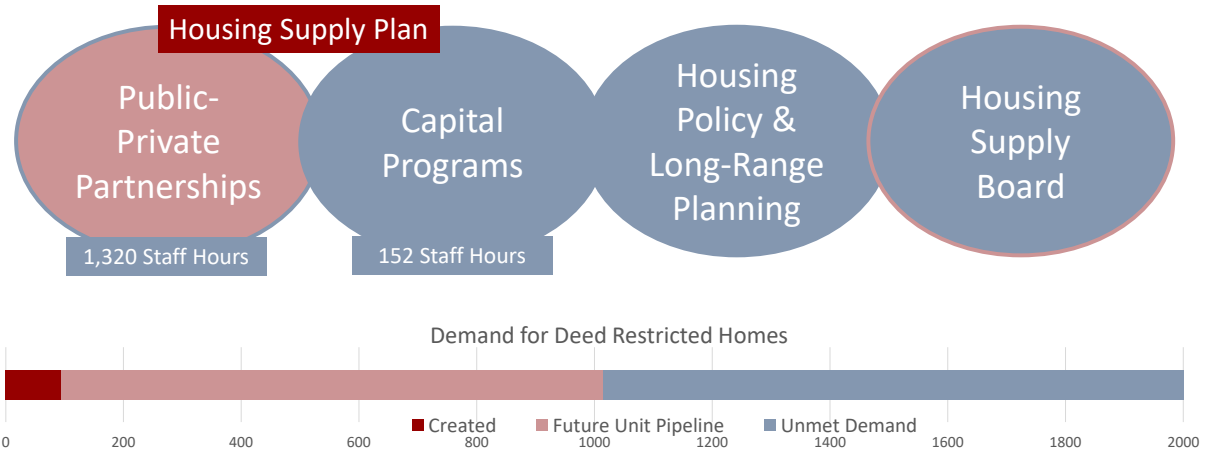
1. Housing Supply, which is covered in depth via the Housing Supply Plan.
2. Housing Management
3. Data Collection & Analysis
4. Communications and Education

Housing Department: FY 24 Work Plan + Supply Plan



Housing Supply accounts for 16% of all Housing Dept staff time and 23% of the Department's operating budget.

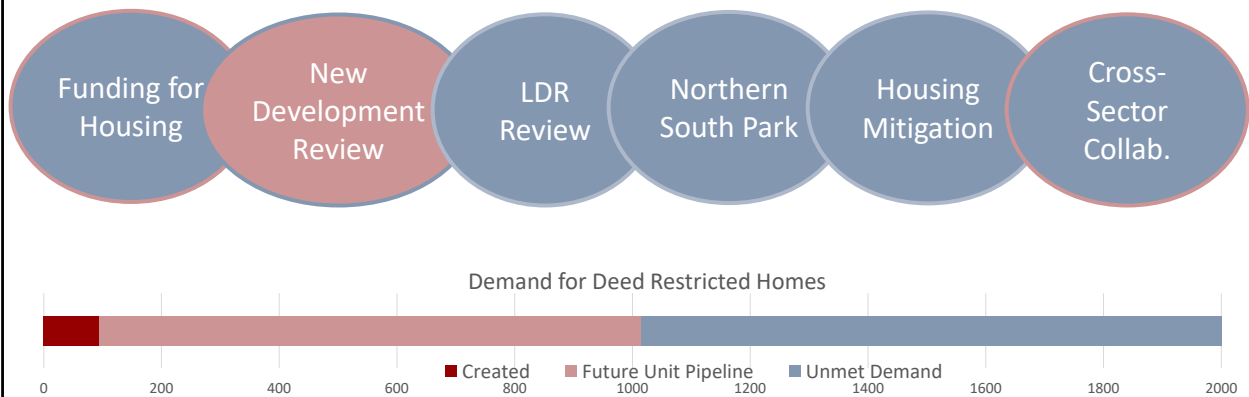
Housing Supply Task Areas



In addition to Public-Private Partnerships & Capital Programs, there are two other housing supply task areas:

1. Housing Policy & Long-Range Planning
2. Housing Supply Board Management

Housing Supply: Housing Policy & LRP – 772 Staff Hours



Housing Policy & Long-Range Planning accounts for over 770 staff hours and includes 6 task areas:

Funding for Housing: Ongoing throughout the year

Staff continue to seek funding sources for housing through creative partnerships, grants, loans, etc.

New Development Review, Livability Standards: Ongoing throughout the year

Staff reviews new development applications to ensure the Housing Rules & Regulations are being met. This work includes educating developers about the Livability Standards and Compliance. For FY 24 anticipate 80 development reviews.

LDR Review and Policy Recommendations: Ongoing throughout the year

Housing staff frequently collaborate with Planning staff on long-range policy items that affect current and future affordable workforce housing. These include stable and transitional neighborhoods in the Town and revisions to County zoning.

Northern South Park: July - September

As needed, Housing staff will continue providing support to Planning staff as they prepare the implementation tool for the Northern South Park Neighborhood Plan. This task is

underway and anticipated to be complete by September 2023 depending on the public hearing process.

Workforce Housing Mitigation LDRs: July – December

The Town and County are working to revisit the current structure, rates and exemptions for workforce housing mitigation required by the LDRs. This work is being led by the Long-Range Planning team with support from Housing staff. The task is underway and anticipated to be complete by December 2023.

Mobility Hub Improvements for Housing: Ongoing throughout the year

Cross-sector collaboration focused on increased mobility options for Affordable and Workforce households.

Community Housing Supply Coordination: Ongoing throughout the year

This collective resourcing process will be informed by the Regional Housing Needs Assessment and Housing Nexus Study work and will include a series of facilitated meetings with community stakeholders to write an initial Community Housing Strategy. Housing staff will be involved as participants.

Housing Department: FY 24 Work Plan + Supply Plan



Housing Management accounts for 43% of Housing Dept staff time and 37% of the Housing Dept operating budget.

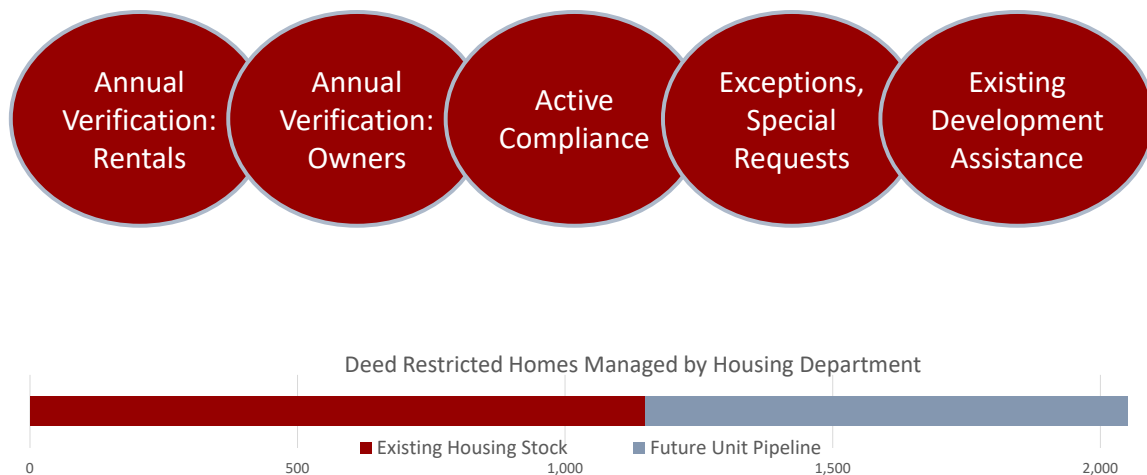
Housing Management Task Areas



Housing Management is broken out into three primary task areas:

1. Rules & Regulations, which are updated every 12-24 months. This year, staff propose no updates to the Rules since they were just updated in 2022.
2. Compliance
3. Sales & Rentals

Housing Management: Compliance – 2,675 Staff Hours



Compliance work consists of five task areas:

Annual Verification – Affordable & Workforce Rentals: Ongoing throughout the year Staff verifies all Affordable and Workforce rental housing units annually to ensure compliance with the requirements of the deed restriction recorded on the unit. Total for FY 24: 543 units + 257 dorms.

Annual Verification – Workforce Ownership: Annually, October – December Owners of Workforce Ownership Housing have the obligation to continue to qualify during the time they own their home until retirement age. Staff requests verification documentation annually and verifies the owners qualify. Total units for FY 24: 100 homes.

Annual Check-In – Affordable Ownership: Annually, October – December Owners of Affordable housing units purchased after June 4, 2018 are required to continue to meet the employment, occupancy, insurance, and ownership of residential real estate requirements during the time they own their home. Staff requests verification documentation annually and verifies the owners meet the Annual Check-in requirements. Total units for FY 24: 40.

Active Compliance: Ongoing, typically complaint-driven

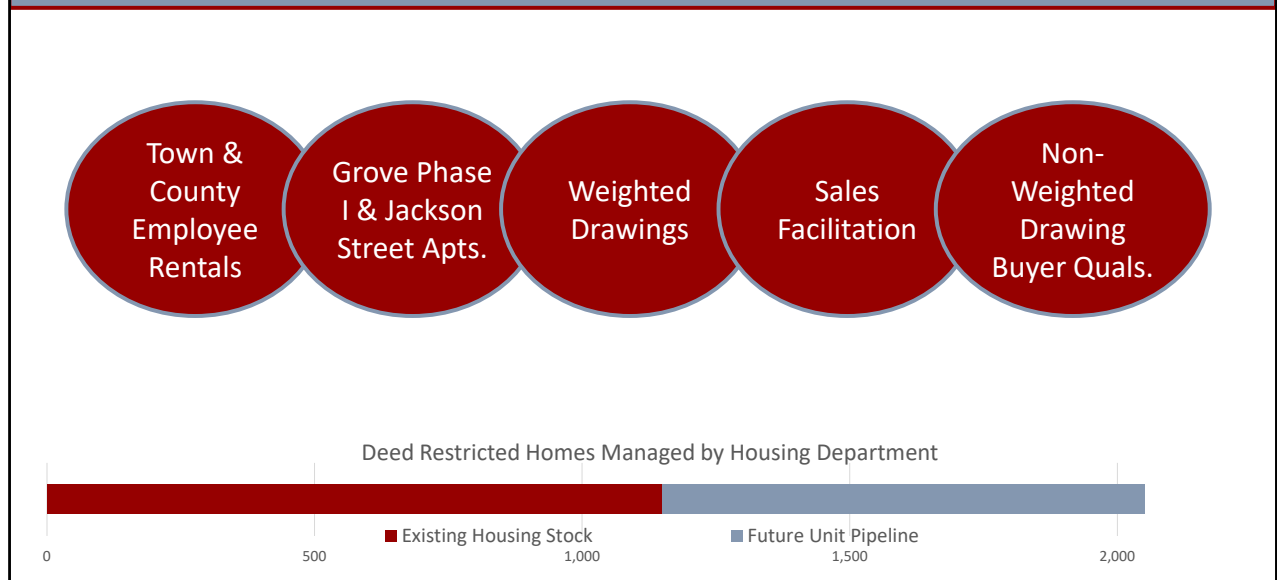
When necessary, staff investigates complaints received about homeowners or tenants, follows up and works with owners/tenants and the public to resolve issues. Total units for 2023: 989 + 257 dorms.

Existing Development Assistance: Ongoing as requested by existing developments
Staff leads meetings with property managers and owners of new restricted units to ensure they understand their restriction and the compliance process. Staff assists homeowners and HOA boards to help them understand their CCRs, deed restrictions, ground leases, and Housing Rules & Regulations. This includes attending HOA meetings, helping with CCR amendments, and assisting in resolving issues.

Exceptions, Special Requests: Ongoing as requests are received
Staff reviews and responds to requests from owners, and applicants to make exceptions to Housing Department Rules and Regulations. This includes requests for leave of absence, permission to rent, Reasonable Accommodation, Capital Improvements, Qualified Mortgages, Transfers of Title, Appeals, and exceptions when a unique situation exists.

New Development Onboarding: Ongoing as new developments are finished
Compliance staff meet with property managers for new, deed restricted units to review the annual compliance process and requirements.

Housing Management: Sales & Rentals – 3,344 Staff Hours



Sales & Rentals consists of five task areas:

Town Employee Rental Program: Ongoing throughout the year

Staff manages walk-throughs, move ins/outs, final inspections, and assists the Town with ongoing daily management of the Town employee rental program. For FY 24, we anticipate 40 new leases.

County Employee Rental Program: Ongoing throughout the year

Staff works with Administration to update program policies. Staff manages drawings to identify tenants, executes leases, conducts walk-throughs, and provides daily management of the County employee rental program. For FY 24, we anticipate 30 new leases.

Grove Phase 1 Rentals: Annually, May – August

Staff executes annual lease renewals and qualification verification for tenants. Staff works closely with the property management company on maintenance, inspections, tenant issues, bill payment, etc. Staff performs bi-annual inspections of the units.

Jackson Street Apartments Rentals: October – February

Phase 1 consists of 38 new Affordable and Workforce rental units that will be completed this fiscal year. An additional 19 will be completed next fiscal year. Staff will advertise and

perform Weighted Drawings for all the units. When the Weighted Drawing is completed, staff will work with property management to complete the lease of the units and move-in of the tenants. Staff anticipates a high volume of applicants as these units will be the first Affordable rental units available by Weighted Drawing since Phase 1 of The Grove in 2015.

Weighted Drawings – Sales & Rentals: Ongoing throughout the year

When homes are available to lease or purchase, staff runs a two-week Weighted Drawing. This includes email and text message alerts, creating ads on the website and in the newspaper (Workforce only), answering client questions, reviewing Weighted Drawing entries, and generating the Weighted Drawing through the database to submit to the outside firm who performs the drawing. This work happens throughout the year as homes become available. For FY 2024, staff anticipates 19 Weighted Drawings. This includes 4 drawings for 38 units at Jackson Street Apartments.

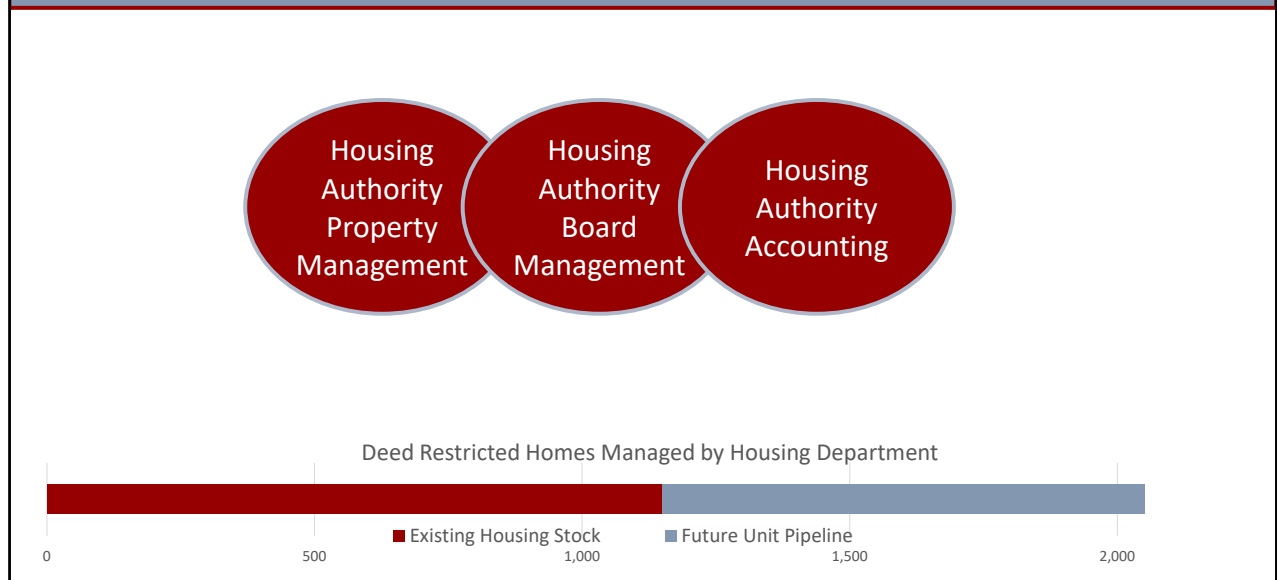
Sales Facilitation: Ongoing throughout the year

Staff facilitates sales with buyers and sellers. This includes meetings with buyers and sellers to educate them about the process; qualifying buyers; executing Facilitation Agreements for both buyers and sellers; executing the Purchase and Sale agreement; conducting inspections; aiding title companies, appraisers, and lenders; and coordinating the final walk-through and closing. This work happens throughout the year as homes become available. For FY 2024, staff anticipates facilitating 20 sales. This includes weighted drawing sales and sales of Attainable Program homes (legacy program).

Buyer Qualifications (non-Weighted Drawings): Ongoing throughout the year

These qualifications are for Workforce units that are being sold at initial sale (and therefore not going through the Weighted Drawing process). This also includes households buying an Attainable home that did not go through a Weighted Drawing. Staff reviews applications and qualifies the households. This is ongoing as applications are received. For FY 2024, staff anticipates 15 applications.

Housing Management: HAB – 357 Staff Hours



Housing Authority Board management consists of three main task areas:

Housing Authority Property Management: Ongoing throughout the year

Staff performs property management on Housing Authority owned properties, including assisting HOAs with property issues and invoicing for and collecting ground lease payments. The neighborhoods include Wilson Park, Wilson Meadows, Millward, and 5-2-5 Hall ground lease properties. Staff also manages The Grove Phase I and 260 West Broadway, including working closely with the property management company on maintenance and tenant issues.

Housing Authority Board Management: Monthly Regular Meetings + Special Meetings as needed

Staff is the support for the Housing Authority Board. This includes facilitating monthly board meetings, keeping minutes, preparing and sending out board packets and staff reports, managing accounts payable and receivable, preparing the annual budget, and reconciling the budget each month. In addition, staff works with Housing Authority accountants to manage Housing Authority Bank accounts and financials on a continual basis. This work is ongoing throughout the year.

Housing Authority Accounting – budgeting and budget tracking for Housing Authority

owned properties and programs.

Housing Department: FY 24 Work Plan + Supply Plan



In addition to Housing Supply and Housing Management, Housing staff spend time on data collection and analysis and communications/education.

Housing Department: FY 24 Work Plan + Supply Plan



Data collection & analysis consists of 6 task areas and accounts for 3% of staff time and 5% of the operating budget.

Rental Data Collection & Analysis: Annually, May & November

Staff collect housing data from a variety of housing studies including local, regional, and national data sources. Using this data, staff identifies trends, gaps in local resources, and other pertinent information.

Housing Supply Plan Annual Update: Annually, January – April

Annually the Housing Supply Plan is updated to provide policy makers and the community with a five-year vision for housing supply. Hours also include Spanish translation of document and presentation.

Compliance Data Collection & Analysis: Quarterly, August, November, February, and May
New for FY 2024, staff will collect compliance data based on internal information quarterly to assist in analyzing successes and areas of improvement. Data is also provided to the community and elected officials to inform future policy decisions.

Intake Form Data Collection & Analysis: Annually, January

Annually, as part of the Housing Supply Plan, staff aggregates and analyzes the Intake Form

data and uses this information to inform future housing projects and programs.

Annual and Bi-annual Program Data: Annually, April and October

Staff collect data annually from HUD for Teton County. This includes Fair Market Rents and Median Family Income per household size. This data is used to calculate Income Limits per household size for Affordable units and Maximum Affordable Rents. In addition, staff bi-annually collects data from the Bureau of Labor Statistics for Consumer Price Index and from the State of Wyoming Economic Analysis Division of the Wyoming State Data Center for the Cost-of-Living Index for Northwest Wyoming. This information is used to calculate maximum resale values of restricted homes.

New Database Software: July – February

If approved with the budget, staff will follow the appropriate RFP procedures to find a new database software company that fits Housing Department needs, which currently are not being met. Staff will spend time onboarding, training, and troubleshooting with the new software team to learn the software and get it operational.

Housing Department: FY 24 Work Plan + Supply Plan



Communications and Education consists of 6 task areas and accounts for 3% of staff time and 5% of the operating budget.

Housing Programs Public Engagement, Presentations: Ongoing throughout the year
Staff prepare and provides presentations to the public when requested. The presentations are educational about Housing Department programs, the application process, available housing, and the supply program. Staff anticipates 24 presentations in FY 2024.

Housing Compliance Public Engagement, Presentations: Ongoing throughout the year
Staff add a compliance component to the Housing Programs Presentations (see below) when requested to educate the public on the compliance process. Staff anticipates XX presentations in FY 2024.

Website Content: Ongoing throughout the year
Includes regular content maintenance for the website.

Social Media, Radio, Newsletters, Newspaper: Ongoing throughout the year
The Housing Department will regularly communicate with the community via monthly e-newsletters, social media platforms, radio advertising and outreach, and newspaper advertising and outreach. This work is ongoing throughout the year.

Spanish Language Outreach & Coordination: Ongoing throughout the year + quarterly events

The Housing Department holds quarterly in-person focus groups in Spanish to inform, receive feedback and evolve housing programs and services. Coordination with VoicesJH provides monthly informational texts on housing news to established Spanish-speaking local network. Staff also prepares and delivers presentations to the public in Spanish, and translates the website, newsletters, and other print collateral into Spanish.

Housing Dashboard: Development July – February, then ongoing throughout the year

New in 2023, staff will create a housing dashboard that will show a variety of data points and visualizations relevant to current housing programs, developments, and policies.

Housing Department: FY 24 Work Plan + Supply Plan



Key
Questions



Housing Supply Plan: Key Questions

New Program

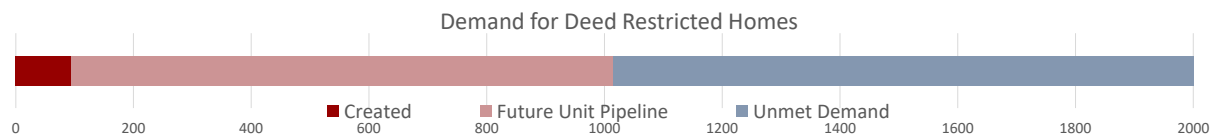
Senior
Housing &
Assisted
Living

➤ 100 Staff Hours

➤ \$25,000 Budget for
Professional Services

Timeline

July to Nov.	Define & I.D.
Dec. JIM	Progress Report
Jan. to Feb.	Draft Program
March JIM	Program Proposal



New Program:

Senior Housing & Assisted Living. Directed to include this by Town Council. Do both Council and BCC direct staff to include this in this year's work plan?

Housing Management: Key Questions

New for FY 24

New
Database
Software

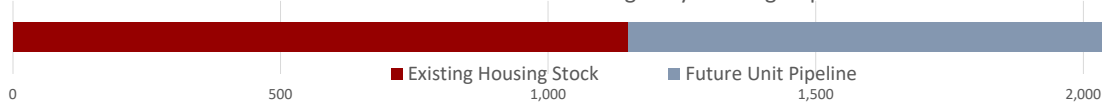
➤ 230 Staff Hours

➤ \$220,000 Budget

If database is not approved

Reduced level of service to public
Increased risk of security breach
Reduction in data collection & analysis

Deed Restricted Homes Managed by Housing Department



Since the creation of the compliance program and intake form, staff have worked with Greenwood Mapping to design online software to meet our internal and external needs related to unit tracking, compliance, and household onboarding (via intake form). This item proposes transition to a more effective and comprehensive database platform to streamline data analysis and compliance workflow. Estimated staff time: 230 hours. Estimated budget: \$218,400.

If this database is not approved, staff will continue to use the existing system, including work-arounds for system deficiencies that take considerable staff time and cause delays and frustrations for the public.

Housing Management: Key Questions

New for FY 24

Compliance
Supervisor

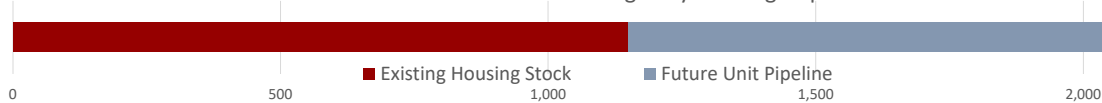
➤ New Full-Time Position

➤ \$100,000 Salary + Benefits

If FTE is not approved

Annual compliance will be reduced to compliance every 2 to 3 years
Reduction in data collection & analysis to inform policy

Deed Restricted Homes Managed by Housing Department



Since the creation of the compliance program, the number of units on which the department performs compliance has increased by about 500 with consistent creation continued expected for the next several years. Estimated budget, including salary + benefits: \$100,000.

If this new employee is not approved, annual compliance will be reduced to compliance every 2 to 3 years and there will be a reduction in data collection and analysis that is currently used to inform policy.

Motion

I move to approve the FY 24 Housing Department Work Plan and Housing Supply Plan.

Departamento de la Vivienda: Plan de Trabajo para el Año Fiscal 2024 y Plan de Suministro de Vivienda



Anualmente, el Departamento de la Vivienda elabora un Plan de Trabajo y un Plan de Suministro de Vivienda. Ambos documentos se basan en el Plan Integral (2020), el Plan de Acción de Vivienda para Trabajadores Locales (2015), el Informe Anual de Indicadores y el seguimiento anual de datos realizado por el personal del Departamento de la Vivienda.

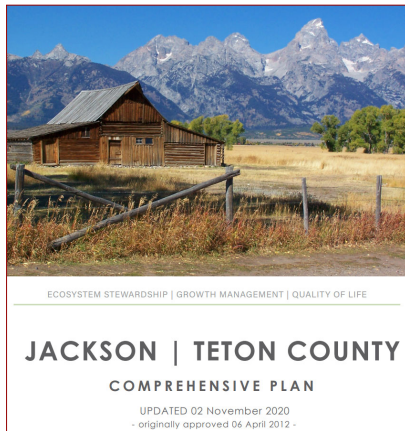
El Plan de Suministro está más centrado en las estrategias, mientras que el Plan de Trabajo del Departamento de la Vivienda es una representación táctica del trabajo que el Departamento de la Vivienda llevará a cabo en el próximo año fiscal.



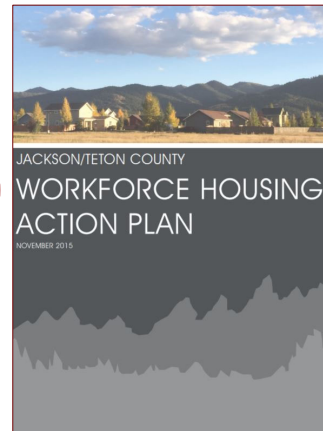
Hoy tenemos más de 1300 hogares en busca de vivienda a través de los programas del Departamento de la Vivienda. Más de la mitad de los empleados del Sheriff y Lower Valley Energy se trasladan desde otros condados al Condado de Teton, Wyoming. Más de una cuarta parte de todos los empleados del Distrito Escolar del Condado de Teton, St. John's Health, Policía Municipal y JH Fire/EMS viajan diariamente. Y estas estadísticas sólo representan a los proveedores de servicios que encuestamos regularmente. Cada uno de nosotros tiene una historia de lucha por la vivienda, ya sea personal o de alguien que conocemos, en el pasado o en la actualidad, todos reconocemos el estrés de no tener opciones de vivienda segura y estable.

- Reconociendo estos retos, el año pasado los votantes del condado de Teton aprobaron 80 millones de dólares en fondos SPET para viviendas asequibles para los trabajadores locales y sus familias. Esto es una buena noticia porque, aunque el porcentaje de nuestra mano de obra que vive localmente se ha estabilizado cerca de nuestro objetivo de alojar al menos al 65% de nuestros trabajadores localmente, la Evaluación de Necesidades de Vivienda de la Región de Teton de 2022 nos dice que necesitamos construir 2.000 nuevas viviendas por debajo del mercado en los próximos cinco años solo para mantener nuestra proporción actual de alrededor del 59% de los trabajadores que vive localmente. Esta cifra tiene en cuenta la jubilación prevista de alrededor del 13% de la población activa en los próximos cinco años y el continuo crecimiento del empleo local.

Marco Estratégico



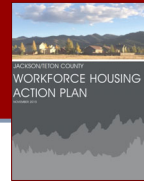
Meta: 65%
Trabajador
es Locales



Marco estratégico para el programa de suministro de viviendas
Plan Global 2012 & 2020 - 3 Valores en Común:
Gestión del ecosistema
Gestión del crecimiento
Calidad de vida

El Comp Plan nos orientó a tomar medidas correctivas en caso de que nuestra mano de obra residente disminuyera por debajo del 65%. Así pues, en 2015, empezamos a trabajar en el Plan de Acción de Vivienda para la Mano de Obra con el fin de identificar tácticas y estructuras para crear más viviendas asequibles y para nuestros trabajadores locales y sus familias.

Suministro de Vivienda: Plan de Acción para la Vivienda de los Trabajadores Locales



Adquisición de Terrenos y Socios



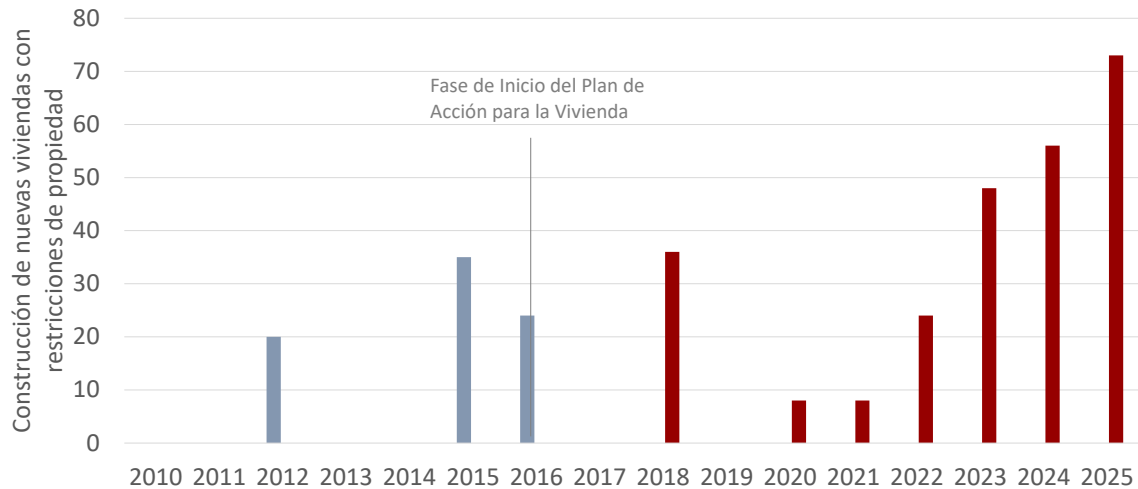
Preservar Unidades ya Existentes para los Trabajadores Locales

Plan para vivienda



El Plan de Acción de Vivienda establecía que el personal adquiriera los terrenos para construir, que se asociara con el sector privado para poder construir más viviendas, preservar las ya existentes para los trabajadores locales, asignar permisos de zonificación e incentivos para fomentar el desarrollo de nuevas unidades y aportar fondos para la vivienda.

El éxito del Plan de Acción para la Vivienda: Asociarse para construir más viviendas

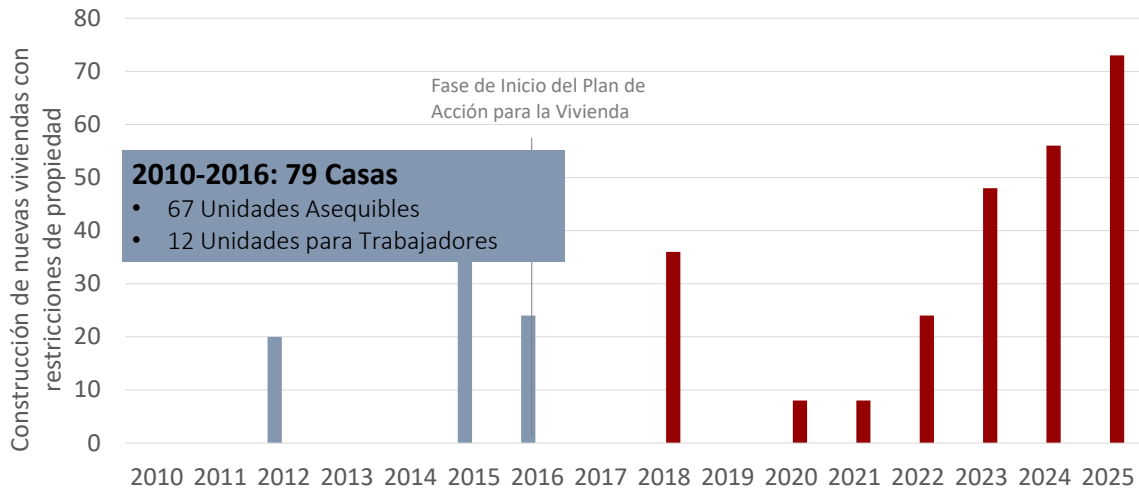


- Desde el cambio a un modelo de asociación, hemos visto un aumento del 50% en la producción de viviendas con restricciones de escrituras a través de Asociaciones Público-Privadas.
- En 2024 y 2025 se construirán 132 unidades adicionales a través de Asociaciones Público-Privadas.

Esta gráfica muestra el número de unidades con escrituras restringidas construidas por año a través de Asociaciones Público-Privadas. Las unidades construidas tras la adopción del Plan de Acción para la Vivienda incluyen cuatro asociaciones con promotores sin fines de lucro (Community Housing Trust y Habitat for Humanity) y cinco asociaciones con desarrollos inmobiliarios privados.

Una de las mayores diferencias en la producción antes y después del Plan de Acción de Vivienda es que el cambio a una estructura de asociación permite a la Ciudad y el Condado a través del Departamento de la Vivienda invertir en múltiples desarrollos a la vez, lo que resulta en una tasa más constante de producción de viviendas. (es decir, menos años desprovistos de viviendas a precios accesibles en construcción).

El éxito del Plan de Acción para la Vivienda: Asociarse para construir más viviendas



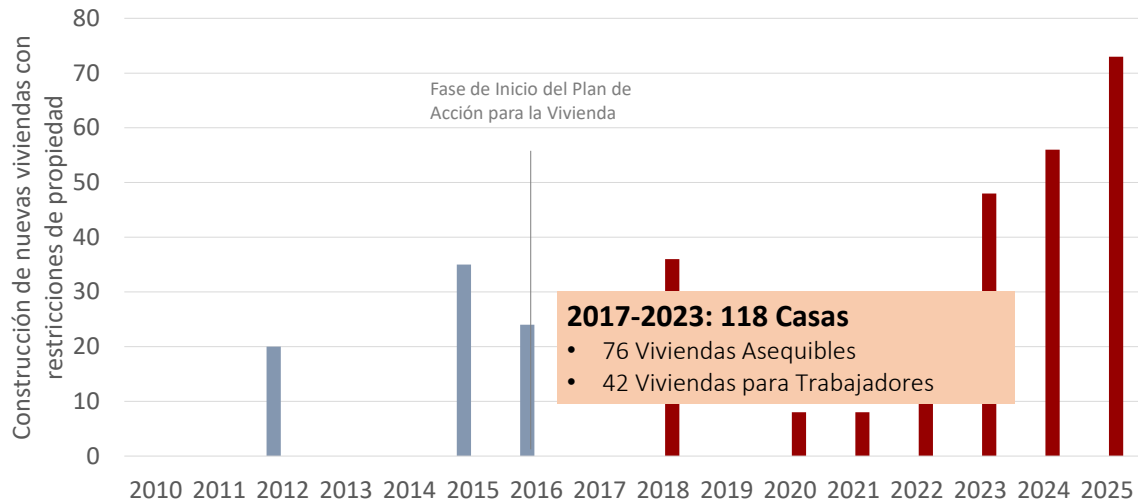
- Desde el cambio a un modelo de asociación, hemos visto un aumento del 50% en la producción de viviendas con restricciones de escrituras a través de Asociaciones Público-Privadas.
- En 2024 y 2025 se construirán 132 unidades adicionales a través de Asociaciones Público-Privadas.

2012: Daisy Bush (Housing Trust) - 8 viviendas, 5-2-5 Hall (Habitat) - 5 viviendas, 5-2-5 Hall (Departamento de la Vivienda) - 7 viviendas

2015: Schwabacher (Housing Trust) - 11 viviendas, Daisy Bush (Habitat) - 4 viviendas, Grove Fase I (Departamento de la Vivienda) - 20 viviendas

2016: Grove Fase II (Departamento de la Vivienda) - 24 viviendas

El éxito del Plan de Acción para la Vivienda: Asociarse para construir más viviendas



- Desde el cambio a un modelo de asociación, hemos visto un aumento del 50% en la producción de viviendas con restricciones de escrituras a través de Asociaciones Público-Privadas.
- En 2024 y 2025 se construirán 132 unidades adicionales a través de Asociaciones Público-Privadas.

2018: Redmond Street Rentals, asociación con Housing Trust, 28 viviendas; Grove Fase III, asociación con Habitat for Humanity, 8 viviendas.

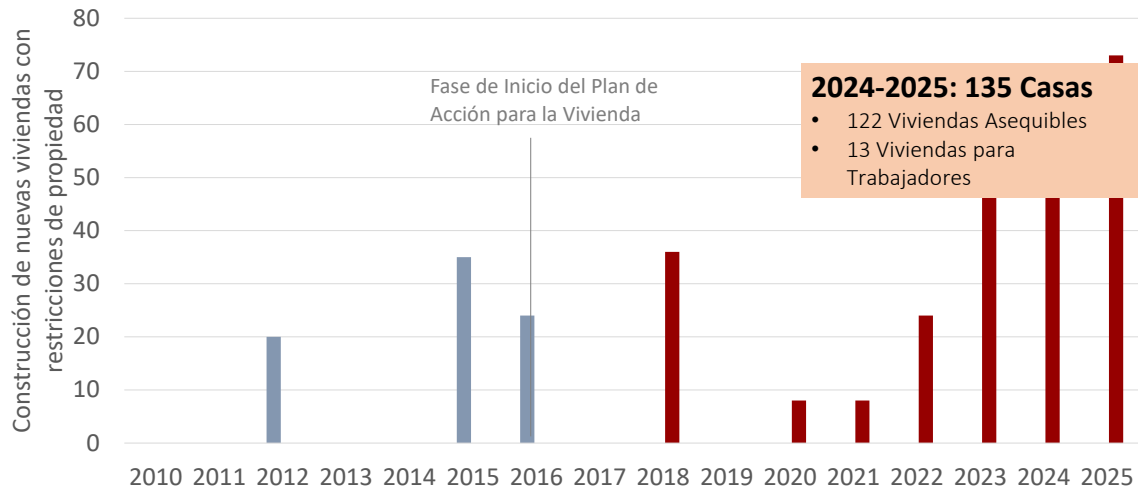
2020: Grove Fase III, asociación con Habitat for Humanity, 8 viviendas

2021: Grove Fase III, asociación con Hábitat para la Humanidad, 8 viviendas

2022: 174 N. King Street, asociación con Housing Trust, 24 viviendas

2023: Kelly Place, asociación con Roller Development & Studio Tack, 12 viviendas; Mercill Condos, asociación con Mercill Partners, 30 viviendas; Parkside Fase I, asociación con Habitat for Humanity, 3 viviendas

El éxito del Plan de Acción para la Vivienda: Asociarse para construir más viviendas



- Desde el cambio a un modelo de asociación, hemos visto un aumento del 50% en la producción de viviendas con restricciones de escrituras través de Asociaciones Público-Privadas.
- En 2024 y 2025 se construirán 132 unidades adicionales a través de Asociaciones Público-Privadas.

2024: Jackson Street Apartments Fase I, en asociación con Cumming Foundation y Community Foundation of Jackson Hole, 38 viviendas; S4 Flats, en asociación con Figure9er Development, 12 viviendas; Parkside Fase II, en asociación con Habitat for Humanity, 9 viviendas.

2025: Jackson Street Apartments Phase II, asociación con Cumming Foundation y CFJH, 19 viviendas; Parkside Phase III, asociación con Habitat for Humanity, 6 viviendas; Flat Creek Apartments, asociación con BlueLine Development y Flat Creek Partners, 48 viviendas.

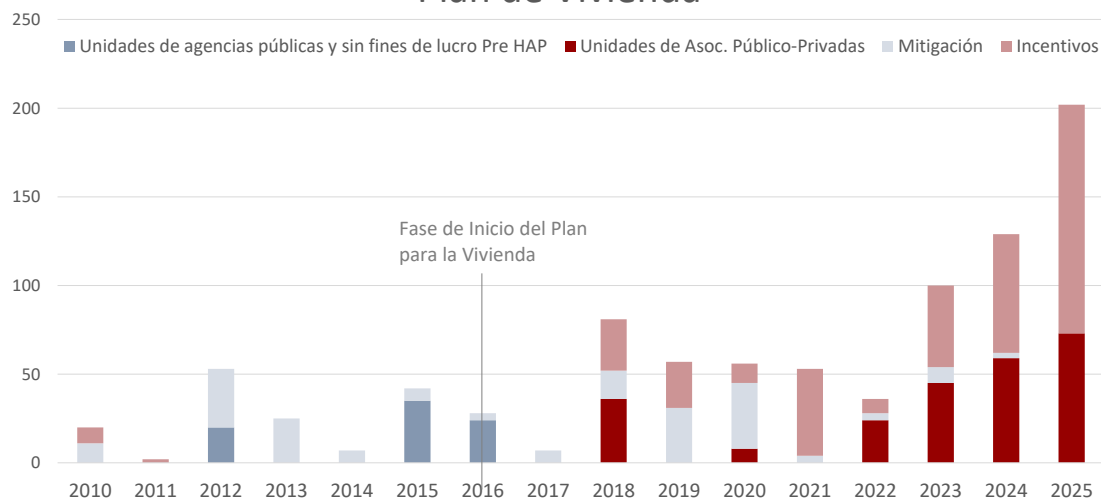


De hecho, en 2022 trabajamos en 7 asociaciones en total:

- Dimos la bienvenida a los propietarios de hogares en 174 N. King Street - una asociación público-privada con el Community Housing Trust que creó 24 unidades asequibles para las familias de trabajadores locales.
- También iniciamos la construcción de dos nuevos proyectos:
 1. Parkside at Benson & Brown Station, una asociación público-privada con Habitat for Humanity of the Greater Teton Area que creará 18 viviendas asequibles para familias de trabajadores locales, y
 2. Jackson Street Apartments, una asociación público-privada con la Fundación Cumming y la Fundación Comunitaria de Jackson Hole que creará 48 apartamentos asequibles y 9 para trabajadores.
- Por primera vez en más de dos décadas, se nos concedieron Créditos Fiscales para Viviendas de bajos ingresos para la construcción de un nuevo complejo de apartamentos asequibles de 48 unidades y
- Adquirimos una propiedad en West Jackson para construir un nuevo condominio de 12 viviendas asequibles y para trabajadores.
- En total, durante el 2022 el Departamento de la Vivienda trabajó en siete asociaciones

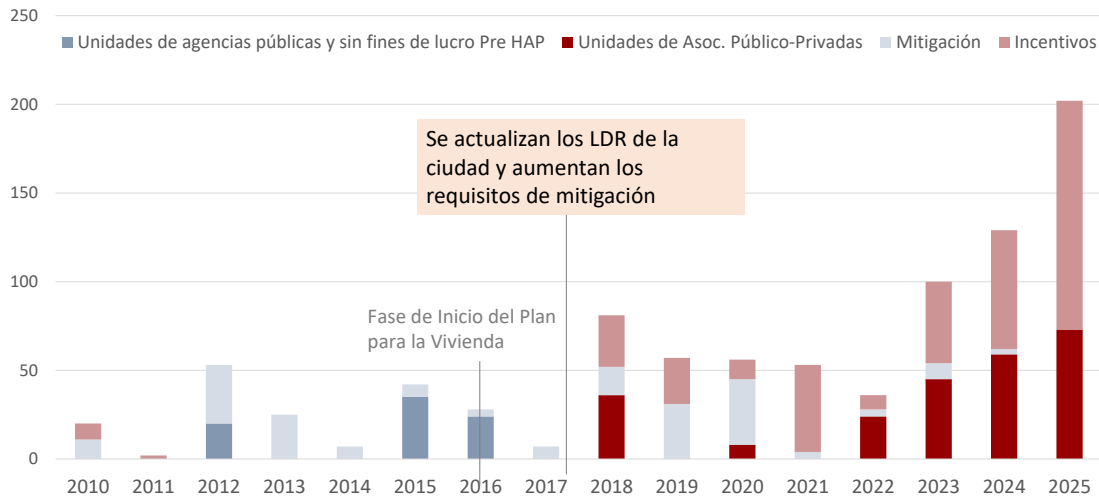
público-privadas.

El éxito del Plan de Acción para la Vivienda: Plan de Vivienda



- Los planes de incentivos para la construcción de viviendas con restricciones de escrituras están creando un número cada vez mayor de este tipo de viviendas.
- La reducción de las tasas de mitigación ha disminuido el número de unidades necesarias creadas por el sector privado.

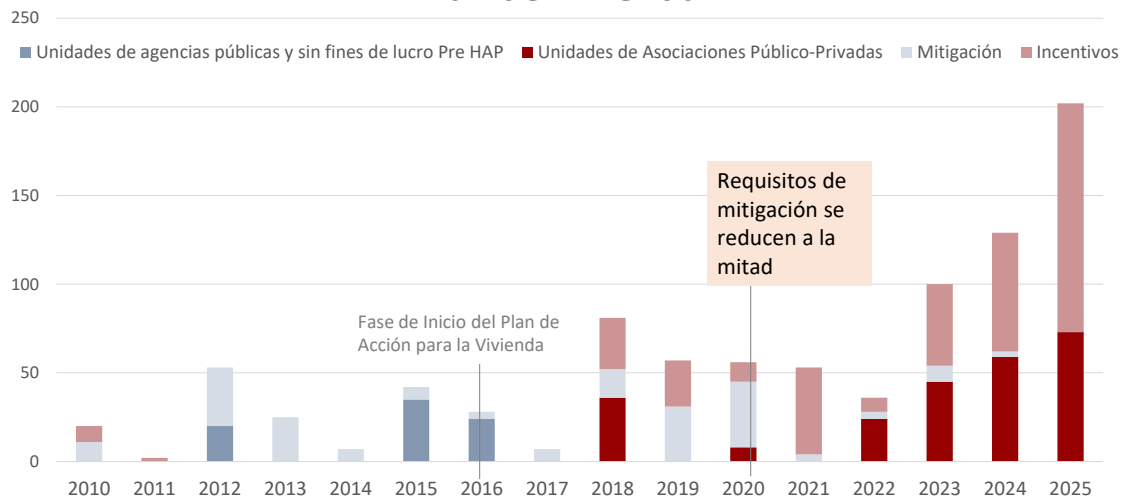
El éxito del Plan de Acción para la Vivienda: Plan de Vivienda



- Los planes de incentivos para la construcción de viviendas con restricciones de escrituras están creando un número cada vez mayor de este tipo de viviendas.
- La reducción de las tasas de mitigación ha disminuido el número de unidades necesarias creadas por el sector privado.

En 2018, tras un proceso público de 12 meses, la ciudad de Jackson adoptó una normativa de zonificación e incentivos para fomentar el desarrollo de viviendas con escrituras restringidas de forma permanente sin subvención pública. Estas viviendas con restricción de escrituras están disponibles en su mayoría para los trabajadores, lo que significa que, en el caso de las unidades de propiedad, el precio de venta inicial lo fija el promotor y en el caso de las unidades de alquiler, no hay límites en las tarifas mensuales de alquiler. Los propietarios o inquilinos deben ganar el 75% de sus ingresos familiares a nivel local y al menos una persona en el hogar debe trabajar a tiempo completo a nivel local. Además en 2018, la Ciudad y el Condado adoptaron nuevas tasas de mitigación de vivienda.

El éxito del Plan de Acción para la Vivienda: Plan de Vivienda



- Los planes de incentivos para la construcción de viviendas con restricciones de escrituras están creando un número cada vez mayor de este tipo de viviendas.
- La reducción de las tasas de mitigación ha disminuido el número de unidades necesarias creadas por el sector privado.

Las tasas de mitigación se redujeron a la mitad en 2021, lo que produjo un cambio significativo en el inventario de viviendas con restricciones de escrituras creadas a través de la mitigación de viviendas.

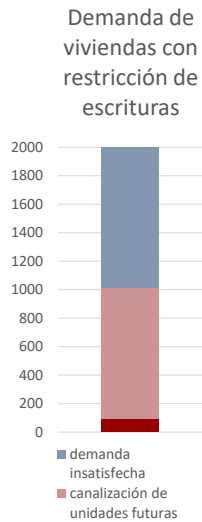


- Con el tiempo, las viviendas en régimen de propiedad de los trabajadores, se convierten en viviendas asequibles para los hogares que generan ingresos localmente.
- Las unidades destinadas para alquiler de trabajadores están un 20% por debajo del precio del mercado y los precios de alquiler son aparentemente más estables que los precios del mercado basándose en los datos de nuestro análisis de rentas del mercado.

Uno de los elementos interesantes del inventario de viviendas en régimen de propiedad para trabajadores es que, con el tiempo, se vuelve más asequible para los hogares que perciben ingresos localmente, ya que el tope de plusvalía de estas viviendas suele ser inferior al aumento de los salarios.

En cuanto a los alquileres para trabajadores, tenemos menos datos para analizar, pero algunas de las tendencias son alentadoras. En los últimos dos años, como más unidades de alquiler para trabajadores locales han estado disponibles, hemos visto que las tasas de alquiler se estabilizan, mientras que las tasas de alquiler de mercado han aumentado dramáticamente. Este conjunto de datos necesita ser perfeccionado y rastreado durante varios años antes de que se puedan extraer conclusiones sólidas sobre el programa de alquiler para trabajadores, pero la siguiente gráfica muestra las tendencias preliminares.

Departamento de la Vivienda: Herramientas y tácticas para solucionar el suministro de vivienda



El Plan de Suministro de Viviendas se centra en los Desarrollos Inmobiliarios creados por Asociaciones Público-Privadas y los Programas de Capital como dos tácticas para el suministro de viviendas con restricción permanente de escrituras para los trabajadores locales y sus familias.



¿Cómo funcionan las asociaciones público-privadas?

La ciudad y el condado, a través del Departamento de la Vivienda, facilitan terrenos, dinero y conocimientos técnicos a promotores del sector privado.

Puede tratarse de promotores sin fines de lucro como Community Housing Trust y Habitat for Humanity.

Promotores privados con fines lucrativos y filántropos e inversionistas.

Desde la implementación de este plan (HSP), nos hemos asociado o nos estamos asociando con nueve desarrollos inmobiliarios que incluyen 253 viviendas con restricciones de escrituras.

Asociaciones público-privadas para crear viviendas con restricción de escrituras



Para 2023:

Se completarán 2 proyectos que crearán 42 nuevas viviendas para los trabajadores locales y sus familias. (Kelly Place + Mercill Condos)

- 2 proyectos en construcción (Jackson Street Apts + Parkside) - 75 viviendas
- 2 proyectos en construcción (Flat Creek Apts + S4 Flats) - 60 viviendas
- Y seguiremos impulsando nuevos proyectos de colaboración público-privada que podrían incluir la adquisición de terrenos y propuestas para encontrar colaboradores para el desarrollo del proyecto (RFP).

Asociaciones público-privadas para crear viviendas con restricción de escrituras

2 Proyectos
Finalizados
en 2023
42 Casas



Kelly Place Condos - Esta asociación con Roller Development y Studio Tack creará 12 viviendas en régimen de propiedad para trabajadores - 2 de un dormitorio y 10 de dos dormitorios - para familias que trabajan en el condado de Teton. La ciudad de Jackson está proporcionando el terreno para este desarrollo, que fue comprado por \$ 1,703,416.03.

- Inversión pública (terreno): 141.951 \$/unidad

Mercill Condos - Esta asociación con Mercill Partners creará 30 condominios en régimen de propiedad para trabajadores (Workforce Ownership por sus siglas en inglés= - 20 viviendas de una habitación y 10 viviendas de dos habitaciones – para familias que trabajan en nuestro Condado. El Condado de Teton aportó el terreno para esta construcción, valorado en 2.100.000 dólares. El Condado también aportó el pago para mover las estructuras históricas existentes para Jackson Hole Historical Society & Museum (JHHS) y para preparar el sitio para el desarrollo, un costo adicional de \$ 130,000.

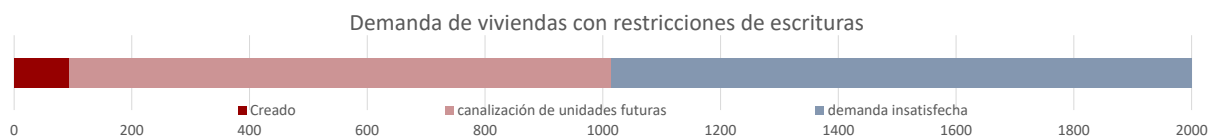
En febrero de 2021, los comisionados del condado de Teton votaron a favor de ejercer su opción de compra de los 6.800 pies cuadrados de espacio comercial del edificio por 800 dólares por pie cuadrado. El condado alquilará este espacio a dos proveedores de servicios de guardería: el Jackson Hole Children's Museum y Happy Kidz Daycare, invirtiendo así en este proyecto para satisfacer dos necesidades clave de la comunidad: vivienda asequible y servicios de guardería.

- Inversión pública (terreno + preparación del terreno): 74.333 \$/unidad

Asociaciones público-privadas para crear viviendas con restricción de escrituras



2 Edificios en Construcción
75 Viviendas



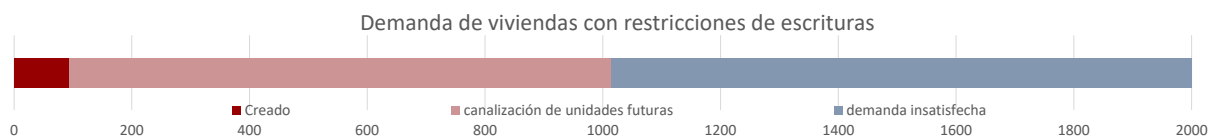
Parkside en Benson & Brown Station - Esta asociación con Teton Habitat creará 18 viviendas unifamiliares en régimen de propiedad asequible -12 de dos habitaciones y 6 de tres habitaciones- para hogares que trabajen en el condado de Teton. El condado aportará el terreno para este desarrollo inmobiliario, valorado en 2.225.383,49 dólares y la infraestructura horizontal, que incluye el desvío de la acequia Cache Creek al parque Mike Yokel y la reubicación de la residencia histórica Benson/Brown. - Inversión pública prevista por unidad: \$193.000

Jackson Street Apartments - Este proyecto es una asociación entre Cumming Foundation y el condado de Teton que creará 57 apartamentos - 113 habitaciones - para familias y trabajadores locales. 48 de estos apartamentos serán apartamentos asequibles (12, 0-50%; 28, 50-80%; 8, 80-120%) y 9 estarán bajo el régimen de alquiler para trabajadores locales (Workforce). Cumming Foundation estará aportando seis lotes, todos ellos en el área de alojamiento, valorados en \$11.500.000, e invierte \$10.000.000 en el proyecto. El condado de Teton aportó cuatro lotes, valorados en \$5.600.000 y \$5.000.000. Community Foundation de Jackson Hole se unió al proyecto en junio de 2022, sirviendo como intermediario para las inversiones financieras y de terrenos del Condado de Teton a través de la creación de un Fondo Designado y la inversión en la sociedad de responsabilidad limitada de múltiples miembros del Desarrollo Inmobiliario.- Inversión pública por unidad: \$253.000 dólares

Asociaciones público-privadas para crear viviendas con restricción de escrituras



2 Obras en
Inicio de
Construcción
60 Casas

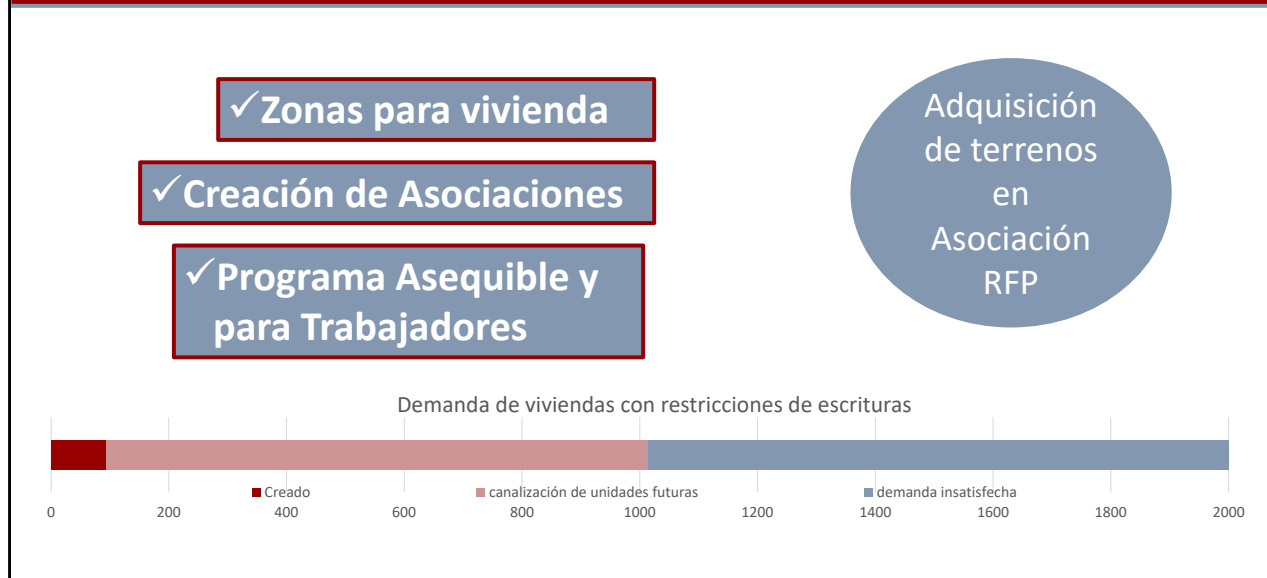


Flat Creek Apartments - Esta asociación con BlueLine Development y Stealth FCA LLC creará 48 unidades de alquiler asequible que servirán a los hogares que ganan <60% de los ingresos promedio. La ciudad de Jackson está proporcionando el suelo, valorado en \$ 5,000,000, y un adicional de \$ 2,250,000 en fondos para el desarrollo. El promotor obtuvo créditos fiscales para viviendas de alquiler reducido, fondos HOME y fondos del National Housing Trust para financiar el proyecto.

Inversión pública por unidad: \$151.042

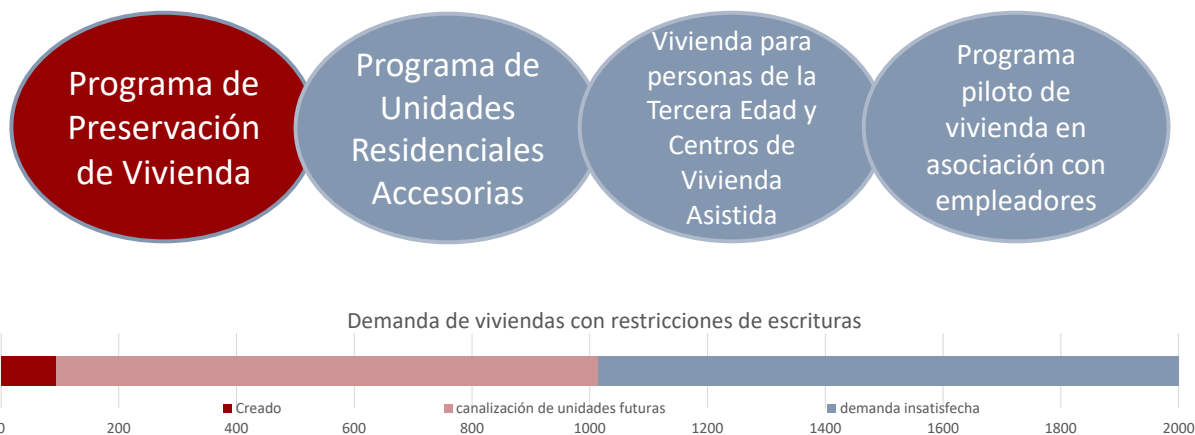
S4 Flats - Esta asociación con Figure 9 Development creará 12 nuevas viviendas. Ocho de estas viviendas serán de propiedad asequible y cuatro de estas viviendas serán de alquiler para trabajadores. La ciudad de Jackson está proporcionando el terreno (910 Smith Lane y 915 Simon Lane) y un adicional de \$ 300,632 en fondos para el desarrollo. (915 Simon Lane era propiedad de la ciudad de Jackson y valorado en \$ 1,200,000.) El 910 de Smith Lane se evaluó en \$1.600.000; la ciudad compró el lote por \$1.200.000). - Inversión pública por unidad: \$230.267.

Asociaciones público-privadas para crear viviendas con restricción de escrituras



Para el Año Fiscal 2024, el personal trabajará en la adquisición de terrenos que incluirá la convocatoria para una asociación para un desarrollo inmobiliario privado (RFP).

Programas de Capital para la creación de viviendas con restricción de escrituras.



El Plan de Acción de Vivienda también establece que el personal debe trabajar para preservar el inventario de viviendas existente, dar prioridad durante todo el año a los hogares con ingresos más bajos y proporcionar asistencia técnica a los promotores inmobiliarios y otras personas que deseen crear viviendas asequibles para la trabajadores.

Programas de capital actuales

Programa Existente: Programa de Preservación Vivienda para propiedad y Alquiler de Trabajadores y (Workforce Ownership, Workforce Rental por sus siglas en inglés)

Una protección permanente de las viviendas existentes para los trabajadores locales a través de la ayuda para el pago inicial a los nuevos compradores de vivienda, la compra con restricción de escritura de los propietarios existentes, o los fondos a los empleadores u otras entidades que compren unidades de alquiler para los trabajadores.

En Desarrollo actual: Programa de Unidades Residenciales Accesorias Alquiler para Trabajadores

Las unidades residenciales accesorias (ARU) ofrecen la oportunidad de crear viviendas para los trabajadores locales en la ciudad de Jackson con una inversión pública limitada. Sin embargo, la complejidad de la planificación y el proceso de solicitud de construcción y los costos de construcción de las unidades son impedimentos para la producción de ARUs. Este programa

facilita la producción privada de ARUs mediante la asistencia técnica que incluye una guía completa que proporciona información sobre la planificación y el proceso de construcción, información de contacto para las empresas que crean ARUs modulares o prefabricadas que cumplan con los requisitos del código de construcción local e internacional, los recursos de los propietarios y una explicación más clara de las normas en torno al alquiler de una ARUs.

Programas Potenciales de Capital a futuro

Vivienda para Personas de la Tercera Edad y Centros de Vivienda Asistida Tipos de Unidades por determinar

Este programa se centrará en facilitar hogares estables para las personas de la tercera edad o que viven con una discapacidad por medio de la asociación con desarrollos inmobiliarios. El Consejo Municipal encomendó al personal añadir este programa al Plan de Trabajo del Departamento de la Vivienda en su taller del 19 de diciembre de 2022.

Programa Piloto de Vivienda en Asociación con Empleadores Alquiler Asequible y para Trabajadores

Este programa se enfocará en crear oportunidades para que las corporaciones del sector privado creen viviendas para sus empleados.

Fondos para el suministro de vivienda: Solicitud de presupuesto para el año fiscal 2024

AF 2023

Balance Inicial \$10,880,829

Recursos \$5,704,815

Gastos \$4,247,057

Balance \$12,338,587

AF 2024

Balance Inicial \$12,338,587

Recursos \$5,436,843

Gastos \$14,946,300

Balance \$2,829,130



Gastos en el año fiscal 2023: \$4.160.288

- Parkside en Benson & Brown Station: \$373.000
- Flat Creek Apartments: \$2,250,000
- S4 Flats: \$1.500.632
- Programa de Preservación: \$118,425
- Programa ARU: \$5,000

Gastos para el año fiscal 2024: \$14,946,300

- Parkside: \$1 millón
- Jackson Street: \$2,500,000
- Adquisición de Terrenos: \$10,000,000
- Programa de Preservación: \$1,336,300
- Programa ARU: \$5,000
- Programa de Vivienda para la Tercera Edad y Centros de Vivienda Asistida: \$25,000
- Programa Piloto para Vivienda en Colaboración de Empleadores: \$20,000

Departamento de la Vivienda: Plan de Trabajo para el Año Fiscal 2024 y Plan de Suministro de Vivienda



Anualmente, el Departamento de Vivienda elabora un plan de trabajo y un plan de suministro de vivienda. Ambos documentos se basan en el Plan Integral (2020), el Plan de Acción de Vivienda para Trabajadores (2015), el Informe Anual de Indicadores y el seguimiento anual de datos realizado por el personal del Departamento del Vivienda.

El Plan de Suministro se centra más en las estrategias, mientras que el Plan de Trabajo del Departamento de la Vivienda es una representación táctica del trabajo que el Departamento de la Vivienda llevará a cabo en el próximo año fiscal.

El Plan de Trabajo del Departamento de Vivienda tiene 4 áreas principales + la administración del departamento.

1. Suministro de viviendas, que se trata en profundidad en el Plan de Suministro de Viviendas.
2. Administración del Departamento de la vivienda
3. Recolección y análisis de datos
4. Comunicación y educación

Departamento de la Vivienda: Plan de Trabajo para el Año Fiscal 2024 y Plan de Suministro de Vivienda



El suministro de viviendas representa el 16% del tiempo de todo el personal del Departamento de la Vivienda y el 23% del presupuesto operativo del Departamento.

Áreas de Trabajo para el Suministro de Vivienda



Además de las Asociaciones Público-Privadas y los Programas de Capital, hay otras dos áreas de trabajo relacionadas con el suministro de viviendas:

1. Políticas de Vivienda y Planificación a Largo Plazo
2. Mesa Directiva para el Suministro de Vivienda

Suministro de Vivienda: Políticas para Vivienda y Planeación a Largo Plazo – 772 Horas del Personal



Política de Vivienda y Planificación a Largo Plazo representa más de 770 horas de personal e incluye 6 áreas de trabajo:

Fondos para la vivienda: Durante todo el año

El personal sigue buscando fuentes de financiamiento para la vivienda a través de colaboraciones alternativas, subsidios, préstamos, etc.

Revisión de Nuevos Proyectos Inmobiliarios, Estándares de Alojamiento: Durante todo el año

El personal revisa las solicitudes de nuevos proyectos para garantizar el cumplimiento de las normas y reglamentos en materia de vivienda. Este trabajo incluye la educación e información sobre las normas de alojamiento y el cumplimiento. Para el año fiscal 2024 se prevén 80 revisiones de nuevos proyectos.

Revisión de LDR y recomendaciones políticas: Durante todo el año

El personal de Vivienda colabora frecuentemente con el personal de Planeación en temas de políticas a largo plazo que afectan a la vivienda asequible actual y futura. Entre ellos se incluyen los vecindarios estables y de transición en la ciudad, así como las revisiones de la zonificación del condado.

Northern South Park: July - September

Según sea necesario, el personal continuará apoyando al personal de planeación mientras

preparan la estrategia de desarrollo para Northern South Park Neighborhood Plan. Esta tarea está en marcha y se prevé que finalice en septiembre de 2023, en función del proceso de audiencias públicas.

Mitigación del Problema de Vivienda para Trabajadores: Julio - Diciembre

La ciudad y el condado están trabajando para revisar la estructura actual, las tasas y las exenciones para la mitigación de la vivienda requerida por los LDRs. Este trabajo está siendo dirigido por el equipo de Planeación a Largo Plazo con el apoyo del personal del Departamento de la Vivienda. La tarea está en marcha y se prevé que esté terminada en diciembre de 2023.

Acciones para mejorar el desplazamiento en el sector de la vivienda (HUB): En curso durante todo el año

Esta tarea se trata de una colaboración entre diversos sectores y esta centrada en el aumento de las opciones de desplazamiento de los hogares con viviendas asequibles y para los trabajadores.

Coordinación del Programa de Suministro de Vivienda Comunitaria: En curso a lo largo del año

Este proyecto colectivo se basará en la Evaluación Regional “Housing Needs Assessment y el Housing Nexus Study work”, e incluirá una serie de reuniones con las partes interesadas de la comunidad para redactar una Estrategia Comunitaria de Vivienda inicial. El personal del Departamento de la Vivienda participará en estas reuniones.

Departamento de la Vivienda: Plan de Trabajo del Año Fiscal 2024 y Plan de Suministro



La administración y manejo del Departamento de la Vivienda representa el 43% del tiempo del personal y el 37% del presupuesto operativo del Departamento de la Vivienda.

Áreas de Trabajo en la Administración del Departamento de la Vivienda



La administración del Departamento de la Vivienda se divide en tres áreas de trabajo principales:

1. Normas y Reglamentos, que se actualizan cada 12-24 meses. Este año, el personal no propone ninguna actualización de las Normas, ya que se acaban de actualizar en 2022.
2. Cumplimiento
3. Ventas y alquileres

Administración del Departamento de la Vivienda: Area de Cumplimiento – 2,675 Horas de Trabajo



El trabajo de cumplimiento se compone de cinco áreas principales:

Verificación anual - Alquileres asequibles y para trabajadores:

Durante todo el año El personal verifica anualmente todas las viviendas de alquiler asequible y para trabajadores para garantizar el cumplimiento de los requisitos de la restricción de la escritura registrada en la unidad. Total para el año fiscal 2024: 543 unidades + 257 dormitorios.

Verificación anual de propiedades para trabajadores:

Anualmente, de octubre a diciembre Los propietarios de viviendas para trabajadores tienen la obligación de seguir cumpliendo los requisitos durante el tiempo que sean propietarios de su vivienda hasta la edad de jubilación. El personal solicita la documentación de verificación anualmente y comprueba que los propietarios cumplen los requisitos. Total de unidades para el año fiscal 2024: 100 viviendas.

Inspección anual: viviendas en propiedad asequibles:

Anualmente, octubre – diciembre Los propietarios de unidades de vivienda Asequibles compradas después del 4 de junio de 2018 deben continuar cumpliendo con los requisitos de empleo, ocupación, seguro y no tener bienes raíces residenciales durante el tiempo que sean propietarios de su vivienda. El personal solicita documentación de verificación anualmente y comprueba que los propietarios cumplan con los requisitos de Registro Anual. Total de unidades para el año fiscal 2024: 40.

Cumplimiento de las normas:

En curso, normalmente basado en la presentación de quejas. Cuando es necesario, el personal investiga las quejas recibidas sobre propietarios o inquilinos,

realiza un seguimiento y trabaja con los propietarios/inquilinos y el público para resolver los problemas. Total de unidades para 2023: 989 + 257 dormitorios.

Asistencia a urbanizaciones existentes: En curso según lo solicitado por los desarrollos existentes

El personal dirige reuniones con administradores de propiedades y propietarios de nuevas unidades restringidas para asegurarse de que entienden su restricción y el proceso de cumplimiento. El personal asiste a los propietarios de viviendas y a las HOA para ayudarles a comprender sus reglamentos (CCR), las restricciones de las escrituras, los contratos de arrendamiento de terrenos y las normas y reglamentos de vivienda. Esto incluye asistir a las reuniones de las HOAs, ayudar con las enmiendas de los CCRs y ayudar en la resolución de problemas.

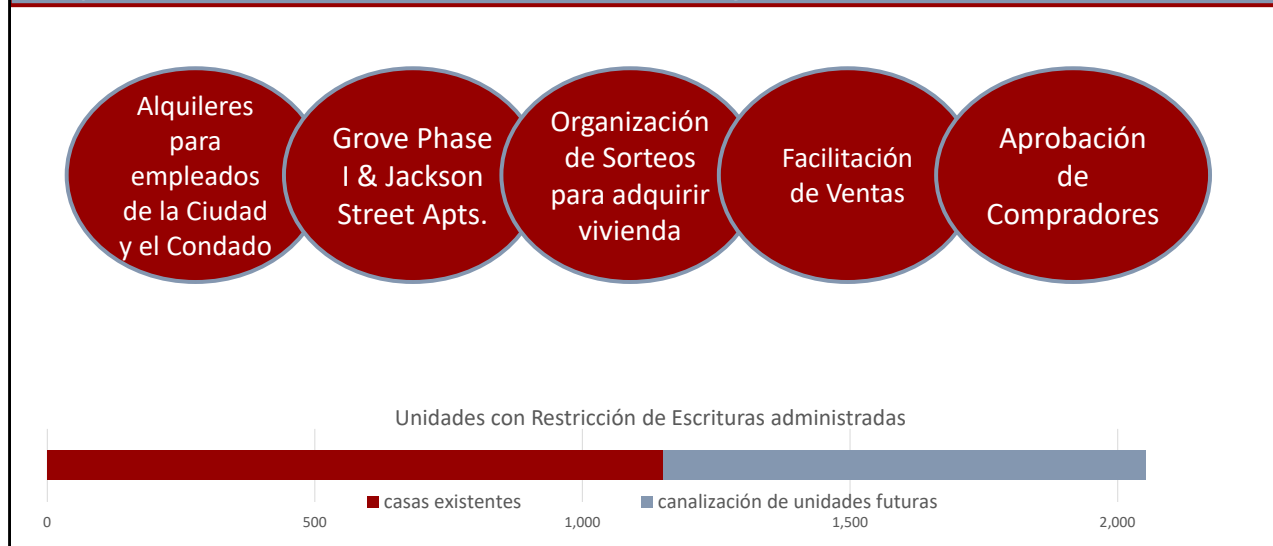
Excepciones y solicitudes especiales: En curso a medida que se reciben solicitudes

El personal revisa y responde a las solicitudes de los propietarios y solicitantes para hacer excepciones a las normas y reglamentos del Departamento de Vivienda. Esto incluye solicitudes de permiso de ausencia, permiso para alquilar, Alojamiento Razonable, Mejoras Capitales, Hipotecas Calificadas, Transferencias de Título, Apelaciones, y excepciones cuando existe una situación única.

Incorporación de Desarrollos Inmobiliarios: En curso a medida que se terminan los desarrollos inmobiliarios

El personal de cumplimiento se reúne con los administradores de propiedades de las nuevas unidades restringidas por escritura para revisar el proceso de cumplimiento anual y los requisitos.

Administración del Departamento de la Vivienda: Ventas y Alquileres – 3,344 Horas de Trabajo



El area de ventas y alquileres consta de 5 tareas principales:

Programa de Alquiler para los Empleados de la Ciudad: En marcha durante todo el año

El personal se encarga de las inspecciones, de las mudanzas, de las inspecciones finales y asiste a la ciudad en la administración diaria del programa de alquileres para empleados. Para el año fiscal 2024, prevemos 40 nuevos contratos de alquiler.

Programa de Alquiler para Empleados del Condado: En marcha durante todo el año

El personal trabaja con la Administración para actualizar las políticas del programa. El personal realiza sorteos para identificar a los inquilinos, ejecuta los contratos de arrendamiento, lleva a cabo inspecciones y se encarga de la supervisión diaria del programa de alquiler para empleados del Condado. Para el año fiscal 2024, prevemos 30 nuevos contratos de arrendamiento.

Alquileres de Grove Phase 1: Anualmente, Mayo – Agosto

El personal evalúa las renovaciones anuales de los contratos de alquiler y verifica la calificación de los inquilinos. El personal trabaja en estrecha colaboración con la empresa de administración de propiedades en el mantenimiento, las inspecciones, los problemas de los inquilinos, el pago de facturas, etc. El personal realiza inspecciones semestrales de las unidades.

Jackson Street Apartments Rentals: Octubre – Febrero

La fase 1 incluye 38 nuevas unidades de alquiler asequible y para trabajadores que se completarán este año fiscal. Otras 19 se completarán el próximo año fiscal. El personal anunciará y realizará sorteos para todas las unidades. Cuando se haya completado el sorteo, el personal trabajará con la administración de la propiedad para completar el arrendamiento de las unidades y el traslado de los inquilinos. El personal anticipa un alto volumen de solicitantes ya que estas unidades serán las primeras unidades de alquiler asequible disponibles por sorteo desde la Fase 1 de The Grove en 2015.

Organización de Sorteos – Unidades para Venta y Alquileres: En marcha durante todo el año. Cuando las casas están disponibles para arrendar o comprar, el personal realiza un Sorteo por un periodo de dos semanas. Esto incluye alertas por correo electrónico y mensajes de texto, creación de anuncios en el sitio web y en el periódico (solo para trabajadores), también incluye responder a las preguntas de los clientes, revisión de las entradas al sorteo y la elaboración de una base de datos con los participantes al Sorteo para presentarlo a la empresa externa que realiza el mismo. Este trabajo se realiza a lo largo de todo el año a medida que se dispone de viviendas. Para el año fiscal 2024, el personal prevé 19 sorteos. Esto incluye 4 sorteos para 38 unidades en Jackson Street Apartments.

Facilitación de Ventas: En marcha durante todo el año. El personal se encarga de facilitar las ventas a compradores y vendedores. Esto incluye reuniones con compradores y vendedores para educarlos sobre el proceso; calificando compradores; ejecutando Acuerdos de Facilitación para ambos compradores y vendedores; ejecutando el contrato de Compra-venta, realizando inspecciones; ayudando a compañías de títulos, a los peritos, las empresas que otorgan los préstamos hipotecarios; y coordinando el recorrido final y el cierre. Este trabajo se realiza a lo largo del año a medida que hay viviendas disponibles. Para el año fiscal 2024, el personal prevé facilitar 20 ventas. Esto incluye las ventas por sorteo y las ventas de viviendas del Programa Attainable (Legacy Program).

Aprobación de Compradores (ventas sin sorteo): En marcha durante todo el año. Estas calificaciones son para las unidades para trabajadores que se venden en la venta inicial (y por lo tanto no pasan por el proceso de sorteo). Esto también incluye los hogares que compran una casa del Programa Attainable que no fue a través de un sorteo. El personal revisa las solicitudes y califica a los hogares. Esto es continuo a medida que se reciben las solicitudes. Para el año fiscal 2024, el personal prevé 15 solicitudes.

Administración del Departamento de la Vivienda: Mesa Directiva de la Autoridad de la Vivienda (HAB) – 357 Horas de Trabajo



La Administración y el Manejo de la Mesa Directiva consiste en 3 áreas principales:

Administración y Manejo de Propiedades: Durante todo el año

El personal se encarga de administrar las propiedades de la Autoridad de Vivienda, lo que incluye ayudar a las HOA con problemas de la propiedad, facturar y cobrar los pagos de arrendamiento de terrenos. Los vecindarios incluyen Wilson Park, Wilson Meadows, Millward y 5-2-5 Hall. El personal también gestiona The Grove Fase I y 260 West Broadway, incluyendo el trabajo en estrecha colaboración con la empresa que gestiona la propiedad en el mantenimiento y los problemas de los inquilinos.

Manejo de las Reuniones de la Mesa Directiva: Reuniones mensuales y Reuniones Especiales según sean necesarias

El personal apoya a la Mesa Directiva para facilitar las reuniones mensuales, llevar las actas, preparar y enviar los paquetes de la mesa directiva y los informes del personal, gestionar las cuentas por pagar y por cobrar, preparar el presupuesto anual y reconciliar el presupuesto cada mes. Además, el personal trabaja con los contadores para administrar las cuentas bancarias y las finanzas de la Autoridad de la Vivienda de forma continua. Este trabajo es continuo durante todo el año.

Administración de la Contabilidad – Elaboración y seguimiento del presupuesto de las

propiedades y programas de la Autoridad de la Vivienda.

Departamento de la Vivienda: Plan de Trabajo del Año Fiscal 2024 y Plan de Suministro



Además del suministro y la administración del Departamento de la Vivienda, el personal se encarga de la recopilación y el análisis de datos, la comunicación y la educación.

Departamento de la Vivienda: Plan de Trabajo del Año Fiscal 2024 y Plan de Suministro



La recopilación y análisis de datos consta de 6 tareas principales y representa el 3% del tiempo del personal y el 5% del presupuesto operativo.

Recopilación y Análisis de Datos: Anualmente, Mayo y Noviembre

El personal recopila datos sobre vivienda a partir de diversos estudios, incluidas fuentes de datos locales, regionales y nacionales. A partir de estos datos, el personal identifica tendencias, deficiencias en los recursos locales y otra información de relevancia.

Actualización Anual del Plan de Suministro de Vivienda: Anualmente, Enero – Abril

El Plan de Suministro de Vivienda se actualiza anualmente para proporcionar a los representantes políticos y a la comunidad una visión a cinco años del suministro de viviendas. Las horas también incluyen la traducción al español del documento y la presentación.

Recopilación y Análisis de Datos del Área de Cumplimiento: Trimestralmente, Agosto, Noviembre, Febrero y Mayo

A partir del año fiscal 2024, el personal recopilará trimestralmente datos de cumplimiento basados en información interna para ayudar a analizar los logros y las áreas de mejora. Los datos también se proporcionan a la comunidad y a los funcionarios electos para fundamentar futuras decisiones políticas.

Recopilación y Análisis de Datos del Formulario de Admisión: Anualmente, Enero

Anualmente, como parte del Plan de Suministro de Vivienda, el personal reúne y analiza los datos del Formulario de Admisión y utiliza estos datos para informar sobre futuros proyectos y programas de vivienda.

Información anual y semestral del programa: Anualmente, abril y octubre

El personal reúne datos de HUD anualmente para el Condado de Teton. Esto incluye los alquileres de mercado justo y los ingresos familiares promedio por tamaño de hogar. Estos datos se utilizan para calcular los límites de ingresos por hogar para unidades asequibles y para calcular el precio máximo de alquileres asequibles. Además, el personal recoge semestralmente datos de la Oficina de Estadísticas Laborales para el Índice de Precios al Consumidor y de la División de Análisis Económico del Estado de Wyoming del Centro de Datos del Estado de Wyoming para el Índice de Costo de Vida para el noroeste de Wyoming. Esta información se utiliza para calcular los valores máximos de reventa de las viviendas con escrituras restringidas.

Nuevo Software: Julio - Febrero

Si se aprueba con el presupuesto, el personal seguirá los procedimientos adecuados de RFP para encontrar una nueva empresa de software que se adapte a las necesidades del Departamento de la Vivienda. El personal dedicará tiempo a la incorporación, formación y resolución de problemas con el nuevo equipo de software para aprender a utilizarlo y ponerlo en funcionamiento.

Departamento de la Vivienda: Plan de Trabajo del Año Fiscal 2024 y Plan de Suministro



Comunicación y Educación consta de 6 áreas de trabajo y representa el 3% del tiempo del personal y el 5% del presupuesto operativo.

Programas de Participación Pública y Presentaciones: En marcha durante todo el año
El personal prepara y ofrece presentaciones al público cuando éste lo solicita. Las presentaciones son educativas sobre los programas del Departamento de Vivienda, el proceso de solicitud, las viviendas disponibles y el programa de suministro. El personal anticipa 24 presentaciones en el año fiscal 2024.

Presentaciones y Participación Pública del Departamento de Cumplimiento: En marcha durante todo el año
El personal incorporará un módulo de cumplimiento a las presentaciones de los programas de vivienda (más adelante) cuando se requiera para educar al público sobre el proceso de cumplimiento. El personal prevé XX Presentaciones en el año fiscal 2024.

Contenido del Website: En marcha durante todo el año
Incluye el manenimiento del contenido del sitio web.

Redes Sociales, Radio, Boletines, Periódicos: Durante todo el año
El Departamento de Vivienda se mantendrá regularmente en contacto con la comunidad a través de boletines electrónicos mensuales, redes sociales, publicidad y difusión por radio y

periódicos. Esta labor es continua a lo largo del año.

Eventos de difusión y orientación en español: En curso durante todo el año + eventos trimestrales

El Departamento de Vivienda celebra trimestralmente grupos de discusión en español para informar, recibir comentarios y hacer evolucionar los programas y servicios de vivienda. La coordinación con Voices JH proporciona textos informativos mensuales sobre noticias de vivienda a la red local hispanohablante. Además, el personal prepara y realiza presentaciones para los medios de comunicación en español, así como la traducción al español del sitio web, los boletines informativos y otros materiales informativos impresos.

Panel de indicadores de vivienda: Desarrollo julio-febrero posteriormente continuo a lo largo del año

Como novedad en 2023, el personal creará un panel de control de la vivienda que mostrará una variedad de indicadores y visualizaciones relevantes para los programas, desarrollos y políticas de vivienda actuales.

Departamento de la Vivienda: Plan de Trabajo del Año Fiscal 2024 y Plan de Suministro

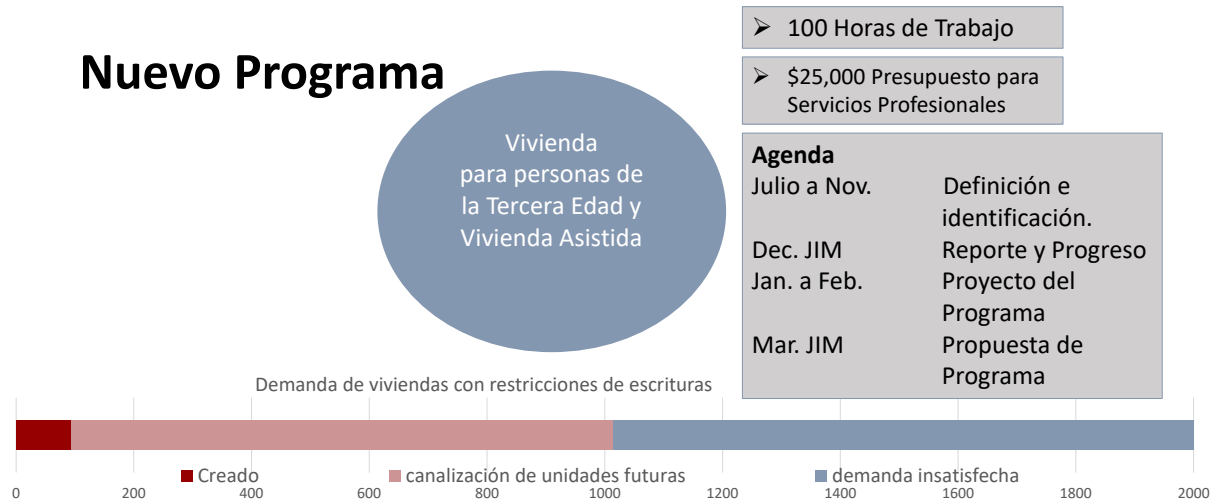


Preguntas
Clave



Plan de Suministro de Vivienda: Preguntas Clave

Nuevo Programa



Nuevo Programa:

Vivienda para personas de la tercera edad y Vivienda Asistida. Los miembros del consejo de la ciudad y el condado han solicitado la inclusión de este programa. Tanto el Consejo como el BCC han dado instrucciones al personal para que lo incluya en el plan de trabajo de este año??

Administración del Departamento de la Vivienda: Preguntas Claves

Novedades para AF 24



➤ 230 Horas de Trabajo

➤ \$220,000 Presupuesto

Si no se aprueba el software

Se reducirá el nivel de servicio al público, habrá más riesgo de brechas de seguridad y menos recopilación y análisis de datos



Desde la creación del programa de cumplimiento y el formulario de admisión, el personal ha trabajado con Greenwood Mapping para diseñar un software en línea que cubra nuestras necesidades internas y externas relacionadas con el seguimiento de las unidades, el cumplimiento y la incorporación de los hogares (a través del formulario de admisión). Este punto propone la transición a una plataforma de base de datos más eficaz y completa para agilizar el análisis de datos y el flujo de trabajo de cumplimiento. Tiempo estimado de personal: 230 horas. Presupuesto estimado: 218 400 dólares.

Si no se aprueba esta base de datos, el personal seguirá utilizando el sistema existente, incluidas las soluciones para las deficiencias del sistema que requieren un tiempo considerable del personal y causan retrasos y frustraciones para el público.

Administración del Departamento de la Vivienda: Preguntas Claves

Novedades para AF24

Supervisor de
Cumplimiento

➤ Nueva Posición de tiempo completo

➤ \$100,000 Salario+
Prestaciones

Si esta posición no se aprueba

El cumplimiento anual se reducirá a un cumplimiento cada 2 o 3 años
Disminución de la recopilación y el análisis de datos para fundamentar las políticas.



Desde la creación del programa de cumplimiento, el número de unidades en las que el departamento lleva a cabo el cumplimiento ha aumentado en unas 500, y se espera que la creación continúe de forma constante en los próximos años. Presupuesto estimado, incluido salario + prestaciones: \$100,000.

Si no se aprueba este nuevo empleado, el cumplimiento anual se reducirá a un cumplimiento cada 2 ó 3 años y se producirá una reducción en la recopilación y el análisis de los datos que se utilizan actualmente para informar las políticas.

Propuesta

Propongo la aprobación del Plan de Trabajo y el Plan de Suministro de Vivienda para el año fiscal 2024.



TOWN COUNCIL

BOARD OF COMMISSIONERS

JOINT INFORMATION MEETING

AGENDA DOCUMENTATION

PREPARATION DATE: April 10, 2023

SUBMITTING DEPT: Long-Range Planning

MEETING DATE: April 10, 2023

DEPT. DIRECTORS: Chris Neubecker & Paul Anthony

SUBJECT: 2023 Annual Indicator Report and Fiscal Year
2024 Implementation Work Plan

PRESENTERS: Ryan Hostetter

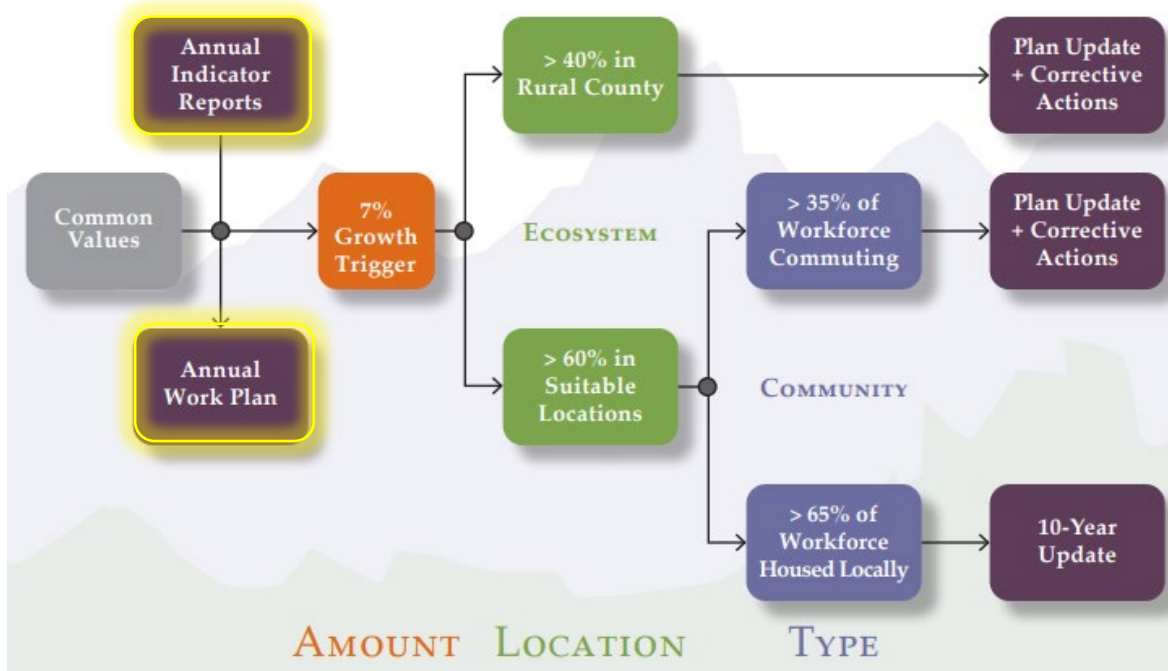
STATEMENT/PURPOSE

1. Review 2023 Comprehensive Plan Indicator Report to inform the Fiscal Year 2024 Comprehensive Plan Work Plan.
2. Approve the Fiscal Year 2024 **Work Plan**.

BACKGROUND/ALTERNATIVES

The Annual Indicator Report and Work Plan operate in conjunction with the Comprehensive Plan's Adaptive Management Program to implement the Comprehensive Plan, Integrated Transportation Plan, and Housing Action Plan. The Annual Indicator Report facilitates evidence-based planning and consistent data trend records as our community works toward achieving its shared vision. It is designed as a check-in on the community's progress and informs the scope and prioritization of the projects in the Annual Work Plan. The Work Plan identifies implementation tasks to be undertaken in the next fiscal year. The Work Plan includes Teton County projects, Town of Jackson projects, and projects that will be carried out Jointly by both jurisdictions.

Adaptive Management Program



The **Annual Indicator Report** provides consistent data trends in an effort to facilitate evidence-based planning as our community works toward achieving its shared vision. It is designed as a check-in on the community's progress, and informs the scope and prioritization of the projects in the Annual Work Plan.

- The report presents data for the previous calendar year (January 2022-December 2022), unless data availability lags, in which case the most recent reporting will be for 2021.

The **Work Plan** identifies and prioritizes implementation tasks to be undertaken in the next fiscal year.

- The plan presents tasks for the upcoming fiscal year (July 2023 – June 2024).
- The plan includes Teton County projects, Town of Jackson projects, and projects that will be carried out jointly by both jurisdictions, some of which will need to be funded in the County and/or Town budgets.
- All tasks are based on the Strategies found in the [Jackson/Teton County Comprehensive Plan](#) or are objectives of the [Housing Action Plan](#) or [Integrated Transportation Plan](#).

STAFF ANALYSIS

Staff uses the approved Work Plan to manage fiscal and staff resources toward achieving the tasks prioritized by the Town Council and Board of County Commissioners. This is the opportunity for the Board of County Commissioners and Town Council to direct staff efforts and set public expectations for Long-Range projects that will occur from July 2023 to June 2024.

This annual exercise is consistent with Comprehensive Plan Adaptive Management Policies:

- **Policy 9.2.a: Monitor Indicators Annually**

If the Adaptive Management evaluation at 7% growth is the community's exam, the indicator reports are our annual progress report. The indicators monitor not only the Adaptive Management targets but the other measures of each of the community's goals. Each spring, the community should review the indicators listed below [in the Comp Plan] and other appropriate indicators to inform budgets and set an

implementation work plan that will promote optimization of all 8 community goals... each indicator is or should be:

- *relevant to a chapter goal of the Plan;*
- *reliably accessible annually; and*
- *understandable to the community*

- **Policy 9.2.b: Establish an Implementation Work Plan Annually**

A work plan for implementing the community's Vision will be established each year as part of the budget process. In setting the work plan, the community should evaluate the work completed over the past year, review annual indicators, and prioritize strategies for implementation based on how well the community is achieving our Vision and which implementation measures are most needed. The work plan will be composed of the strategies from the Common Values to be implemented the following year... The resources required to implement the strategy will be considered, along with the parties responsible for implementing the strategy, the timeframe for implementing the strategy, and the goal of the implementation. As strategies are completed and/ or new best practices, technology and information become available, the work plan may include strategies that are not listed in the Common Values. However, every task in the work plan should be:

- *relevant to a principle of the community that needs to be addressed;*
- *implementable by the responsible party; and*
- *effective in addressing the relevant community principle"*

The Town of Jackson and Teton County have engaged in joint planning since 1994. While each jurisdiction has its own version of the Land Development Regulations (LDRs), there is only one Joint Comprehensive Plan, one joint Annual Indicator Report, and one joint Annual Work Plan. This means that the FY 24 Work Plan must be approved by both jurisdictions for it to be adopted. While in the past, County-only or Town-only Work Plan tasks have been directed by each Board separately, coordinating timing and shared resources required of those tasks is an important benefit of setting the Work Plan jointly. Tasks identified as "joint" are those designed for cooperative and balanced resource sharing and oversight to advance common or interdependent strategies included in the Comprehensive Plan, Integrated Transportation Plan, or Housing Action Plan. Joint tasks provide a balance of jurisdictional oversight on issues that bridge legal boundaries and affect the community valley-wide.

Staff has identified and will present on the takeaways in this year's Indicator Report that speak to both successes in and threats to achieving our community-wide goals. These key trends are identified in the "Are We Living Our Values?" section of the Indicator Report, but the report also provides further detail on each of our individual indicators.

FY 23

Fiscal Year 23 saw the completion of a few major public initiatives including multiple Land Development Regulation (LDR) amendments submitted by the public. Further public initiatives are recommended to be carried forward into the next fiscal year (shown in FY 24 below). Completed projects include:

Town and County Initiatives:

- LDR Biennial Review (formerly "cleanup") (County)
- Large Lot Subdivision (draft completed but withdrawn) (County)
- Adoption of the Northern South Park Neighborhood Plan (Joint)
- Update to the Wildlife Feeding and Bear Conflict LDRs (Joint)

Completed Projects Submitted by the Public:

- Update to the Dark Skies LDRs (Joint)
- Business Park rezone for 89 LLC (County)
- CWC Rezone (County)
- Housing Trust's Horse Creek Housing Project (County)
- NL-5 LDR Text Amendment for ownership of deed restricted units (Town)
- Zoning map amendment for the Hitching Post (Town)
- NH-1 LDR Text Amendment for minimum density exemption (Town)
- Electric Vehicle text amendment (Town)
- NL-5 text amendment allowing four units if deed restricted (Town)

FY 24

Based on data presented in the 2023 Indicator Report, tasks identified in prior Work Plans, and priorities outlined in early 2023 Town Council and Board of County Commissioners retreats, staff recommends the following implementation projects as top priorities for FY 24 (July 2023 – June 2024). Staff's primary recommendation is that the many ongoing and rollover projects continue to completion with the resources on hand. Adding multiple new projects will impact (or require removing) ongoing projects from the list, or will require additional resources such as consultant services:

JOINT TASKS	
In Progress (and to roll over to FY24)	New (beginning in FY24)
• Road and Pathways Standards LDR Update (Pathways) • Northern South Park Implementation (Planning) • Housing Policy Discussion (Linkage Analysis and LDR amendments, Joint Long Range planning)	• Joint Annual Indicator Report Review (Joint Long Range Planning)
TOWN TASKS	
In Progress (and to roll over to FY24)	New
• Hillside LDRs Update (Planning) • Municode (Planning) • Town Water Quality (Town Public Works & Planning) – • Sign Standards (Planning) • Lodging & Short Term Rentals (Planning) • Town Workforce Housing Mitigation LDRs (Planning) • Ecosystem Indicators (Ecosystem Stewardship) • Climate Action Plan (Ecosystem Stewardship) • Karns Meadow Master Planning (Ecosystem Stewardship & Parks & Recreation)	• Large Building and Workforce Housing Bonus Review (Planning)
COUNTY TASKS	
In Progress (and to roll over to FY24)	New
• Natural Resource Regulations & Tiered Habitat Mapping (Planning) • Wildlife Crossings Master Plan Implementation (Public Works) • ITP capital improvement transportation projects - Tribal Trails (Public Works) • Water Quality Initiatives (Public Works) • County Workforce Housing Mitigation LDRs (Planning) • Highway 22 Capital Multi Modal Transportation Improvement Projects (Public Works)	• Water Quality LDR Amendments (Planning) • ARU's – "dwelling unit" (Planning)

NEW FY24 ITEMS RECOMMENDED BY STAFF

As you can see in the table above, there are a multitude of large ongoing initiatives underway (left side). Staff is recommending adding only a few new items in order to ensure resources are available to focus on completing the ongoing list. The new items stem from discussions during both the County and Town retreats and direction during public hearings. These new projects include the following:

- **Joint Annual Indicator Report Review** – Staff has recently contracted with OPS Strategies (Alex Norton) to complete the Indicator Report for 2023. This task has been completed by both in-house joint Long

Range Planning staff as well as consultant assistance from OPS Strategies in the past. It has been the goal of the Long Range Planning team to train internal staff to complete this work, however due to the high turnover and inability to fill joint Long Range positions, this task has proven to be challenging to complete by in-house staff. Currently, due to unfilled positions, it is recommended that the County and Town investigate alternative approaches for collecting data and producing the Indicator Report through release of a Request for Proposals (RFP). This RFP could include background and history of the current Indicator Report as well as a request to submit proposals for streamlining and updating the methodology (without compromising the data if possible), create a user-friendly template such as a dashboard to maintain and update the information, and provide suggestions and/or support for ongoing maintenance. The County and Town could then discuss if there are proposals that may be worth pursuing for the continuation and longevity of this Work Plan task. This task is anticipated to be managed by the Joint Principal Long Range Planner.

- **Town Large Building and Workforce Housing Bonus Review** - This task will look at the Town's various LDRs and recent LDR changes that have incentivized or facilitated the development of large buildings in the Town. In particular, changes to the LDRs regarding maximum building size, workforce housing bonuses (2:1 bonus and 4th-story bonus), development review thresholds, and the trend of landowners aggregating larger sites have contributed to creating larger projects in recent years, especially for multi-family development. The intent for this project is to reevaluate some or all of these tools to see if changes are necessary to better balance community character concerns, the need for true workforce housing, and the market limitations of private developers to construct workforce housing at a scale that make financial sense. This project is anticipated to be managed by the Town Planning Director.
- **County Water Quality LDRs** - Utilizing the Water Quality Master Plan (scheduled to be complete in January 2024), begin the process of updating the water quality LDRs, specifically focusing on protection standards, water filtration standards, management of wastewater, surface water and groundwater, and implementing tools to protect drinking water. This project is anticipated to be managed by the County Associate Long Range Planner.
- **County Review of Accessory Residential Units in Nonresidential Zones** - Review the County LDRs for nonresidential Accessory Residential Units (ARUs) to determine if the regulations are achieving the desired outcome, including review of the required permitting process. This work will consider policies to facilitate and streamline the creation of deed-restricted ARUs in nonresidential zones that support local business while ensuring an appropriate level of review, notice, and public comment. This project is anticipated to be managed by the County Planning and Building Services Director along with the County Associate Long Range Planner.

In addition, staff recommends holding off on beginning any new major initiative, such as the Aspens commercial project, until several more of the rollover projects listed in the table above are completed. Potential future, new projects are listed in the Work Plan as a placeholder under the "Future Tasks – Non Budgeted and/or Unscheduled" section.

PLANNING COMMISSION RECOMMENDATION

The Town and County Planning Commissions met jointly on March 27, 2023, to review the 2023 Indicator Report and draft FY24 Work Plan presented by staff, discuss recommended changes, and make a recommendation to the Board of County Commissioners and Town Council.

The *County* Planning Commission voted 5:0 to recommend approval of the proposed FY24 Work Plan dated April 10, 2023 with the following additions:

1. To emphasize staffing and support for working on indicators for Comprehensive Plan common value no. 1., specifically air quality, water quality, and health of native species.
2. To emphasize work related to reduction of greenhouse gas emissions which show an increase in the Indicator Report.
3. To instruct staff during their engagement on Tribal Trails Connector and East West Connector to consider outcomes and alternatives for achieving our goals for Ecosystem Stewardship within these projects.
4. To look at utilizing trail and pathways data within the Indicator Report.
5. To urge the Board of County Commissioners to take prompt attention to hire and retain staff so that we can achieve the vision of the Comprehensive Plan.

The *Town* Planning Commission voted 4:0 with Christie Schutt, Abigail Petri, and Thomas Smits absent to recommend approval of the proposed FY24 Work Plan dated April 10, 2022 with the following additions:

1. To urge the Town Council to take prompt attention to hire and retain staff so that we can achieve the vision of the Comprehensive Plan.

STAKEHOLDER ANALYSIS

Stakeholders for the Work Plan and Indicator Report include all community members within Teton County and Town of Jackson. This effort is tied to the outreach conducted during the 2020 Comprehensive Plan and carries forward the policy work directed through that process.

FISCAL IMPACT

Fiscal impacts associated with each identified project have been provided in the proposed Work Plan. Actual financial commitments will be considered by the elected officials as part of adoption of the Town and County budgets.

STAFF IMPACT

The FY 24 Implementation Work Plan accounts for all the Joint Long-Range Planning Department's time. It also requires time from Town Planning Staff, County Planning Staff as well as other Town and County Departments.

LEGAL REVIEW

County: A. Moore

Town: L. Colasuonno

ATTACHMENTS

1. 2023 Indicator Report
2. Draft FY 24 Implementation Work Plan (dated April 10, 2023)

RECOMMENDATION

The Planning Directors recommend **approval** of the FY 24 Implementation Work Plan dated April 10, 2023.

SUGGESTED MOTIONS

Town Council: I move to approve the proposed FY 24 Implementation Work Plan dated April 10, 2023.

Board of County Commissioners: I move to approve the proposed FY 24 Implementation Work Plan dated April 10, 2023.



2023 Annual Indicator Report

March 20, 2023

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The Jackson/Teton County Comprehensive Plan, adopted in 2012 and updated in 2020, sets a community vision based on 3 Common Values of Community Character: Ecosystem Stewardship, Growth Management, and Quality of Life. It also establishes an adaptive management program that requires the community to regularly ask: *Are we living our values?*

An Indicator Report is produced every year as a check-in on the community's progress toward achieving our Vision and goals. Through the annual presentation and analysis of indicators tied to our Common Values, we can better understand how we measure up to Comprehensive Plan goals and inform annual Work Plans to direct progress where it is most needed. The annual Indicator Report and Work Plan are reviewed concurrently so that trends identified in the Indicator Report can be considered when prioritizing future actions and resource allocations in Work Plans.

Are we living our values?

We know we can shape the future. The 2023 Indicator Report marks ten years of Comprehensive Plan monitoring. The 2022 data in this report show how successful we have been when we have taken action.

From 2012 to 2018, the County and Town rezoned most of the community to [shift the location of future development](#) from rural areas of habitat, scenery, and open space to complete neighborhoods with existing infrastructure and resources. As a result, 65% of residential units built since 2012 have been located in complete neighborhoods, and more conservation than development has occurred in rural areas.

The Plan also sets a vision for the type of growth we want. The shift was not just to preserve rural areas but also to create workforce housing without increasing overall development. Ten years later, buildout has not increased, and [82% of the units](#) currently permitted are either restricted for occupancy by the workforce or rental units that are naturally more affordable to the workforce than ownership units. By implementing the Housing Action Plan and housing incentives, workforce housing in already developed areas has become our primary form of physical growth - exactly the compromise the community sought in 2012.

Adaptive Management Metrics

- There are 3.3% more residential units than in 2020 (Comp Plan update at 7%)
- 65% of residential units built since 2012 and 61% of units allowed are in complete neighborhoods (Goal: 60%)
- 59% of the workforce lives locally (Goal: 65%)

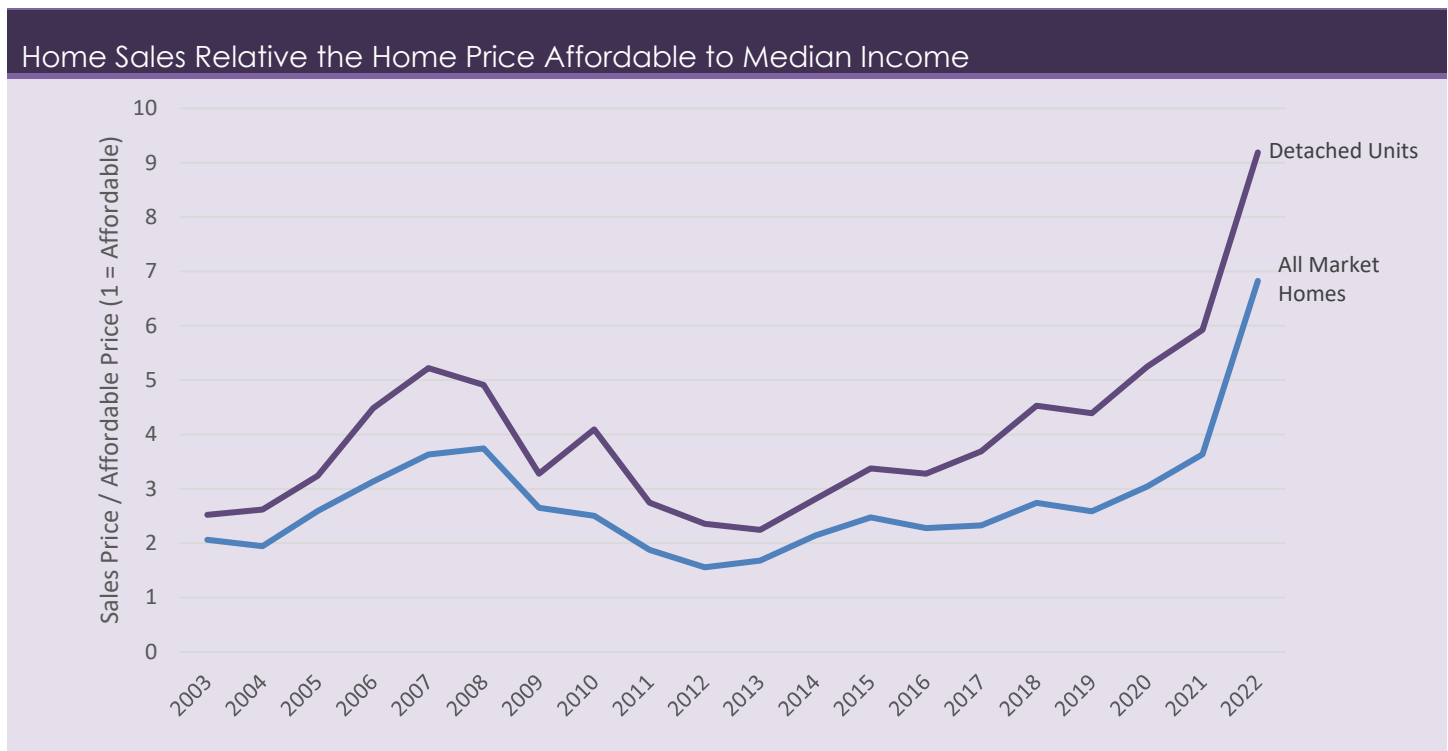
We know from the 2022 Housing Needs Assessment that there is still a shortage of workforce housing, but we also understand that the tools we have put in place are working. We know there is more than enough zoning potential to provide housing in complete neighborhoods without sacrificing natural resource protection – we can live our Vision.

So what else can we do if we put our minds to it? The pandemic set back the transit ridership goals in the Integrated Transportation Plan, but step changes were needed to achieve our transportation goals anyway. Maybe our transportation goals are the next success story. Hopefully, ten years from now, we will be celebrating the successful implementation of the Water Quality Master Plan. And if we can continue to manage growth as we have, maybe it will free up capacity and attention to tackle other community issues that are still undefined ten years after monitoring began.

What has changed?

The pandemic reset the ownership housing market through an influx of wealth. At the height of the pandemic in 2020 and 2021, it felt like everything was changing, and it was undoubtedly a dynamic time with valleys and peaks coming in quick succession. Now, with a little distance and more data, we can start to see what really changed and was a [continuation of the trend](#).

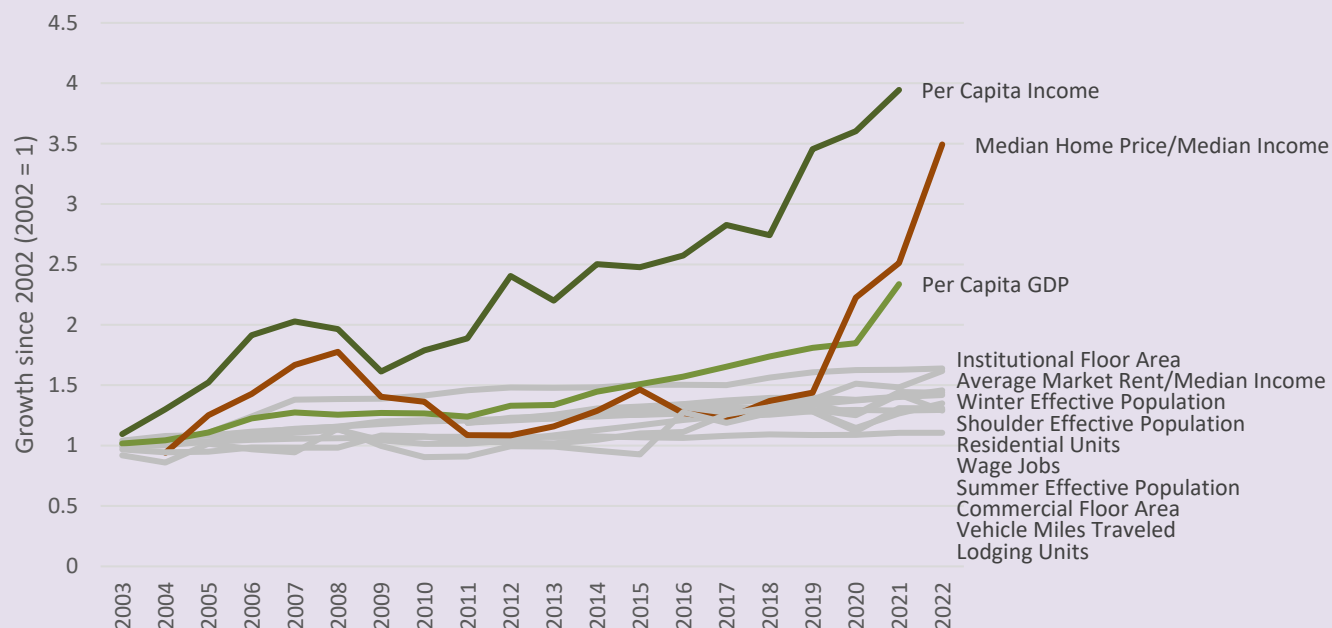
The need to reset our prior understanding of the affordability of market-ownership housing cannot be understated. Home prices have grown at an astonishing 48% per year since 2019 relative to median income. At the same time, interest rate increases have decreased the purchasing power of median income. The result is that home sales are almost twice as expensive relative to what the median income can afford, as they were at the height of the housing bubble in 2008. While a correction may come, our current understanding of housing affordability cannot rely on past assumptions.



Rents have also grown 5% per year relative to median income. From 2019 to 2021, per capita income grew 7% per year. The growth in income since 2019 is partly due to an increase in high-paying [finance and real estate jobs](#) coupled with a decrease in low-paying service jobs. That shift in job mix has increased the average wage more than it has increased median income because the jobs added pay much higher than median wages, and low-paying service jobs still have the largest share in the job market. Rents have become less affordable because rents tend to track with the average wage rather than the median income. It will be interesting to see whether average wage growth and median income growth realign and how the rental market responds.

And while the housing market shift marks a significant change to how we think about housing affordability, the significant change in the wealth characteristics of the community happened 15 years ago. Per capita income, which includes investments in addition to wages, has been growing at over 5% per year since 2008. The pandemic period was a continuation of that trend, not a change. The more significant shift in wealth happened from 2002 (or earlier) to 2008, when per capita income grew 16% per year. Sales tax collection per effective population and per capita GDP have also been growing since 2002, reinforcing the community's wealth growth. When comparing physical, population, and economic growth since 2002, wealth growth (income and home values) jumps off the chart.

Growth Since 2002



Source: Teton County Assessor, Hole Report, 5-Year ACS, HUD

Common Value 1: Ecosystem Stewardship

Preserving and protecting the area's ecosystem is the core of our community character and economy. Monitoring our impacts on the ecosystem annually is an important way to ensure our growth does not compromise the health of the ecosystem. These indicators are intended to help us monitor whether we are growing as a community in a way that still preserves the abundant wildlife, quality of natural resources and scenery, open space, and climate long into the future.

- Health of Native Species
- Conservation vs. Subdivision of Rural Open Space
- Water Quality
- Access to Natural and Scenic Resources
- Greenhouse Gas Emissions
- Air Quality

Indicators to Be Developed

During the 2020 Comprehensive Plan adaptive review and update, new indicators were identified to track the community's progress toward our ecosystem stewardship goals. The Town of Jackson Ecosystem Stewardship Administrator continues to work on developing indicators for:

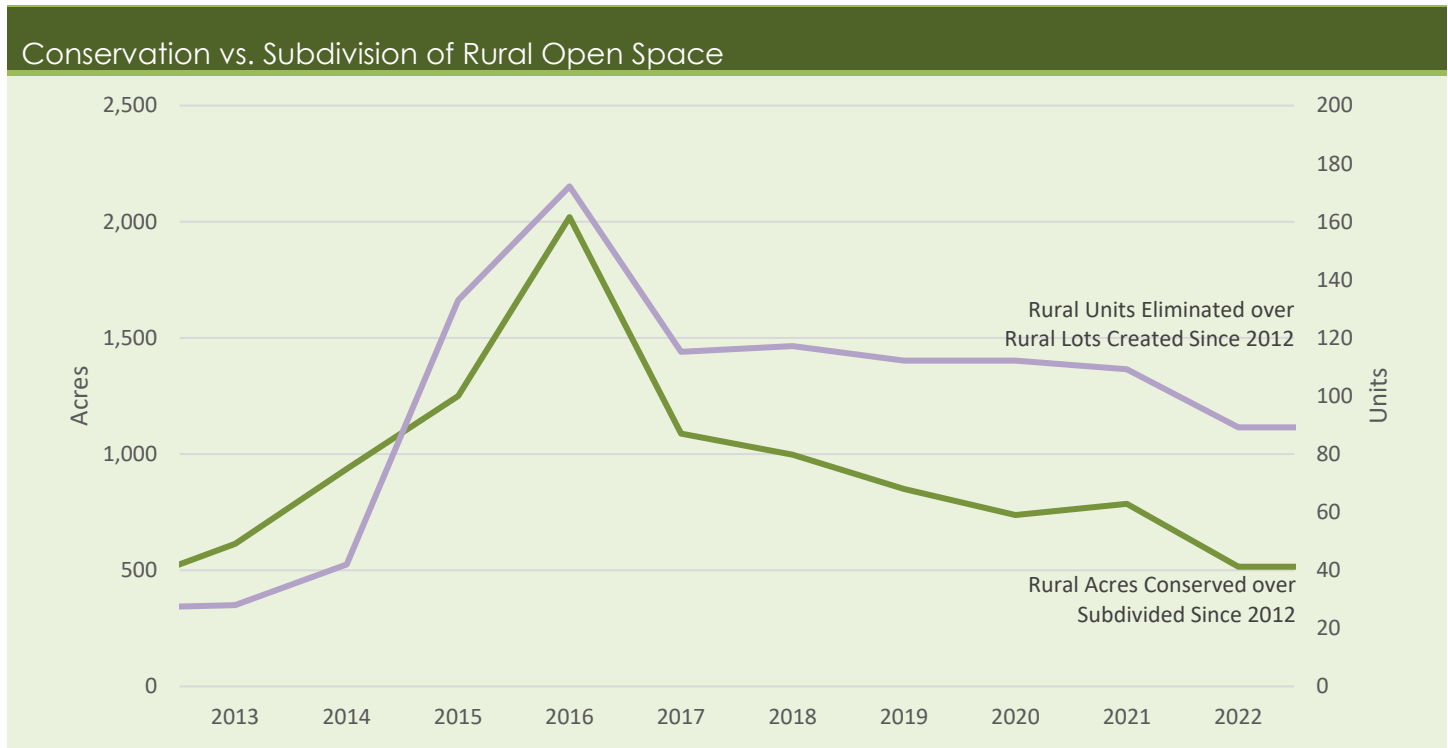
- Health of Native Species
- Water Quality
- Access to Enjoyment of Natural and Scenic Resources
- Air Quality

Conservation vs. Subdivision of Rural Open Space

Goal: More Conservation than Subdivision of Rural Areas (positive values)

About 97% of Teton County is public land. Of the remaining 3%, about a third is developed and about a third is conserved. The remaining third is where the community can make progress in preserving areas of wildlife

habitat, natural resources, scenic resources, and agricultural character. This indicator shows the cumulative acreage and units conserved versus subdivided in rural areas since 2012. Positive values indicate that more acreage has been conserved than subdivided or more units have been removed from rural areas than realized through subdivision. Transfers of private land to public ownership are included as conservation.



Source: Teton County

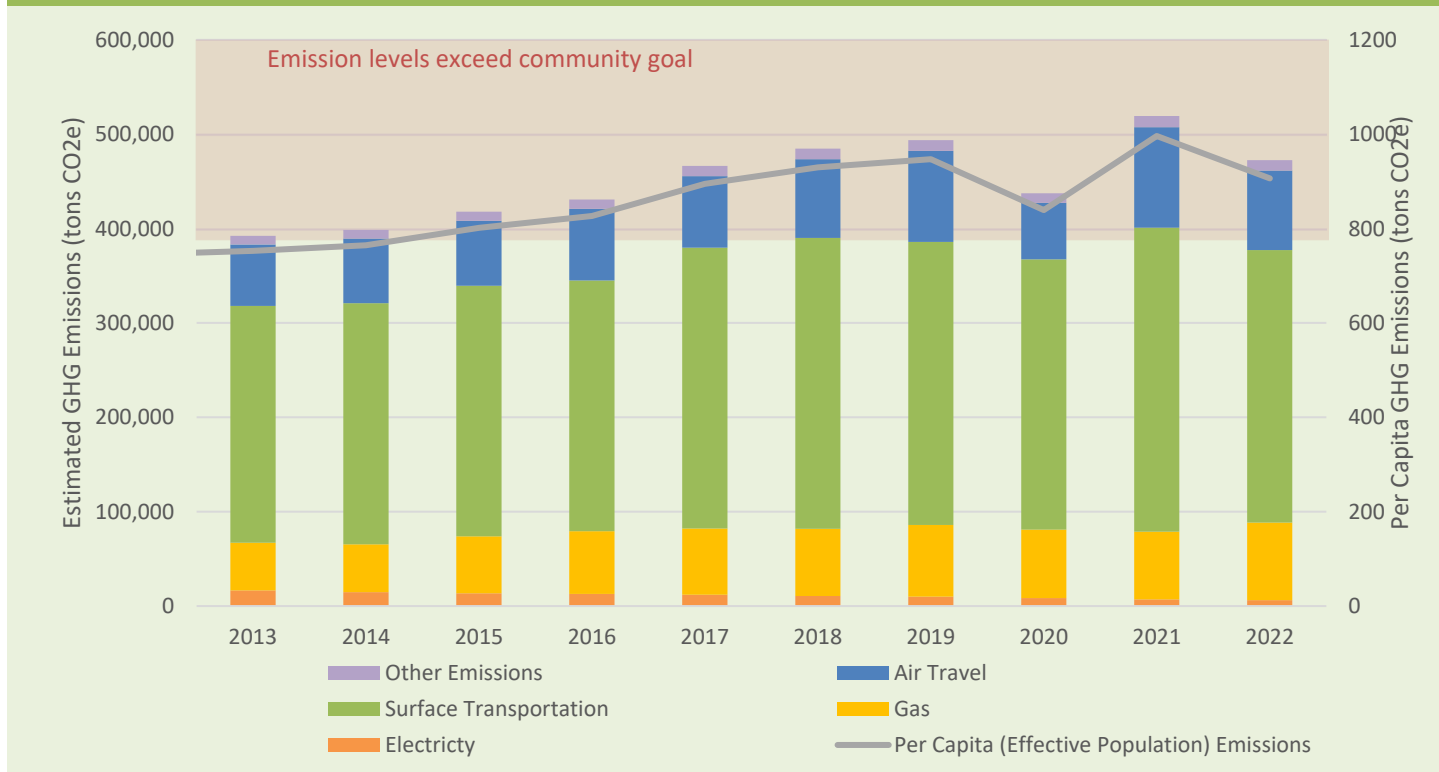
- Rural Conservation vs. Subdivision Trends and Takeaways
 - The community has achieved 515 more acres and 89 more units of conservation than development in rural areas since 2012.
 - The success is a result of significant conservation efforts in 2015 and 2016 that have offset a series of smaller developments since 2017.
 - Recently most lots created have been through exempt land division. Of the 21 rural lots created in 2022, 4 were from the platting of a legacy PUD, 6 were 35-acre exempt parcels, and 11 were family exempt parcels.
 - 2022 conservation consisted of a 35-acre transfer to Grand Teton National Park in Poker Flats and 54 acres of conservation from a Floor Area Option on a non-contiguous site in Alta and Ely Springs.

Greenhouse Gas Emissions

Goal: Emit less greenhouse gas than we did in 2012.

This indicator estimates the overall greenhouse gas (GHG) emissions in the community. It is based on and benchmarked to the Yellowstone-Teton Clean Cities Greenhouse Gas Emissions inventories conducted in 2008 and 2018. Per capita GHG emissions, which are based on effective population, indicate whether we are making progress in energy efficiency if total emissions are not below 2012 levels due to community growth.

Greenhouse Gas Emissions



Source: Lower Valley Energy, WYDOT, Jackson Hole Airport

- **GHG Emissions Trends and Takeaways**
 - Emissions and per capita emissions were each at about 2017 levels in 2022. These do not meet the community goal, but are a reversal of the growth trend from 2012 through 2019.
 - If the community series about this goal, or the more ambitious net zero goal adopted by Town in 2020, more action will be needed.

Common Value 2: Growth Management

Responsible growth management means proactively planning for the community we want – with rural open spaces and high-quality Complete Neighborhoods that enhance walkability and vitality. It also means proactively adapting to population growth in a way that preserves our community vision. The following indicators monitor where development and growth are occurring, whether we are achieving our goals to keep buildout levels below 1994 buildout levels, and what initiatives are being undertaken to address growth in our community.

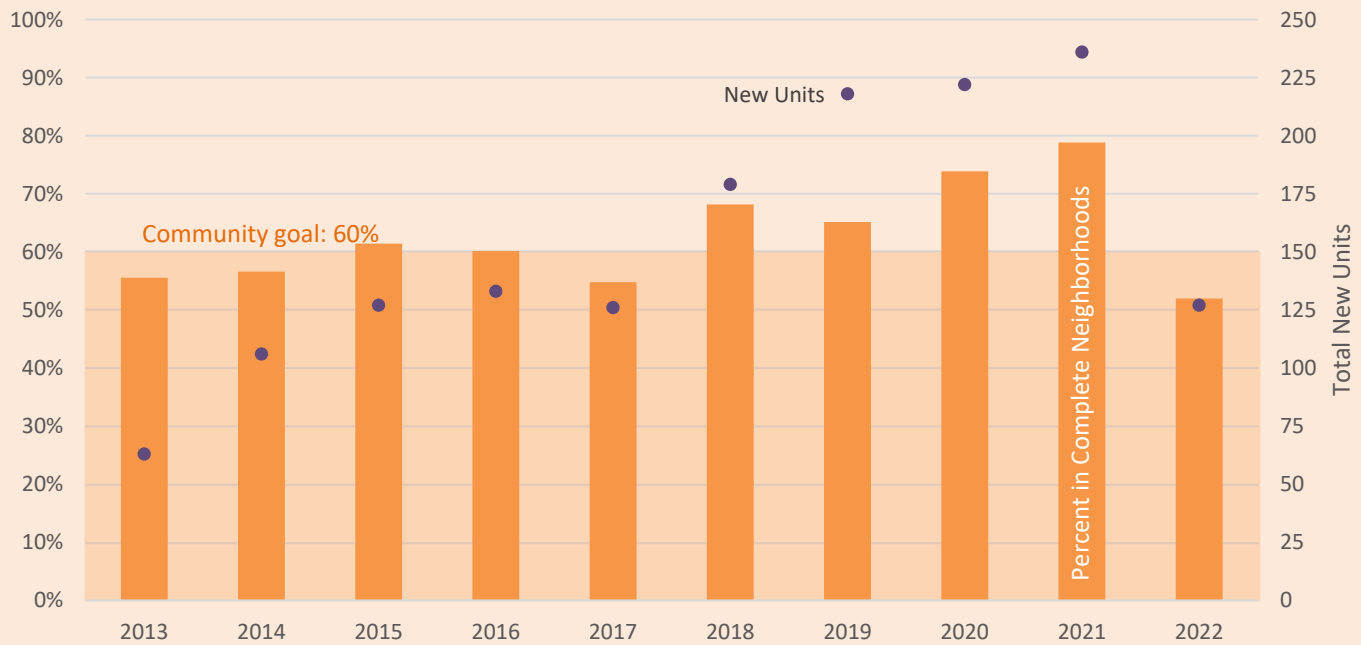
- Location of Growth
- Buildout
- Workforce Housing Pipeline
- Percentage of jobs, housing, shopping, education, and cultural activity in Town

Location of Growth

Goal: ≥ 60% of growth in Complete Neighborhoods

The community's goal is to direct growth out of rural areas of habitat, scenery, and open space and into complete neighborhoods of infrastructure, amenities, and vitality. Location of Growth is a key target established in the Comprehensive Plan to track Growth Management. This indicator includes two metrics: Location of Actual Growth and Location of Potential Growth. Location of Actual Growth measures residential unit completions by location while Location of Potential Growth tracks the remaining development potential allowed by zoning across Complete Neighborhoods and Rural Areas.

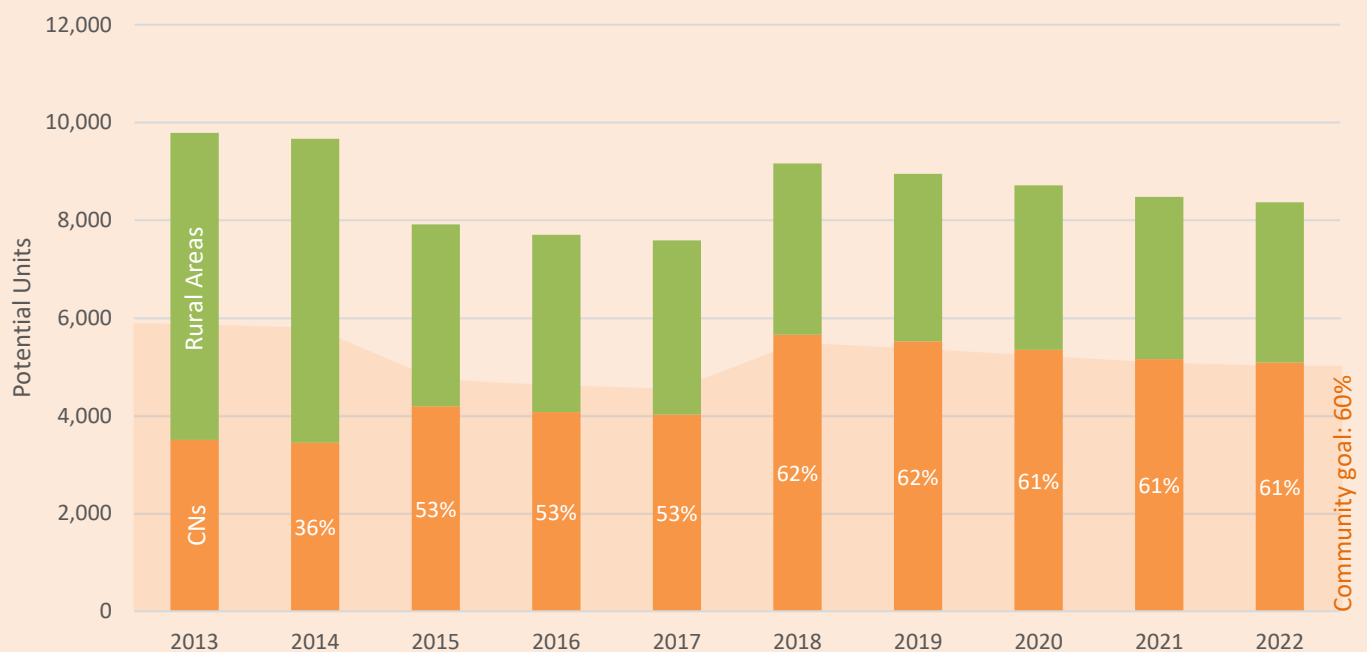
Location of Actual Residential Growth



Source: Teton County and Town of Jackson Building Permits

- Location of Actual Growth Trends and Takeaways
 - 2022 was the first time since 2017 less than 60% of growth was in Complete Neighborhoods.
 - This is because 2022 also saw the lowest amount of residential growth since 2017, and while rural detached units get built each year multi-unit projects that drive supply are built in Complete Neighborhoods
 - The drop is not expected to be the start of a new trend. Two multi-unit developments did not get occupancy until early 2023 because of supply chain delays and the pipeline of residential development is as strong as its ever been – see page 8.

Location of Potential Residential Growth



Source: Teton County and Town of Jackson

The location of growth *potential* (defined as buildout minus what is already built) forecasts where future growth will occur based on remaining allowances. Growth potential decreases as units are built. Potential is also impacted if buildout allowance is increased or decreased. The way to shift the location of growth potential is to reduce buildout in a Rural Area and/or increase it in a Complete Neighborhood (or vice versa).

Definition of Potential

$$\text{Potential} = \text{Buildout} - \text{Built}$$

(LDRs applied to all parcels as if vacant) *(What is actually on the ground)*

- Location of Potential Growth Trends and Takeaways
 - 61% of potential growth remains in Complete Neighborhoods.

Amount of Allowed Growth (Buildout)

Goal: ≤ 2012 Buildout

The community has set a policy not to increase buildout, so this indicator monitors changes to buildout – the maximum amount of development permitted throughout the community. Buildout can change through:

1. Changes to Jackson/Teton County zoning regulations;
2. Conservation easements and other restrictions on the development of a property;
3. Transfers of property ownership from a private party to federal ownership and vice versa;
4. Use of the Complete Neighborhood PRD; and
5. Use of the workforce housing incentives: 2-for-1 floor area bonus, NL-5 and WHB density bonuses.

To maximize use of the workforce housing incentives, units produced using incentive tools only get counted as an increase in buildout upon project approval. The residential unit count in the bottom row of the table is the number of units that are available for future use of the incentives. The incentives cannot be used if their use would make the last row greater than zero.

Changes in Buildout			
Year	Residential Units	Lodging Units	Nonresidential Floor Area
1994-2011	-564	?	?
2012	-32	0	0
2013	-12	0	0
2014	-14	0	0
2015	-2,195	-317	-451
2016	-82	89	94,379
2017	13	0	-30,651
2018	127	0	32,477
2019	5	-22	-9,339
2020	39	0	-8,102
2021	78	0	0
2022	38	0	0
2012-2021	-2,034	-250	78,313

Source: Teton County and Town of Jackson

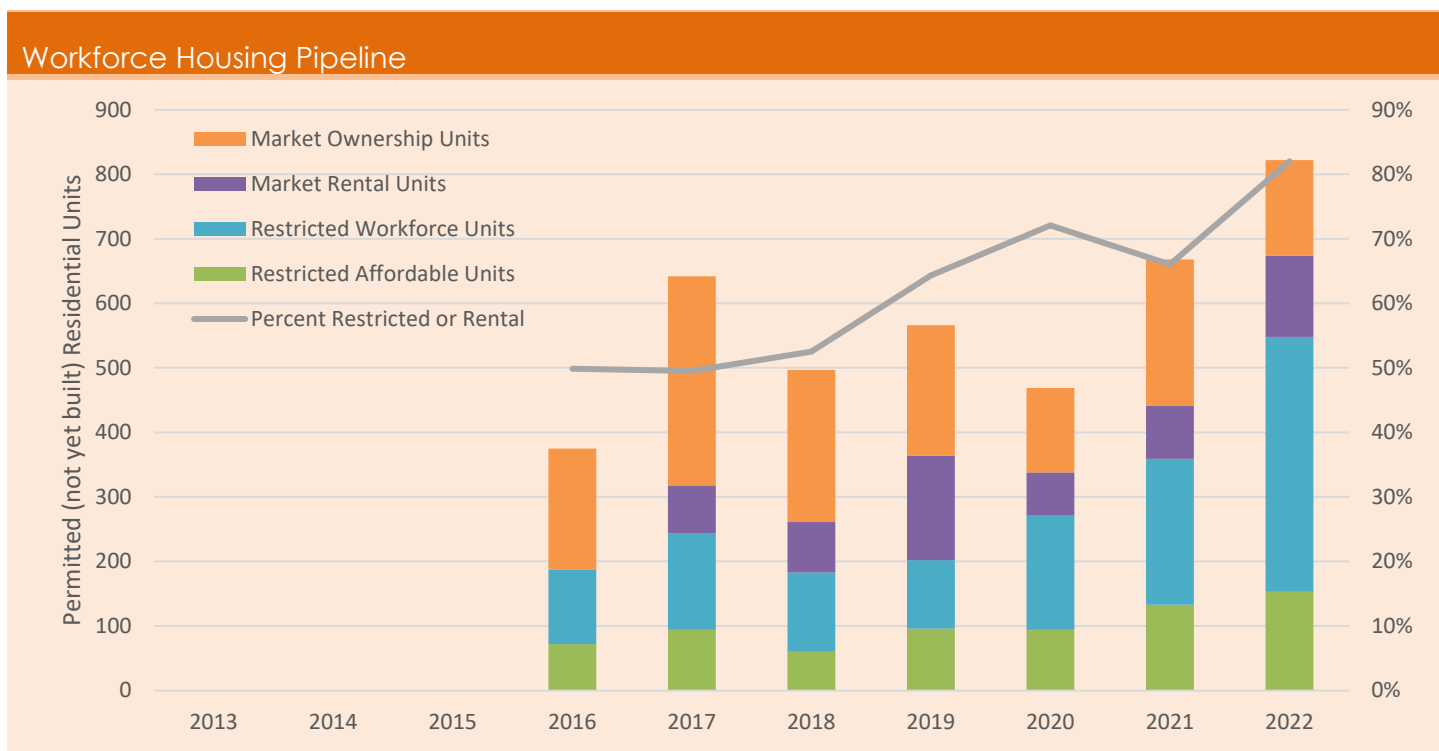
- **Buildout Trends and Takeaways**

- The 2,034 potential residential units removed since 2012 represent the number of units that can be added through workforce housing incentives without increasing buildout. Those 2,034 units are considered the remaining “pool” of incentive units.
 - About 50 units have been drawn out of the pool per year since its creation in 2018.
 - However, 109 units have already been drawn in 2023; and
 - Northern South Park represents a large potential draw on the pool in the near future.
- While 250 potential lodging units have been eliminated from buildout, built lodging units continue to be added in the community.
- For context there are about 20 million square feet of nonresidential floor area allowed at buildout. The 78,313 sf increase amounts to only a 0.4% increase and remains consistent with community policy.

Workforce Housing Pipeline

Goal: Monitor

The Comprehensive Plan directs growth out of rural areas to preserve habitat, scenery, and open space. It directs growth into complete neighborhoods to create workforce housing opportunities. The workforce housing pipeline tracks those opportunities and projects future residential growth. The workforce housing pipeline includes residential applications in the Town and County that have received Sketch Plan, Development Plan, or Building Permit approval.



Sources: Jackson/Teton County Housing Department, Jackson Hole Community Housing Trust, Habitat for Humanity, Teton County Building Permit Data

- **Workforce Housing Pipeline Trends and Takeaways**

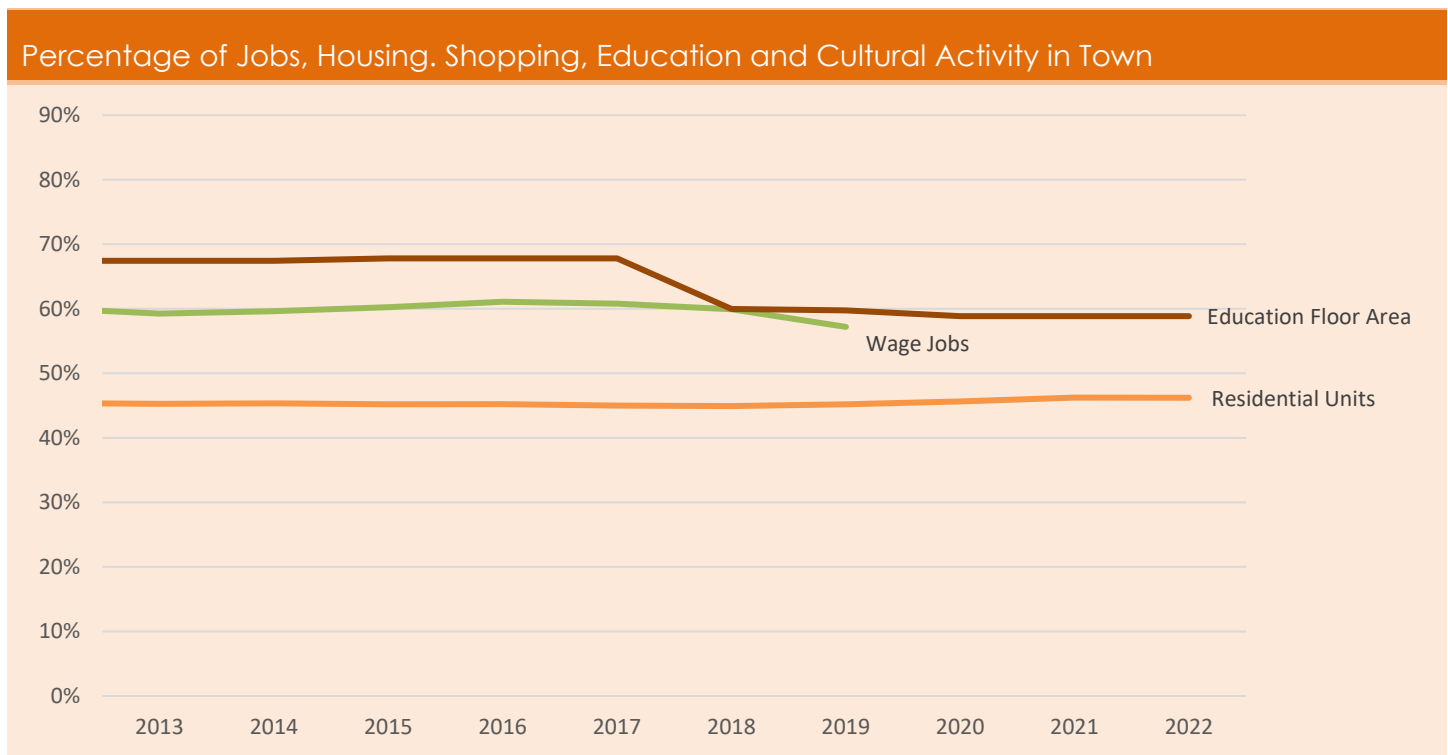
- While the number of units completed in 2022 dropped, the number of units to be completed is at an all-time high. The direction of growth into Complete Neighborhoods is being used to create workforce housing.
 - The number of workforce units permitted continues to grow to an all-time high of 395 permitted units.
 - The 153 affordable units in the pipeline is also the highest number that has been seen.

- The 126 market rental units currently permitted is only slightly behind the 2019 peak.
- Of the 822 units in the Pipeline, 309 have building permit approval, meaning they are likely to be occupied in 2023 or 2024. See the 2023 Housing Supply Plan for a more detailed breakdown of the unit types in the pipeline and their stage of entitlement.
- The impact of the Housing Action Plan and workforce housing incentives cannot be understated. The percentage of permitted units that are restricted or rental jumped from a steady 50% in 2016-2018 to 82% in 2022.
 - The “2 for 1” bonus and 4th floor bonus are largely responsible for the success of workforce housing supply.

Percentage of Jobs, Housing, Shopping, Education & Cultural Activity in Town

Goal: ≥ 2012 levels

The community’s goal is that the Town of Jackson will continue to be the primary location for jobs, housing, shopping, educational and cultural activities – the heart of the region. Methods for tracking retail sales and cultural activity need to be developed.



Source: Teton County and Town of Jackson Building Permits, Longitudinal Employment Housing Dynamics (LEHD)

- Town as Heart Trends and Takeaways
 - The percentage of residential units in Town is trending up slightly as a result of multi-unit development taking advantage of Town zoning and incentives.
 - In the future the indicator report should also look at the percentage of childcare in Town.
 - Sub-county job location data is only available through 2013.

Common Value 3: Quality of Life

The first two Common Values of the Comprehensive Plan – Ecosystem Stewardship and Growth Management – protect the natural character and the physical character of the community. The third Common Value – Quality of Life – protects the emotional aspect of our character. We identify as a diverse community with many different lifestyles and employment opportunities. We value the ability for all residents to have access to a spectrum of employment opportunities, affordable housing, and safe, efficient transportation. The indicators below evaluate our progress towards achieving the Quality of Life vision outlined in the Comprehensive Plan.

- Local Workforce
- Housing Stock Profile
- Annual Growth Rate Comparison
- Lodging Occupancy
- Jobs by Industry
- Capital Project Group Benchmarks
- Travel Time
- START Ridership
- Active Transportation Mode Share
- Wildlife Vehicle Collisions
- Level of Service

Indicators to be Developed

During the 2020 Comprehensive Plan adaptive review and update, new indicators were identified to track the community's progress toward our ecosystem stewardship goals. We continue to work on developing indicators for:

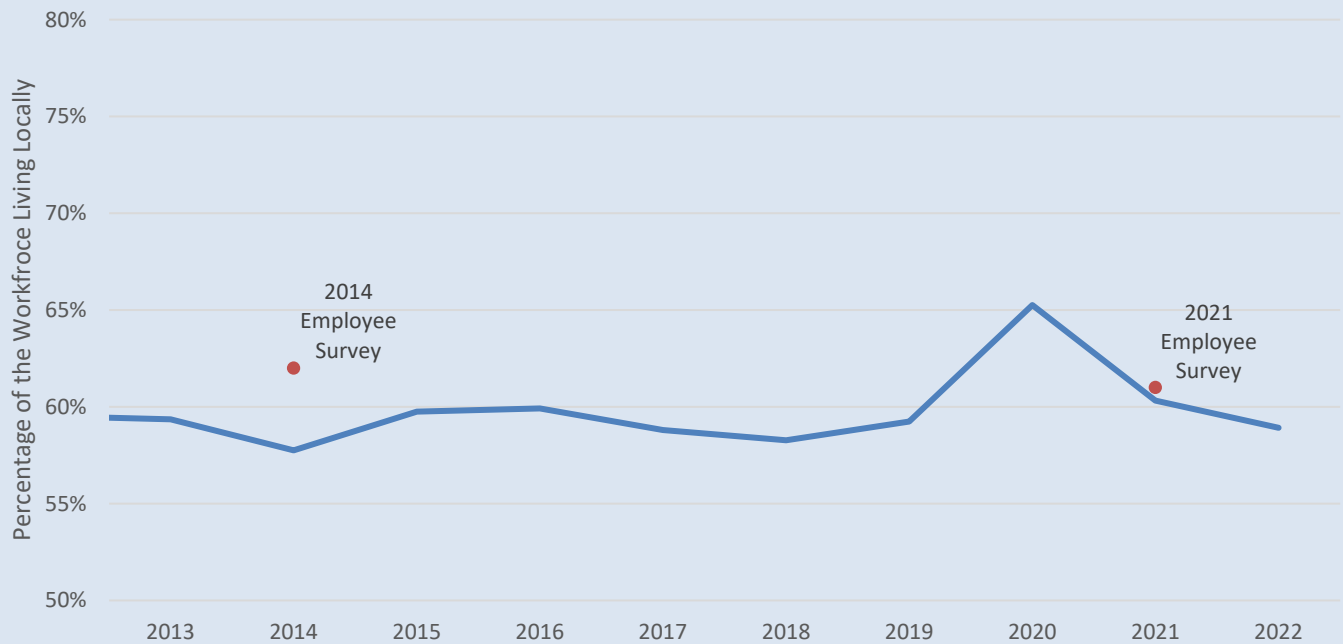
- Travel Time (SOV vs. Walk/Bike/Bus)
- Level of Service for Community Health and Safety

Local Workforce Percentage

Goal: ≥ 65% of the workforce living locally

The Comprehensive Plan establishes a goal that at least 65% of the workforce lives locally to maintain the “community first, resort second” character of the valley. When the community identified loss of local workforce as an important issue in the early 1990s, over 85% of the workforce lived locally. The percentage of the workforce living locally is the primary target for achieving the Quality of Life envisioned in the Comprehensive Plan. A “local worker” is defined as a member of the local workforce who lives in Jackson Hole, as opposed to commuting from neighboring communities like Star Valley, WY or Teton Valley, ID.

Percentage of the Workforce Living Locally



Source: US Bureau of Labor Statistics, US Bureau of Economic Analysis, US Center for Economic Studies

- Local Workforce Takeaways and Trends

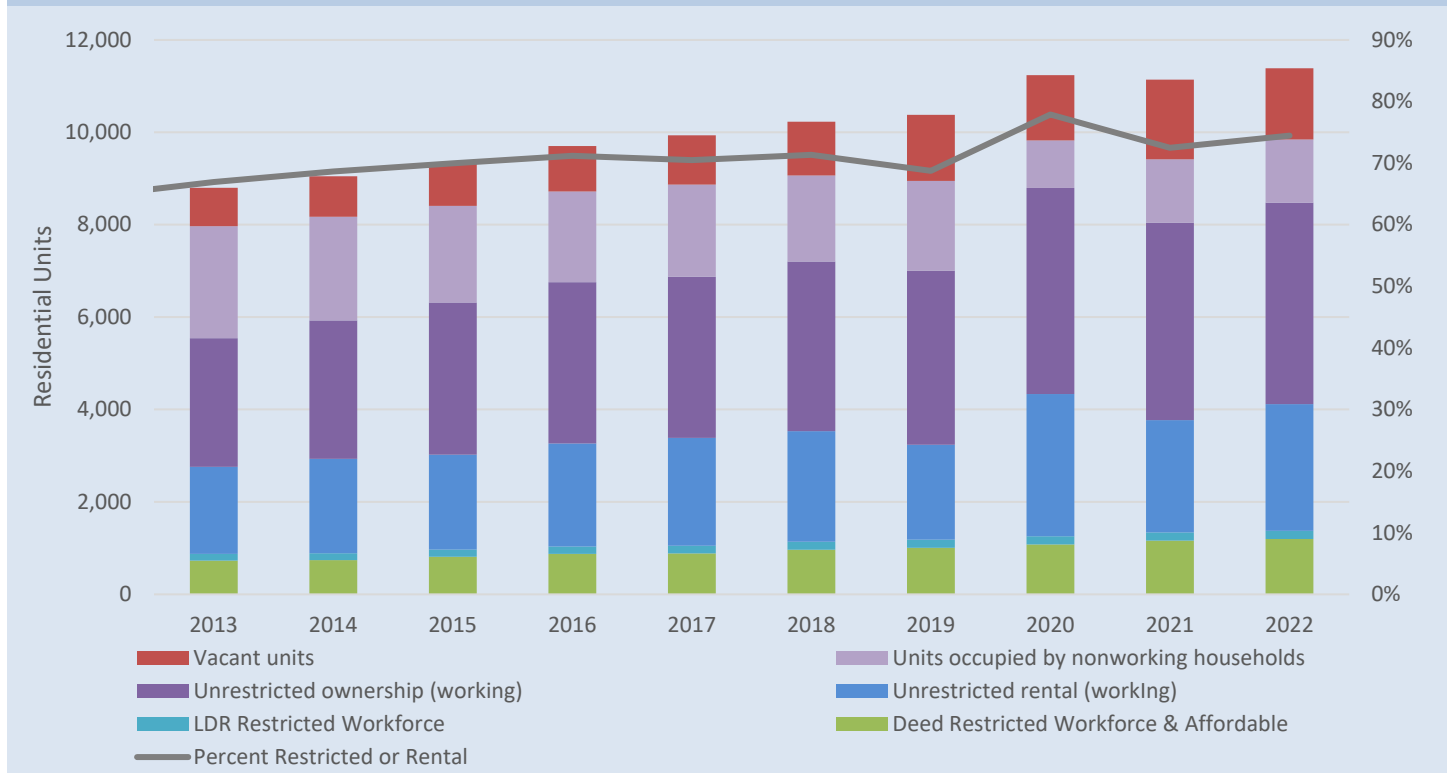
- The percentage of the workforce living locally has generally remained stable just below 60% since 2012; from 2002 to 2012 the percentage of the workforce living locally fell from 68% to 60%.
- Stability in the percentage of the workforce living locally indicates success in housing policy, but the 2022 Housing Needs Assessment continues to identify the need for 2,000 below market units by 2027.
- The pandemic effect will not be fully understood until data from the 2020 Census is released. While that data does not have all the answers and was collected in the very dynamic April of 2020, its release will allow release of other datasets that inform the report like the Longitudinal Employment Housing Dynamics. The latest estimate from the Census Bureau is that 2020 data will be available in May 2023.

Housing Stock Profile

Goal: Monitor

The Comprehensive Plan identifies ensuring a variety of workforce housing options as the way to house the workforce locally. The housing stock profile shows housing stock by its restriction and rental/ownership status. Unit counts are from local Building Department and Housing Department data, Census data is used to understand rental/ownership characteristics.

Housing Stock Profile



Sources: Teton County Housing Department, Teton Community Housing Trust, Habitat for Humanity, 5-Year ACS

• Trends and Takeaways

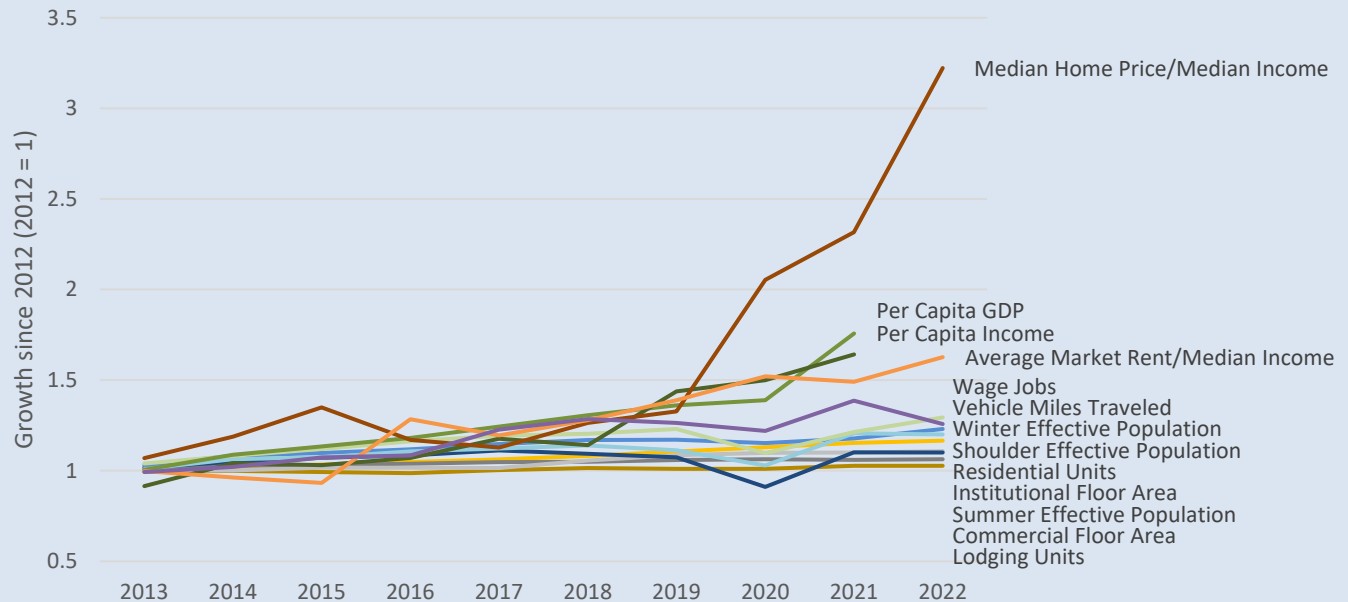
- 74% of residential units were occupied by the workforce in 2022, an all-time high.
- Vacancy is increasing.
 - Understanding vacancy from the Census and ACS data has always been a challenge, and is a challenge in many small, resort towns with second homes and short-term rentals. However the 2020 Census count of occupied housing units increases our confidence in how we understand the numbers. What the Census does well is count people and households. Building permits are a far better count of units. When we subtract the occupied unit count (Census) from the total unit count (local), vacancy of non-short-term rental housing is increasing.
- The data continues to support the Comprehensive Plan approach that multi-unit housing is the way workforce housing options can be provided.
 - The number of detached units added each year is relatively consistent (2002-2022 average: 85 units, standard deviation: 26 units) – it is rare to see an infusion of detached units.
 - New detached units are unaffordable, unless restricted. Homes sales prices continue to diverge from income so that market detached units rarely represent a workforce housing option.
 - Multi-unit buildings are the driver of housing supply (2002-2022 average: 75 units, standard deviation: 56 units)
 - Because rents and wages continue to track together, and multi-unit construction is more likely to be rented, even unrestricted multi-unit housing can represent a workforce housing option.

Annual Growth Rate Comparison

Goal: Balance | Monitor

The Annual Growth Rate Comparison Indicator measures the average annual rate of change for a variety of different indicators and metrics. Categories include physical growth (residential units and floor area), people (effective population and vehicle miles traveled), and economy (jobs, per capita income and GDP, cost of rent, and home purchase metrics). Comparing growth rates between metrics allows us to see what areas of the community are changing the most. It also identifies which areas of community growth are correlated, raising questions about how may be able to address issues.

Growth Since 2012 Comparison



Source: Town of Jackson, Teton County, American Community Survey, US Bureau of Economic Analysis, US Bureau of Labor Statistics, US Department of Housing and Urban Development, WYDOT.

- Growth Rate Takeaways and Trends
 - Physical development
 - Our rate of housing growth since 2019 is 1.84% annually, which is about 3 times our rate of lodging and institutional growth.
 - The number of residential units has grown 3.3% since 2020 – the next Adaptive Management Review and Comprehensive Plan update will occur at 7% growth.
 - The Comprehensive Plan and its implementation have slowed down physical growth from 1994 Plan levels.
 - Effective population
 - 2020-2022 effective population growth has been greatest in the shoulder seasons (2.61% annual), however that is largely a pandemic effect and we are starting to see the growth rates move back toward the 2012-2019 trend that saw the most rapid growth in the winter months.
 - We continue to have low confidence in the precision of effective populations estimates for 2020 and 2021. However, as the dynamics of the pandemic settle out and we better

understand vacancy, we remain confident that the effective population methodology provides an accurate picture of the seasonal growth in the community.

- Long-term effective population trends track with traffic data.
- More work is needed to understand how much time “permanent” residents actually spend in the valley.
- More work is needed to understand how many non-overnight visitors and how many non-campground campers are in the community each day in the summer.

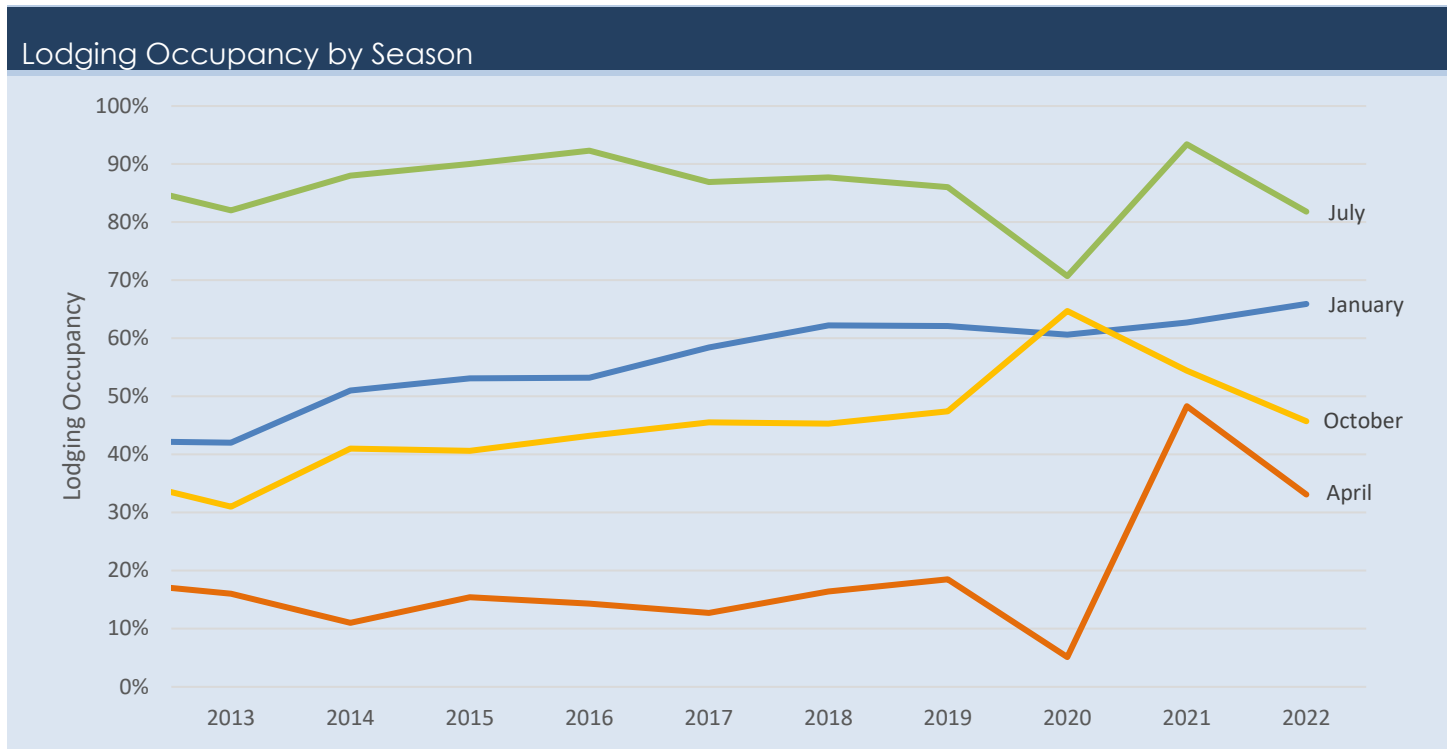
○ Economic growth

- The most rapidly changing characteristic of the community is wealth. The amount of people (measured in physical development, population, jobs, and traffic) is growing at rates of less than 2% per year since 2019. At the same time GDP per capita, income per capita, and home prices relative to income have grown at annual rates of 15%, 7%, and 48% respectively.
 - In 2019 the median home sale cost 1.6 times what the median household income could afford. In 2022 it cost 6.8 times.
 - The drastic drop in affordability is a combination of rising prices and rising interest rates reducing the purchasing power of the median income.
 - While pandemic migration certainly explains the increase in wealth, this is not a new phenomenon. The wealth boom began with the 2002-2008 housing bubble.
 - While GDP and housing price growth has been variable through eras, income has seen strong annual growth in each era (16%, 6%, 6%, 7% respectively).
- The decrease in service jobs and increase in professional jobs discussed below is seen in the rising per capita income and cost of rent relative to median incomes. Rents are increasing with average wage, but the average wage is increasing faster than the median wage, increasing the median rent burden in the community. It will be important to track the long-term impact of this trend as the pandemic effects either recede or become the new normal.

Lodging Occupancy by Season

Goal: Increase Shoulder Season Occupancy

Lodging Occupancy by Season measures the stability of our economy by illustrating seasonal variation.



Source: Jackson Hole Chamber of Commerce.

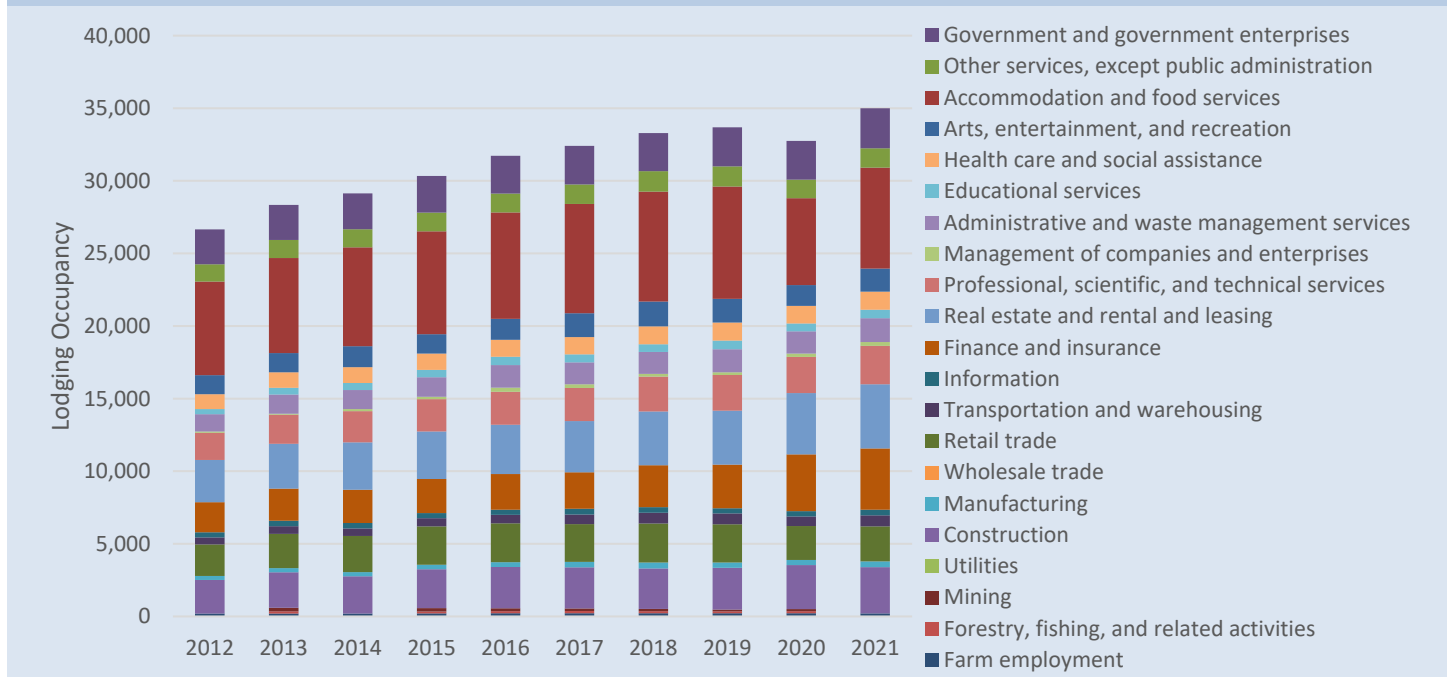
- Lodging Occupancy Takeaways and Trends:
 - April occupancy remained up in 2022 from pre-pandemic levels while occupancy in other months returned to pre-pandemic trends.

Jobs by Industry

Goal: Diversity | Monitor

Jobs by Industry measures the diversity of employment opportunities in the community. It shows not only when there was growth and decline in employment opportunities but also variability in different employment sectors.

Jobs by Industry



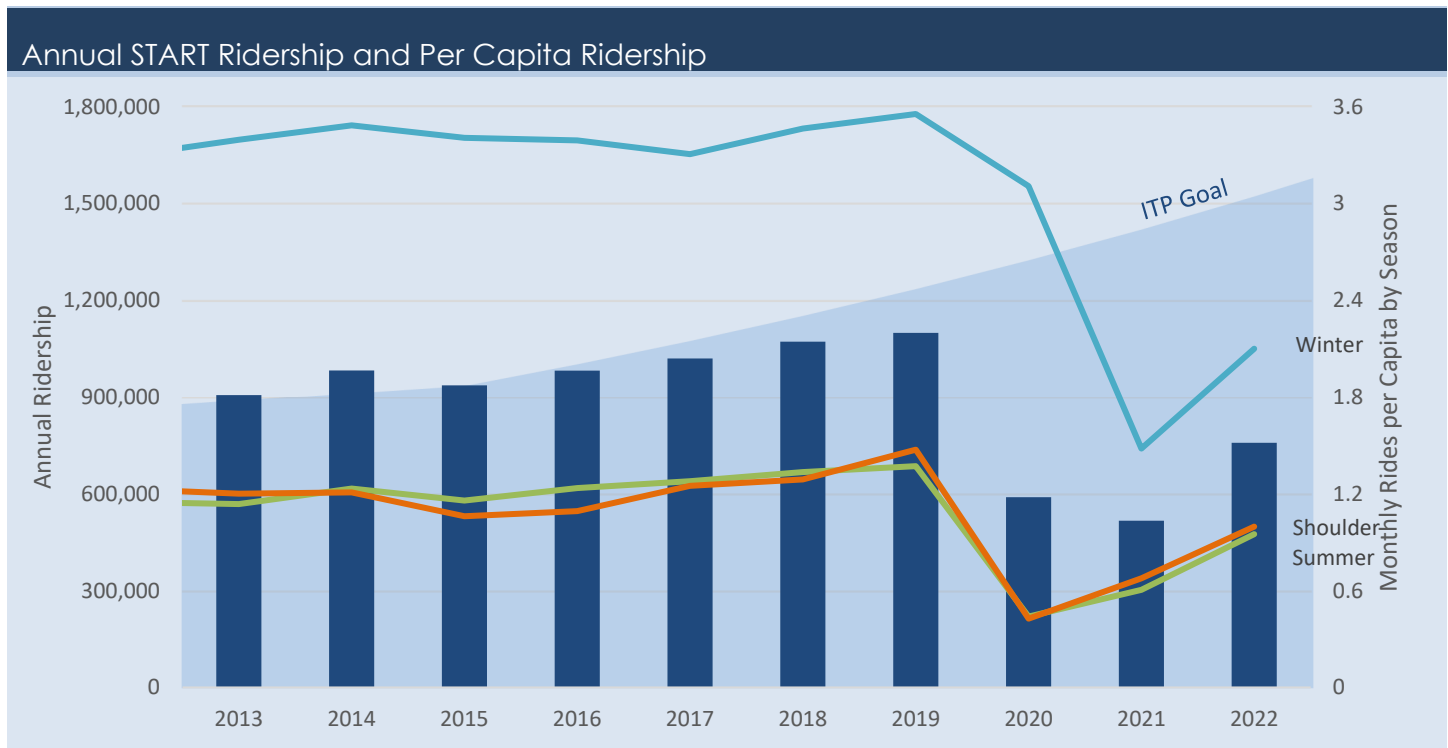
Source: Jackson Hole Chamber of Commerce.

- Jobs by Industry Takeaways and Trends
 - The pandemic shifted jobs away from the service sector toward the professional sector.
 - Finance and insurance jobs increased from 3,015 in 2019 to 4,225 in 2021
 - Real estate and rental and leasing jobs increase from 3,707 in 2019 to 4,422 in 2021
 - Accommodation and food service jobs decreased from 7,741 in 2019 to 6,956
 - Whether the shift is a long-term change to our economy is worth monitoring.

START Annual Ridership

Goal: ≥ 3.6 million riders in 2035.

The community's goal is that travel by foot, bike, or transit will be more efficient than by single occupancy vehicle. START ridership and START ridership per capita indicate whether transit is increasing in efficiency relative to single-occupancy vehicles. As START becomes more efficient we expect ridership and ridership per capita to grow. Increasing transit ridership is the primary method identified in the Integrated Transportation Plan (ITP) for reducing vehicle miles traveled in the community.



Source: START

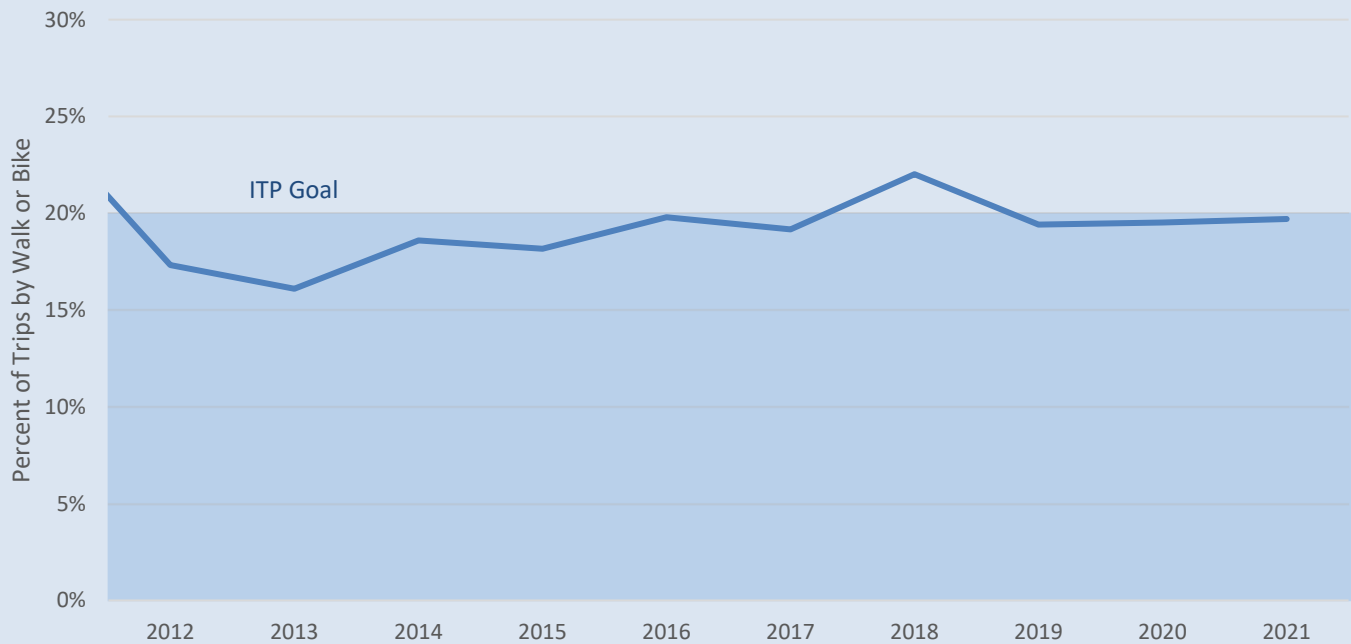
- Transit Ridership Trends and Takeaways:
 - 2022 saw the beginnings of a rebound in transit ridership from its pandemic decline.
 - 2022 summer and shoulder season per capita ridership was about 70% of its 2019 peak
 - 2022 winter per capita ridership was about 60% of its 2019 peak
 - While pandemic was an unforeseen barrier to transit, were already behind pace to meet the ITP transit goals in 2019.
 - The ITP goal is for transit ridership to double from 900,000 in 2015 to 1.8 million in 2025, then double again to 3.6 million in 2035
 - To double ridership every ten years requires 7.1% compounding annual growth, from 2015 to 2019 ridership was only growing at 4% annually
 - The growth does not have to be consistent, it can come in steps, but even larger steps are needed now to recover from the pandemic and get back on pace to meet the ITP goals.
 - To meet the ITP goals a change in behavior – per capita ridership – is needed
 - From 2015 to 2019 per capita ridership in the summer and shoulder seasons grew at a promising 8% annual rate
 - Over the same time, winter per capita ridership only grew 1% annually

Active Transportation Mode Share

Goal: $\geq 20\%$ by 2035

The community's goal is that travel by foot, bike, or transit will be more efficient than by single occupancy vehicle. The percentage of trips by active transportation – walking or biking – indicates whether those modes of travel are increasing in efficiency and therefore proportion.

Active Transportation Mode Share



Source: American Community Survey

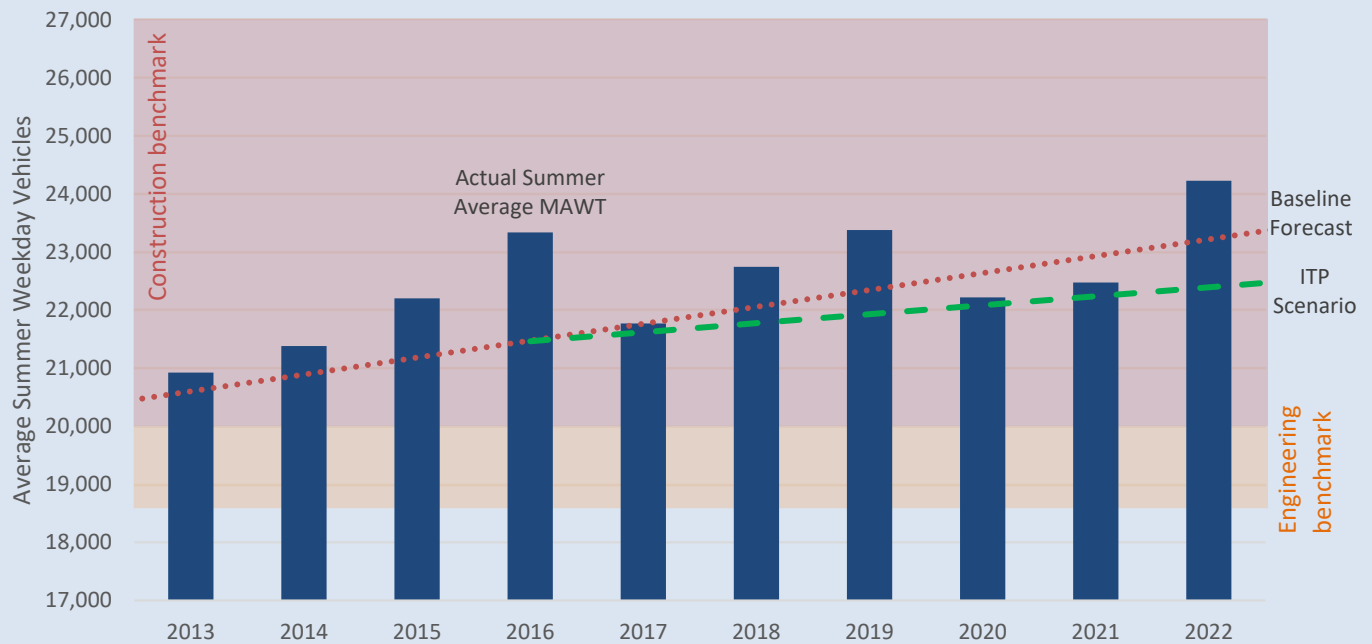
- Active Transportation Trends and Takeaways:
 - Active transportation mode share continues to trend upward since adoption of the ITP in 2015 and was just below the ITPs 20% goal in 2022.

Capital Project Group Benchmarks

Goal: See each benchmark

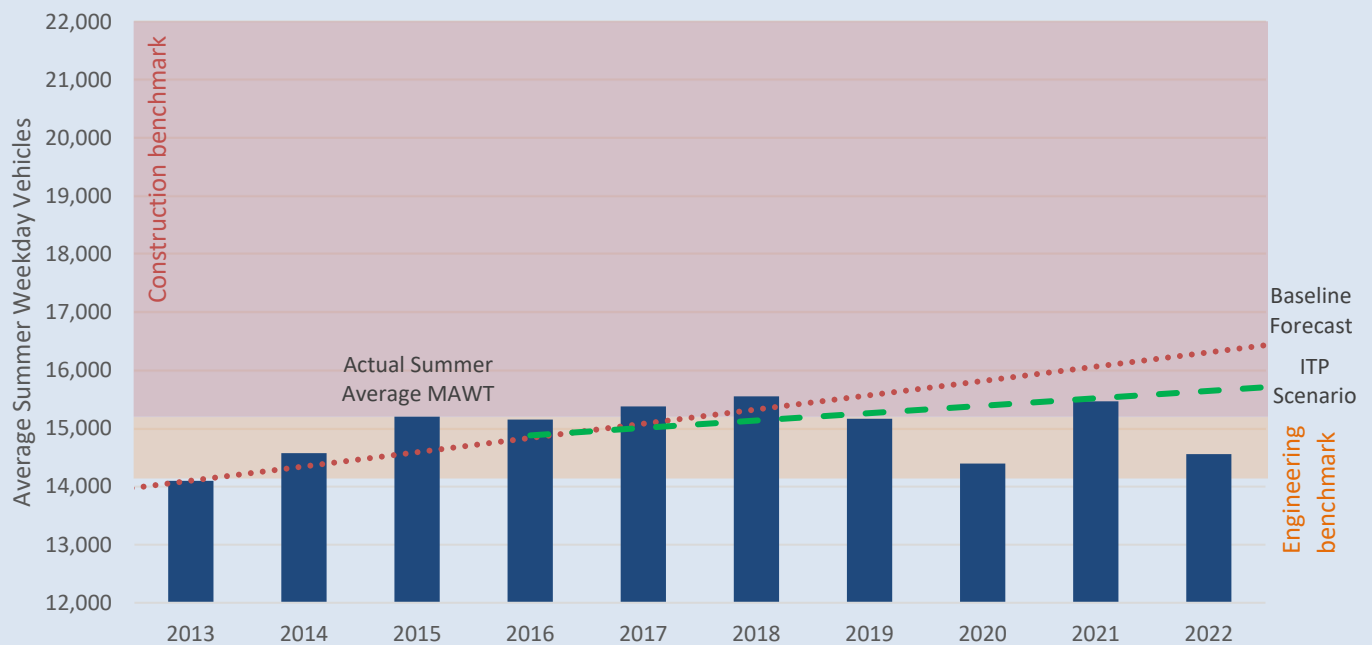
The Capital Project Group Benchmarks are a series of 3 indicators that monitor the number of vehicles per day on Highway 22, the Moose-Wilson Road, and US 89 against corridor improvement benchmarks identified in the Integrated Transportation Plan (ITP). Once these benchmarks are reached, a suite of capital improvement projects in the respective road corridor is triggered.

WY 22: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



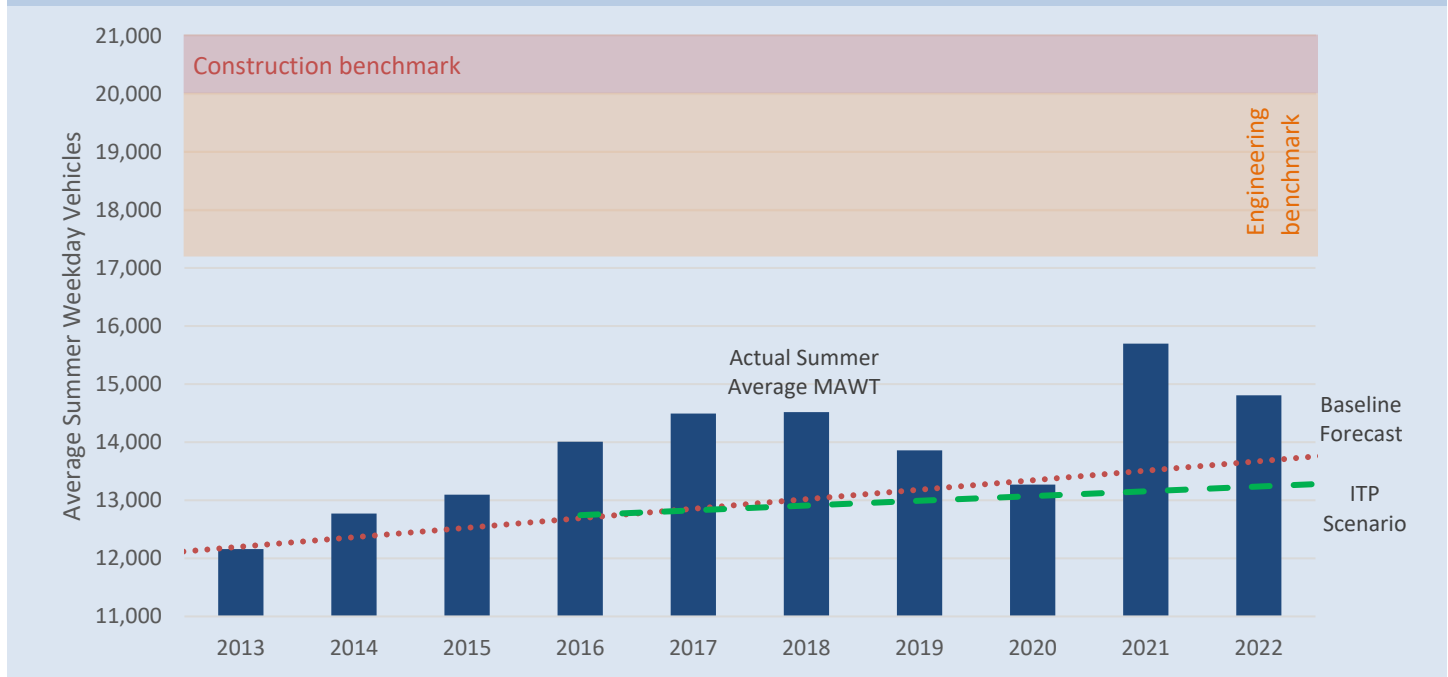
Source: WYDOT

Moose-Wilson: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



Source: WYDOT

North 89: Average Summer Weekday Traffic vs. Corridor Improvement Benchmarks



Source: WYDOT

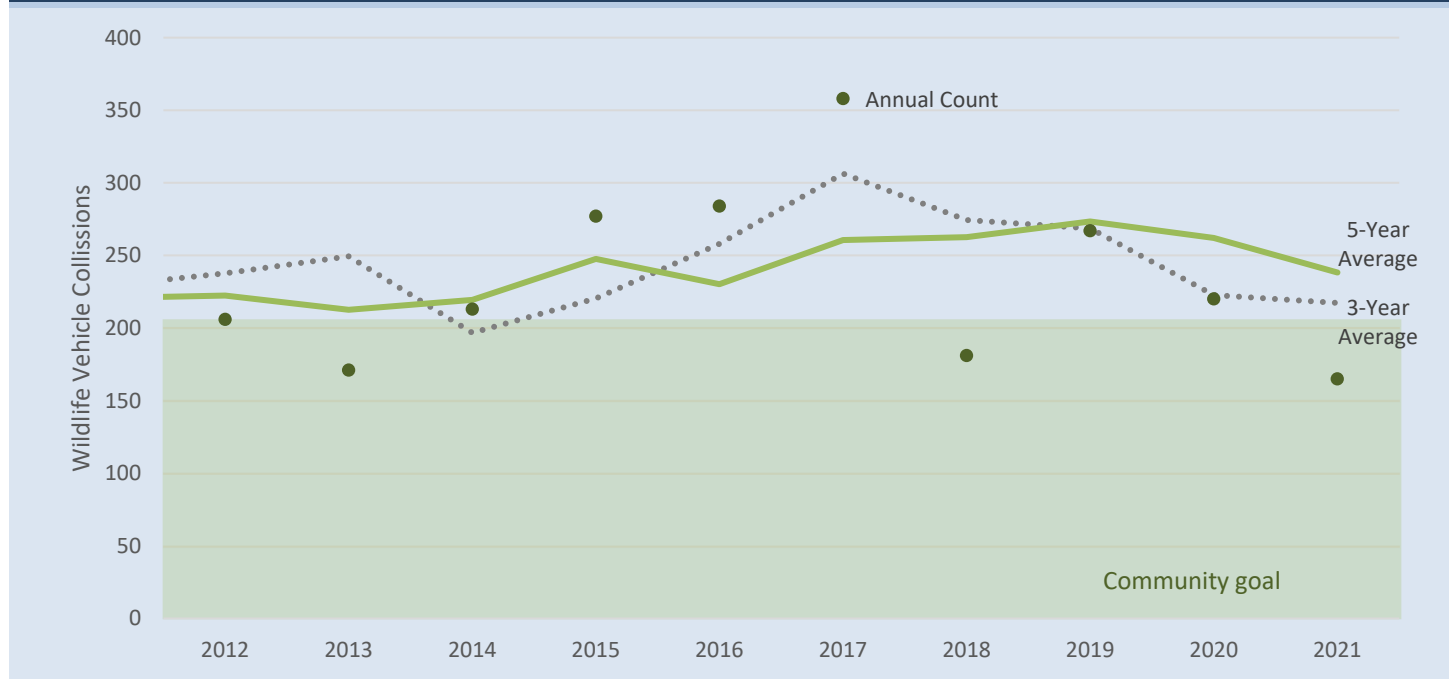
- ITP Traffic Benchmark Trends and Takeaways
 - The only corridor that is meeting ITP goals is Moose-Wilson Road.
 - It is the only corridor with traffic demand management
 - The northern portion was also closed for resurfacing in 2022
 - After a decrease in Highway 22 traffic during the pandemic, 2022 saw the highest ever count of summer weekday vehicles on that corridor.
 - North Highway 89 saw a spike in traffic in 2021 as people drove to National Parks around the country during the pandemic. 2022 traffic north of town was down relative to 2021, but still up from pre-pandemic levels.
 - Overall, 2022 VMT is estimated to be flat to 2019 after a decline in 2020 and increase in 2021.

Wildlife Vehicle Collisions

Goal: < 2012 level (206 collisions)

Wildlife vehicle collisions are an indicator measuring the impacts of physical development and transportation growth on wildlife movement. It is also a measurement of the community's ability to provide safe wildlife crossings. The WVC Indicator follows the biological year (May through April) rather than the calendar year.

Wildlife Vehicle Collisions



Source: Jackson Hole Wildlife Foundation

- Trends and Takeaways:
 - 2022 data is not yet available.
 - The community met its goal 4 times from 2012 to 2021, including 2021
 - However neither the 3-year average, nor 5-year average met the community goal in 2021



Jackson Teton County



Fiscal Year 2024 Implementation Work Plan April 2023 DRAFT

Comp Plan

ITP

Housing Action Plan

Approved: 4/10/2023

Introduction

The Jackson/Teton County Comprehensive Plan (Comp Plan), Integrated Transportation Plan (ITP), and Housing Action Plan (HAP) are adopted, and staff structures are in place to implement each plan.

Implementation of the policies and strategies in the three plans is a fulltime workload for the individual departments and advisory boards responsible for each plan.

This Work Plan for the 2024 fiscal year (FY 24 Work Plan) presents projects together from all three plans that require coordination between departments to illustrate the workload on those responsible for them all – the public, Town and County planners, Town and County Public Works, Housing Department, the Board of County Commissioners, and Town Council.

Purpose

The purpose is to present all the community's upcoming coordinated planning projects for land use, transportation, and housing in one place so that the Board of County Commissioners and Town Council can prioritize their efforts, direct fiscal resources, and set expectations for the public on upcoming projects. Each "Task" in this Work Plan corresponds to completing one or more strategies in the Comprehensive Plan, Integrated Transportation Plan or Housing Action Plan—tying broad community visions and values to action items and results. The strategy numbers listed throughout this Work Plan reference Strategies listed in the 2020 updated Comp Plan.



Scope

This FY24 Work Plan identifies tasks that rely on coordinated planning resources through fiscal year 2024 (ending June 2024) and beyond.

Tasks from the Integrated Transportation Plan and Housing Action Plan carried out by Town/County Public Works or the Housing Department beyond the coordinated planning stages are not included in this Work Plan but are represented in Work Plans for those departments.

This Work Plan proposal was developed by staff to reflect interests of the Board of County Commissioners and Town Council but is presented as a draft with the expectation that joint discussion between the Board and Council may result in amendment of the Plan prior to approval. This Work Plan can be revisited and revised jointly throughout FY24 as necessary if staff or fiscal resources change or if priorities shift.

Staff Capacity

This proposed Work Plan is based on existing Long-Range staffing levels which include:

- Joint Town and County Long-Range Principal Planner
- Joint Senior Long-Range Planner (**unfilled**)
- County Associate Long-Range Planner

If the County or Town adds positions, or has vacant staff positions, this Work Plan can be revisited to expand and/or contract associated work tasks.

Similarly, if other departments have staff with this expertise, that have hours of availability to contribute this work plan, that would be another opportunity to accomplish and/or expand the work tasks in this Work Plan.

FY24 Long Range Planning Priorities

In addition to annual and ongoing tasks listed in this Work Plan, the Town and County work together to prioritize joint long-range planning tasks each fiscal year.

The Town and County will also each individually prioritize Town-only and County-only long-range planning tasks. The following joint, Town-only, and County-only tasks are recommended for prioritization by staff for the coming fiscal year, in addition to the **ongoing and annual** tasks that consume time and resources.

Work Plan Tasks

Each task is represented by an individual chart and narrative. The “**progress**” measure is the percent of task completion at the time this Work Plan was drafted.

In the “**resources**” fields, amounts under FY 24 are estimated staff hours and costs for consultant services by the end of June 2024 (which may be more or less than what was initially budgeted). For years prior to FY 23, those values are for time/money actually spent (which may be more or less than what was initially budgeted).

Any estimated values can be updated once the 2023 Fiscal Year has ended, and the 2024 Fiscal Year budget has been approved.

Work Plan Tasks

The Work Plan tasks are organized chronologically based on Fiscal Year and are color-coded by the representative Comprehensive Plan Common Value each task implements.



Ecosystem Stewardship



Growth Management



Quality of Life



Achieving our Vision

Work Plan Tasks

JOINT TASKS	
In Progress (and to roll over to FY24)	New (beginning in FY24)
- Road and Pathways Standards LDR Update (Pathways) - Northern South Park Implementation (Planning) - Housing Policy Discussion (Linkage Analysis and LDR amendments, Joint Long Range planning)	Joint Annual Indicator Report Review (Joint Long Range Planning)
TOWN TASKS	
In Progress (and to roll over to FY24)	New
- Hillside LDRs Update (Planning) - Municode (Planning) - Town Water Quality (Town Public Works & Planning) – - Sign Standards (Planning) - Lodging & Short Term Rentals (Planning) - Town Workforce Housing Mitigation LDRs (Planning) - Ecosystem Indicators (Ecosystem Stewardship) - Climate Action Plan (Ecosystem Stewardship) - Karns Meadow Master Planning (Ecosystem Stewardship & Parks & Recreation)	Large Building and Workforce Housing Bonus Review (Planning)
COUNTY TASKS	
In Progress (and to roll over to FY24)	New
- Natural Resource Regulations & Tiered Habitat Mapping (Planning) - Wildlife Crossings Master Plan Implementation (Public Works) - ITP capital improvement transportation projects - Tribal Trails (Public Works) - Water Quality Initiatives (Public Works) - County Workforce Housing Mitigation LDRs (Planning) - Highway 22 Capital Multi Modal Transportation Improvement Projects (Public Works)	- Water Quality LDR Amendments (Planning) - ARU's – “dwelling unit” (Planning)

Fiscal Year 23 Tasks

These tasks are currently underway and are anticipated for completion by the end of the 2023 Fiscal Year in June 2023. The bulk of fiscal resources and staff time have already been allocated and used for these efforts and no additional budget or staff time is requested for FY 24.

Fiscal Year 23 Tasks

Project	Completion Date
Northern South Park Implementation Zoning	July 1, 2023 (hearings may continue into next FY)
Town Implementation of Municode	July 1, 2023
Town Lodging & Short Term Rental Phase I	July 1, 2023

Implementation of Northern South Park

FY 23

<i>Progress</i>	80%	
<i>Timeframe</i>	July 2022-June 2023	
<i>Task Lead</i>	Joint Long-Range Planning	
<i>Resources</i>	<i>FY23</i>	<i>Total</i>
<i>Consulting Services (County)</i>	\$30,240.00	\$45,240.00
<i>Consulting Services (Town)</i>	0 hrs	0 hrs
<i>Long-Range Planning</i>	500 hrs	500 hrs
<i>County Planning Director</i>	100 hrs	100 hrs
<i>Town Planning Director</i>	20 hrs	20 hrs
<i>Town Com. Dev. Director</i>	50 hrs	50 hrs
<i>County Planning</i>	10 hrs	10 hrs
<i>Town Planning</i>	10 hrs	10 hrs
<i>Joint Housing Director</i>	20 hrs	20 hrs
<i>County Public Works</i>	20 hrs	20 hrs

Task: Prepare the implementation tool (zoning, PUD or other tool) for the Northern South Park Neighborhood Plan.

Status: This task is underway and anticipated to be completed within this FY or shortly thereafter depending on the public hearing process. The County has contracted with Rian Rooney to assist in drafting the regulations and budget has mostly been spent, therefore a contract amendment is forthcoming before the end of this 2023 fiscal year. The original budget in the workplan last year was \$50,000.00 and the contract with Rian Rooney was for \$30,240.00. Staff will be requesting a contract amendment of \$15,000.00 to complete this task in FY 2023 and early FY 2024.

Comp Plan Strategies:

- 3.1.S.4: Explore growth boundaries and associated expansion regulations and criteria for Complete Neighborhoods in the Town and County
- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts.
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.8: Explore opportunities to enhance the ecological value, recreational value, and mobility opportunities associated with natural features within Complete Neighborhoods.
- 3.3.S.4: Develop neighborhood plans for specific areas within Character Districts as necessary.
- 3.3.S.5: Begin neighborhood planning (see Policy 3.3.c) Northern South Park. The neighborhood planning effort should include:
 - An analysis of the appropriate amount of development, given the impact such development will have on existing infill opportunities elsewhere in Town because of the overall cap on additional residential units (see Policy 3.1.a);
 - Reference Town zoning concepts for guidance and use Town infrastructure standards; and
 - A resulting plan with enough detail to demonstrate and define how future development will optimize all 8 Chapter goals.
- 4.3.S.1: Initiate neighborhood plans for Transitional Subareas.

Town Implementation of Municode

FY 23

<i>Progress</i>	50%	
<i>Timeframe</i>	March 2022-July 2023	
<i>Task Lead</i>	Town Planning	
<i>Resources</i>	<i>FY 23</i>	<i>Total</i>
<i>Upfront One Time Software Costs</i>	\$7,000	\$7,000
<i>County Planning</i>	0 hrs	0 hrs
<i>Town Planning Director</i>	20 hrs	30 hrs
<i>Town Planning</i>	10 hrs	10 hrs

Comp Plan Strategies:

8.1.S.5 Create a portal or clearinghouse where the community can quickly learn more about the various services available in the community.

Task: Contract with Muni Code to publish the Town LDRs in a digital format in order to more efficiently update and manage the Town LDRs through an online, web based system. Rather than staff managing and updating large InDesign files, preparing them for publication, including publishing each time an amendment is made, Municode would complete this work for town staff. Municode would be sent approved ordinances and resolutions for immediate republishing of the LDRs. While the current LDRs will need to be converted into the Muni Code format, which will require some formatting changes, the Municode version will be much easier for the public to use in terms of searching for key terms, printing and copying the LDRs, and researching the legislative history of amendments.

Status: This project is about 50% complete. The Town is awaiting the first complete draft from MuniCode of the fully reformatted LDRs that will need to be reviewed by staff before the code can be finalized and ready for online publishing.

Town Lodging & Short-Term Rental Review Phase I

FY 23

<i>Progress</i>	80%	
<i>Timeframe</i>	July of 2023	
<i>Task Lead</i>	Town Planning	
<i>Resources</i>	<i>FY23</i>	<i>Total</i>
<i>Consulting Services</i>	0 hrs	0 hrs
<i>Town Planning Director</i>	40 hrs	100 hrs
<i>Town Com. Dev. Director</i>	60 hrs	40 hrs
<i>Joint Long Range Planning</i>	10 hrs	0 hrs

Comp Plan Strategies:

4.2.S.5: Review the Lodging Overlay boundary and associated regulations and incentives to determine the desired location, type and size of lodging.

Task: Review of development patterns, and other lodging data in the Town and in some instances within Teton County to better understand this land use category including:

- Amount and type of lodging that has been developed over the past 10 years
 - Total amount of square footage
 - Short term rental number of units constructed, and the number eliminated
 - Conventional lodging number of units constructed, and number eliminated
- Number of Short Term Rental Permits
- Amount and type of lodging that is remaining under current zoning
- Occupancy rates by month
- Lodging tax collections by year and month
- Price point of lodging by type and month
- Job Generation and Housing Demand by lodging type

The Town will review the current Comprehensive Plan goals, principles and policies around lodging in order to determine next step alternatives within this phase of the project.

Status: After planning staff presented the Council with background information on lodging data, but not all the data listed above, the Council decided to first address the issue of short-term rentals in residential zones and leave the larger Comprehensive Plan-level discussion on lodging for another time, which now appears to be no sooner than FY26 . Thus, at this point, staff will take proposed redline version of LDRs changes on STRs to the Planning Commission on 3/1/2023 and then to the Council on 4/17/2023 for initial approval.

Fiscal Year 23-24 Tasks In-Progress

These tasks are currently underway, and work will continue into FY 24 or beyond. FY 24 budget requests may include fiscal resources needed to continue these tasks. No prioritization of these tasks is needed since they were already prioritized in the FY 23 Work Plan, unless there is interest in changing the scope, timeline or resource allocation.

Fiscal Year 23-24 Tasks In-Progress

Project	Estimated Completion Date
Town Hillside LDRs	Summer 2024
County Natural Resource LDRs – Tiered Habitat Mapping and LDR Update	December 2023
Joint Road and Pathway Standards LDR Update	TBD
County Water Quality Master Planning	December 2023
County ITP – Tribal Trail	Ongoing
Wildlife Crossings Master Plan Implementation	2030
Town Workforce Housing Mitigation LDRs	Fall 2023
County Workforce Housing Mitigation LDRs	Fall 2023
Karns Meadow Master Plan Implementation	Summer 2024
Town Climate Action Plan	December 2023
Highway 22 Capital Multi-Modal Transportation Projects	October 2023
Develop Comp Plan Indicators for Chapter 1 for Ecosystem Stewardship	2023-2024

Town Hillside LDRs

FY 23-24

<i>Progress</i>	80%							
<i>Timeframe</i>	July 2018- August 2024							
<i>Task Lead</i>	Town Planning							
<i>Resources</i>	<i>FY 18</i>	<i>FY 19</i>	<i>FY20</i>	<i>FY 21</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>Consulting Services (Town)</i>	\$ 0	\$ 0	\$31,269	\$1,970	\$0	\$0	\$0	\$33,239
<i>Long-Range Planning</i>	40 hrs	110 hrs	70 hrs	50 hrs	50 hrs	10 hrs	5 hrs	335 hrs
<i>Town Com. Dev. Director</i>	0 hrs	20 hrs	20 hrs	20 hrs	10 hrs	5 hrs	5 hrs	75 hrs
<i>Town Engineer</i>	0 hrs	20 hrs	20 hrs	40 hrs	40 hrs	30 hrs	30 hrs	180 hrs
<i>Town Planning Director</i>	0 hrs	20 hrs	20 hrs	40 hrs	40 hrs	15 hrs	15 hrs	150 hrs
<i>Town Planning</i>	0 hrs	20 hrs	0 hrs	0 hrs	30 hrs	40 hrs	40 hrs	130 hrs

Comp Plan Strategies:

3.4.S.1: Study and map avalanche and landslide areas.

3.4.S.3: Evaluate and update development regulations for naturally hazardous areas based on mapping.

Task: Update Town hillside regulations to incorporate improved landside, rockfall, liquefaction, seismic, and avalanche hazard information and implement best practices for identifying, avoiding, and mitigating risks of development in hazardous areas. The County may ultimately adopt those portions relevant in the County but may do so through a later, separate process once the Town has refined the standards through its adoption process.

Status: Originally identified in the FY16 Work Plan as a subtask of a greater set of miscellaneous amendments; begun in June 2017 but put on hold because of the prioritization of the Engage 2017 projects; taken up again following the conclusion of the Engage 2017 projects. The consultant group has provided draft hillside development regulations and a hazard map for consideration. The drafts provided were not consistent with the format or processes already formalized by existing Town regulations, so staff has spent significant time adjusting and editing these documents before public release and review. The next step is gathering responses to the draft regulations and map from the stakeholder group comprised of local geological and engineering technical experts and then the text and map amendment proposals will be considered by the Town Planning Commission and Town Council.

County Natural Resource LDRs – Tiered Habitat Mapping & LDR Update

FY 23-24

<i>Progress</i>	70%							
<i>Timeframe</i>	FY23							
<i>Task Lead</i>	County Planning							
<i>Resources</i>	<i>FY 17</i>	<i>FY 18</i>	<i>FY 19</i>	<i>FY 20</i>	<i>FY22</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>Consulting Services (Town)</i>	\$3,000	\$7,000	\$0	\$0	\$0	\$0	\$0	\$10,000
<i>Consulting Services (County)</i>	\$22,000	\$43,000	\$0	\$0	\$0	\$11,000.00	\$9,000.00	\$85,000
<i>Long-Range Planning</i>	100 hrs	200 hrs	200 hrs	0 hrs	12 hrs	80 hrs	200	792 hrs
<i>County Planning Director</i>	20 hrs	80 hrs	80 hrs	0 hrs	0 hrs	0 hrs	10	190 hrs
<i>Town Com. Dev. Director</i>	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	4	4hrs
<i>County Planning</i>	100 hrs	400 hrs	400 hrs	0 hrs	4 hrs	10 hrs	20	934 hrs
<i>County Public Works</i>	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	0 hrs	4	4 hrs

Comp Plan Strategies:

- 1.1.S.4: Evaluate and amend wildlife protection standards for development density, intensity, location, clustering, permeability, and wildlife-human conflict.
- 1.1.S.5: Evaluate mitigation standards for impacts to critical habitat and habitat connections and update as needed.
- 1.1.S.6: Identify areas for appropriate ecological restoration efforts.
- 1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands and riparian areas.
- 1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.

Task: Finalize the tiered habitat map previously started and drafted in September of 2018. County Planning is under contract with local experts on this project to most efficiently finalize the work that has been completed to date. The effort would at a minimum utilize the vegetation mapping (completed in 2013) and focal habitat study (completed in 2017) to update the Natural Resources Overlay (NRO) and other natural resource protection standards. Habitat protection will be updated to be a tiered system that is based on relative critical value. Standards and review requirements applicable in various areas will relate to the relative habitat value of the area to contribute to the short and long-term protection of the health of the habitat network. The County will continue the lead on this effort as it has broader applicability in the County. The Town will ultimately adopt those portions relevant in Town but may do so through a later, separate process once the County has refined the standards through its adoption process.

Status: A draft of the Natural Resource Protection amendments was presented for public review on September 28, 2018. The draft amendments were the product of a significant amount of work completed by the Natural Resources Stakeholder Group and five months of public outreach. A contract has been approved and funding is allocated in the FY22 & FY 23 budget for a consultant to assist County Staff with finalizing the tiered habitat map, GIS layers, and re-release of updated information for adoption. This task has begun and is underway with a contract (EcoConnect Inc). A draft of the updated regulations is anticipated in summer of 2023.

Comp Plan Strategies:

7.1.S.2 Consider adopting “complete streets” and/or “context-sensitive” policies and updated road design standards for all roadways.

<i>Progress</i>	0%		
<i>Timeframe</i>	FY23-FY24		
<i>Task Lead</i>	County Public Works		
<i>Resources</i>	<i>FY23</i>	<i>FY24</i>	<i>Total</i>
<i>Long Range Planning</i>	20 hrs.	80 hrs.	100 hrs.
<i>County Planning Director</i>	3 hrs.	7 hrs.	10 hrs.
<i>Town Com. Dev. Director</i>	3 hrs.	7 hrs.	10 hrs.
<i>County Public Works - Pathways, Engineering, Road and Levee</i>	50 hrs.	200 hrs.	250 hrs.

Task: Update LDRs for pathway and county road dimensions and geometric standards and guidance with the intent of making them context sensitive to meet the goals of the community.

Status: The recently awarded planning grant from the *Safe Streets For All* program provides funding for this task. This task has not yet been started but will begin in FY23 or FY24 following the signing of the grant agreement with USDOT/FHWA.

County Water Quality Master Planning

FY 23-24

<i>Progress</i>	Initiated			
<i>Timeframe</i>	Completion date by Jan. 24			
<i>Task Lead</i>	County Public Works			
<i>Resources</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>County Pro. Services</i>	325,000	\$841,623	\$446,329	\$1,166,623
<i>County Public Works</i>	0 hrs	400 hrs	1,200 hrs	1,600 hrs
<i>Town Public Works</i>	0 hrs	50 hrs	100 hrs	150 hrs
<i>County General Services</i>	0 hrs	20 hrs	10 hrs	30 hrs

Comp Plan Strategies:

1.2.S.3: Develop a water quality enhancement plan that includes consideration of additional County funding for water quality and commits to joint Town and County coordination. The plan should include a water quality monitoring program. The plan should also incorporate or complement existing and future source water assessments, source water protection plans, river and lake management plans, watershed management plans, and other water quality protection efforts. Additionally, in partnership with the Teton Conservation District and other applicable partners, develop with all due dispatch a comprehensive wastewater management plan.

Task: In cooperation with partnering entities, Protect our Water Jackson Hole (POWJH), Teton Conservation District (TCD) and the Town of Jackson, Teton County initiated a study and planning effort to shape the current understanding of existing and potential future human-induced threats to both surface water and groundwater quality and develop strategies for reducing impacts. In December 2021 the Commission approved a contract with a water quality consultant team, Trihydro Corporation, to complete a 20-year vision and implementation plan that protects surface water and groundwater resources from future degradation and improves water quality where known degradation is occurring in Teton County. The management plan effort will focus on both the human element of protecting drinking water and the environmental element of protecting water resources. The Plan will provide a clear set of roles and responsibilities for the various local entities that oversee water resources management. The Plan will address management of wastewater, stormwater, and drinking water, as well as surface and groundwater resources. The Plan will identify and characterize known and possible threats to these resources, while outlining detailed mitigation strategies in an Implementation Plan.

Status: Initiated January 2022, 18-month contract with Trihydro Corporation.

County ITP Capital Projects 1 – Tribal Trail

FY 23-24

<i>Progress</i>	45%					
<i>Timeframe</i>	Ongoing					
<i>Task Lead</i>	County Public Works					
<i>Resources</i>	<i>FY 19</i>	<i>FY20</i>	<i>FY22</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>County Pro. Services (Public Works)</i>	\$30,000	\$300,000	\$800,000	\$850,000	\$850,000 (unless agreement with WYDOT approved)	TBD based on WYDOT agreement
<i>Long-Range Planning</i>	40 hrs	30 hrs	0 hrs	0 hrs	0 hrs	70 hrs
<i>County Planning Director</i>	40 hrs	60 hrs	40 hrs	0 hrs	0 hrs	140 hrs
<i>Town CD Director</i>	20 hrs	30 hrs	40 hrs	10 hrs	0 hrs	100 hrs
<i>County Engineering</i>	160 hrs	800 hrs	800 hrs	800 hrs	ongoing	2560 hrs

ITP Action Items: Chapter 5- Major Capital Projects Group 1.

Task: Continue project charter process including design and environmental assessment.

Status: The Board of County Commissioners and WYDOT have requested to incorporate this project into the WYDOT Hwy 22 Planning work to look at projects cohesively. A Memorandum of Agreement is being drafted. This will shift much of the workload burden to WYDOT however County Public Works staff will remain involved.

Wildlife Crossings Master Plan Implementation

<i>Progress</i>	15%			
<i>Timeframe</i>	Ongoing – 2030			
<i>Task Lead</i>	County Public Works			
<i>Resources</i>	<i>FY 22</i>	<i>FY23</i>	<i>FY 24</i>	<i>Total</i>
<i>County Pro. Services</i>	\$650,000	\$1,915,000	\$446,329.00	\$3,011,329.00
<i>Town Pro. Services</i>	TBD	TBD	TBD	TBD
<i>County Planning Director</i>	Ongoing	0 hrs	0 hrs	Ongoing
<i>Town Planning Director</i>	Ongoing	0 hrs	0 hrs	Ongoing
<i>County Engineering</i>	Ongoing	Ongoing	Ongoing	Ongoing

ITP Action Items: Chapter 5- Major Capital Projects: Wildlife Protection

Task: Developing safe wildlife crossings benefits wildlife and human safety and welfare. The Wildlife Crossings Master Plan was completed in May 2018. Implementing its recommendations will be an ongoing project over the next 5-10 years.

Status: Wildlife Crossings Master Plan has been completed. Implementation is in initial stages with SPET funding approved. In FY24, County Public Works will be competing the 30% design plans process for three road segments and planning to take at least one of those projects into construction planning. We also will be spending funds on the Teton County portion of Highway 22/390 intersection- Snake River bridge replacement, including two county funded underpasses and fence treatments. Lastly, we are planning an aquatic passage improvement at Cabin Creek, in the Snake River Canyon. All of these projects are in cooperation with public land agencies, WYDOT, and WGFD.

Town Workforce Housing Mitigation LDRs

<i>Progress</i>	2%	
<i>Timeframe</i>	December 2022- December 2023	
<i>Task Lead</i>	Long-Range Planning & Housing Department	
<i>Resources</i>	<i>FY 23-24</i>	<i>Total</i>
<i>Consulting Services (Town)</i>	\$76,500.00	\$76,500.00
<i>Housing Director</i>	20 hrs	20 hrs
<i>Housing Department</i>	20 hrs	20 hrs
<i>Long Range Planning</i>	100 hrs	100 hrs
<i>Com. Dev. Director</i>	40 hrs	40 hrs
<i>Town Planning Director</i>	80 hrs	80 hrs
<i>County Planning</i>	0 hrs	0 hrs

Comp Plan Strategies:

5.3.5.2: Update current mitigation requirements as necessary.

Task: Town will work to revisit the current structure, rates and exemptions for workforce housing mitigation required by the LDRs. This effort will be separate yet concurrent with the similar County Update that will need to be coordinated between the two jurisdictions.

Status: A contract amendment was approved during the March 6, 2023 Joint Information Meeting. Policy work with a stakeholder group began in February of 2023. The project is anticipated to be completed fall of 2023.

County Workforce Housing Mitigation LDRs

<i>Progress</i>	2%	
<i>Timeframe</i>	December 2022- December 2023	
<i>Task Lead</i>	County Long-Range Planning & Housing Department	
<i>Resources</i>	<i>FY 23-24</i>	<i>Total</i>
<i>Consulting Services (County)</i>	\$76,500	\$76,500
<i>Housing Director</i>	20 hrs	20 hrs
<i>Housing Department</i>	80 hrs	80 hrs
<i>Long Range Planning</i>	200 hrs	200 hrs
<i>Com. Dev. Director</i>	10 hrs	10 hrs
<i>County Planning Director</i>	20 hrs	20 hrs
<i>County Planning</i>	20 hrs	20 hrs

Comp Plan Strategies:

5.3.5.2: Update current mitigation requirements as necessary.

Task: The County will work to revisit the current structure and rates for workforce housing mitigation required by the LDRs.

Status: A contract amendment was approved during the March 6, 2023 Joint Information Meeting. Policy work with a stakeholder group began in February of 2023. The project is anticipated to be completed fall of 2023.

Town Karns Meadow Master Plan Implementation

FY 23-24

<i>Progress</i>	35%		
<i>Timeframe</i>	FY23 & FY24		
<i>Task Lead</i>	Parks and Recreation		
<i>Resources</i>	<i>FY23</i>	<i>FY24</i>	<i>Total</i>
<i>Ecosystem Stewardship Position</i>	150 hrs	200 hrs	350 hrs
<i>Town Comm. Dev. Director</i>	50 hrs	50 hrs	100 hrs
<i>Parks and Recreation</i>	200 hrs	400 hrs	600 hrs

Task: Planning and development of Karns Meadow Park, including completion of a Master Plan describing all desired improvements followed by the approval of individual or combined conditional use permits for each component of the property. Development will provide activation of the park through outcomes identified in the planning process.

Status: This project is underway. In 2018, Council authorized the Parks and Recreation Department to complete a comprehensive environmental assessment of the property. The assessment recommended the completion of a 'current condition's active management plan,' and sequentially, the completion of the site master plan. The management plan was completed in 2019. In the summer and fall of 2022, staff started the process of rezoning the tracts in the property and developing the site master plan. Both are scheduled for completion by June of 2023. If approved, the team can begin the conditional use permit process and phase one development in Summer/Fall 2023 and/or Spring/Summer 2024.

Comp Plan Strategies:

- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.6: Evaluate and update design regulations to encourage quality public space.

<i>Progress</i>	25%			
<i>Timeframe</i>	July 2021-June 2024			
<i>Task Lead</i>	Ecosystem Stewardship Position			
<i>Resources</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY24</i>	<i>Total</i>
<i>Other Town Staff</i>	100 hrs	100 hrs	50 hrs	250 hrs
<i>Ecosystem Stewardship</i>	0 hrs	250 hrs	800 hrs	1050 hrs
<i>Long-Range Planning</i>	20 hrs	0 hrs	0 hrs	20 hrs

Comp Plan Strategies:

2.G.S.2 Develop an Emissions Reduction and Climate Action Plan to identify potential solutions and strategies to reduce our contribution to climate change and better position the Town and County to be able to deal with potential impacts of a changing climate. The Plan should outline implementation responsibilities and include adaptation measures specific to the potential impacts of climate change on our economy.

Task: Town staff will continue to work with the Jackson Hole Climate Action Collective (JHCAC) and Teton Climate Action Partnership (TCAP) by providing staff time to assist with project information, facilitation, or leadership in order to help with climate action and equity projects. Town staff will build upon the work of those groups to draft a Town Sustainability Plan.

Status: The Town of Jackson hired an Ecosystem Stewardship Administrator (ESA) in May of 2022. 20% of their time is allocated to helping TCAP and JHCAC with their efforts. The ESA and other Town staff serve on several TCAP committees and attend quarterly coordinating meetings. They assist TCAP with and JHCAC identification of funding opportunities and by serving as a liaison between the group and the Town. The ESA is currently working with both groups to build their work into the Town of Jackson Sustainability Plan. A draft of the plan should be completed by December 2023. If approved, implementation of the Sustainability Plan will follow, along with potentially updating Comp Plan Chapter 2 as needed.

Highway 22 Capital Multi-Modal Transportation Projects

FY 23-24

Progress	Varies		
Timeframe	Varies		
Task Lead	County Public Works		
Resources	FY23	FY 24	Total
Long Range Planning	0 hrs	0 hrs	0 hrs
County Planning Director	0 hrs	0 hrs	0 hrs
Town Com. Dev. Director	0 hrs	0 hrs	0 hrs
County Public Works	400 hrs	Ongoing	400 hrs
Regional Transportation Planning Administrator	200 hrs	Ongoing	200 hrs

ITP *Action* *Items:*
Chapter 5- Major Capital Projects

- Task:.**
- Highway 22 Jackson to Wilson Corridor Study, i.e. the Hwy22 NEPA study. **Status:** WYDOT is project lead and has moved up the planning in their STIP to WYDOT’s FY2023. This project is now underway.
 - WY22 Pathway, Wilson to Stilson.
- Status:** Project is nearing bid letting. This project is included in the 2020 Teton County BUILD grant. Planning will be completed in FY2023 (full construction documents, easement acquisition, and permitting). Construction intended to be complete by October of 2023.

Develop Comp Plan Indicators for Chapter 1 (Ecosystem Stewardship)

FY 23-24

<i>Progress</i>	20%		
<i>Timeframe</i>	FY23 & FY24		
<i>Task Lead</i>	Ecosystem Stewardship Position		
<i>Resources</i>	<i>FY23</i>	<i>FY24</i>	<i>Total</i>
<i>Ecosystem Stewardship</i>	200 hrs	200 hrs	400 hrs
<i>Long Range Planning</i>	10 hrs	10 hrs	20 hrs
<i>Town Com. Dev. Director</i>	20 hrs	10 hrs	30 hrs

Comp Plan Strategies:

- 1.G.S.1: Identify appropriate indicators that measure achievement of the Chapter goal. For example, measuring stewardship of natural resources may include establishing indicators for percent change of site development within the Town and County, or tracking contaminant loading from wastewater discharge at the Town of Jackson treatment facility.
- 1.G.S.2: Establish an Ecosystem Stewardship target for an Adaptive Management Program that will be used to track the Town and County's progress toward goals related to this chapter.

Task: The Town and County jointly use the annual Indicator Report and Adaptive Management Program to evaluate progress in achieving the Comp Plan goals, but measurable and meaningful indicators for ecosystem stewardship need to be evaluated.

Status: The Ecosystem Stewardship Administrator has begun this work by 1) looking at indicators used by other communities, and 2) gathering stakeholder groups to discuss what data is being collected, where there are gaps in current data collection, and 3) which data sets provide the best indicators of ecosystem health. Stakeholder meetings are scheduled for winter and spring of 2023. Staff will then compile information and present recommendations for the Town and County for indicators to be included in the annual Indicator Report and for any additional monitoring of ecosystem health.

New Fiscal Year 24 Tasks

The following tasks have not yet begun, and prioritization of timeline, staff and fiscal resources is needed. *This section is the primary focus of setting the FY 24 Work Plan.*

New Fiscal Year 24 Tasks

Project	Estimated Timeframe
Joint Annual Indicator Report	TBD
Large Building and Workforce Housing Bonus Review	Oct 2023- June 2024
County Water Quality LDRs	TBD following Water Quality Master Plan
County Review of Accessory Residential Units in Nonresidential Zones	July 2023-December 2023

Joint Annual Indicator Report Review

FY 24

<i>Progress</i>	0%
<i>Timeframe</i>	TBD
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	50 hrs
<i>County Planning Director</i>	5 hrs
<i>Town CD Director</i>	2 hrs
<i>Town Planning Director</i>	5 hrs

Comp Plan Strategies:

Policy 9.2.a: Monitor indicators annually

Task: Each year the Town and County compile and publish annual indicator data (see ongoing task in workplan below). Staff turnover has made it difficult to train internal staff to complete this in 2021 and 2023, therefore a contract with a local vendor was utilized as needed. Due to ongoing staffing issues, staff requests that the County and Town complete a new Request for Proposals for this task to investigate whether there are better ways to complete the indicator report, or if there is an opportunity to create a less staff-intensive format such as an online dashboard. Other ideas and methodologies from an outside consultant could be beneficial for the Town Council and Board of County Commissioners to research.

Status: This task has not begun.

Large Building and Workforce Housing Bonus Review

FY 24

<i>Progress</i>	0%	
<i>Timeframe</i>	October 2023-June 2024	
<i>Task Lead</i>	Town Planning	
<i>Resources</i>	<i>FY24</i>	<i>Total</i>
<i>Consultant Resources</i>	\$20,000.00	\$20,000.00
<i>Town Planning Director</i>	100 hrs	100 hrs
<i>Town Senior Planner</i>	20 hrs	20 hrs
<i>Joint Long Range Associate Planner</i>	10 hrs	10 hrs

Task: This task will look at the Town various LDRs and recent LDR changes that have incentivized or facilitated the development of large buildings in the Town. In particular, changes to the LDRs regarding maximum building size, workforce housing bonuses (2:1 bonus and 4th-story bonus), development review thresholds, and the trend of landowners aggregating larger sites, have contributed to creating larger projects in recent years, especially for multi-family development. The intent for this project is to reevaluate some or all of these tools to see if changes are necessary to better balance community character concerns, the need for true workforce housing, and the market limitations of private developers to construct workforce housing at a scale that make financial sense.

Status: This project has not yet begun.

Comp Plan Strategies:

- Policy 3.3.c Provide predictability in land use decisions
- Policy 4.1.b Emphasize a variety of housing types, including deed-restricted housing
- Policy 4.1.c Promote compatible infill and redevelopment that fits Jackson neighborhoods
- Policy 5.4.d Provide incentives for the provision of workforce housing

<i>Progress</i>	0%
<i>Timeframe</i>	After completion of County Water Quality Master Planning
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	To be determined

Task: Utilizing the completed Water Quality Master Plan (scheduled to be complete Jan. 2024), begin the process of updating the water quality LDRs, specifically focusing on protection standards, water filtration standards, management of wastewater, surface water and groundwater, and implementing tools to protect drinking water.

Status: This task will begin when the Water Quality Master Plan is complete and adopted by the County Commission. The consultant Trihydro is tasked with making recommendations on future water quality LDRs.

Comp Plan Strategies:

- 1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands (including jurisdictional and non-jurisdictional) and riparian areas.
- 1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near significant
- 1.2.S.5: Investigate updates to the Land Development Regulations and other County resolutions and Town ordinances to provide further protection for Public Water Systems, surface water, and groundwater, including, incentives for wastewater system best management practices, facility regulations, monitoring wells, and buffering distances.
- 1.2.S.6: Enhance existing water quality protection tools and explore the development of new tools such as an aquifer protection overlay or a water quality commission.

County Review of Accessory Residential Units in Nonresidential Zones

FY 24

<i>Progress</i>	5%		
<i>Timeframe</i>	July 2023 – December 2023		
<i>Task Lead</i>	County Long Range Planning		
<i>Resources</i>	<i>FY 23</i>	<i>FY 24</i>	<i>Total</i>
<i>County Planning Director</i>	20 hrs	40 hrs	60 hrs
<i>Long-Range Planning</i>	5 hrs	120 hrs	125 hrs
<i>County Planning</i>	5 hrs	20 hrs	25 hrs

Comp Plan Strategies:

Policy 3.3.b: Provide predictability in land use decisions – Updating these regulations may increase predictability by all including landowners wishing to complete infill development, and neighbors to said development so that folks can generally expect what to see as the result of additional infill being constructed.

Policy 5.2.c: Provide workforce housing solutions locally Our primary housing goal is to limit the percentage of the local workforce commuting from other counties. Therefore, required workforce housing mitigation and public investments in workforce housing will be located within our community. However, achievement of our housing goal could still mean that a large portion of our workforce will reside outside of the community and commute into the Town or County. The community will continue to pursue efforts to limit the impacts of commuters on the ecosystem and neighboring communities.

Policy 5.4.b: Avoid regulatory barriers to the provision of workforce housing The Town and County will avoid regulatory barriers that inadvertently preclude workforce housing in a manner that is consistent with the community's Common Values. This may include providing exemptions from certain requirements for developments that provide new subsidized workforce housing that reduces the shortage of housing that is affordable to the local workforce.

Task: Review the County LDRs for nonresidential Accessory Residential Units (ARUs) to determine if the regulations are achieving the desired outcome, including review of the required permitting process. Consider policies to facilitate and streamline the creation of deed-restricted ARUs in nonresidential zones that support local business while ensuring an appropriate level of review, notice, and public comment.

Status: This item was suggested by the Board in March 2023 for consideration of inclusion in the Work Plan.

Ongoing Tasks

The following tasks are projects completed annually or on an ongoing basis. Resource allocation to these tasks may be seasonal, as in the case of Indicator Report preparation, or LDR or Zoning Map Amendment applications made by the public. No prioritization of these tasks is needed for FY 23 unless there is interest to remove or add continuous or regular tasks.

OngoingTasks

Project
Joint Annual Indicator Report
Joint Annual Work Plan
Teton County Scenic Preserve Trust
County Biennial LDR Cleanups
Town Biennial LDR Cleanups
County LDR and Zoning Map Amendments
Town LDR and Zoning Map Amendments
LDR and Comp Plan Education and Outreach
Data Requests
Other Comp Plan Coordination

<i>Progress</i>	Annual
<i>Timeframe</i>	December-April
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	200 hrs
<i>County Planning Director</i>	5 hrs
<i>Town CD Director</i>	20 hrs
<i>Town Planning Director</i>	5 hrs
<i>Housing Department</i>	5 hrs

Comp Plan Strategies:

Policy 9.2.a: Monitor indicators annually

Task: Compile and publish annual indicator data. Analyze indicator data and execution of the past year's Implementation Work Plan to inform an Implementation Work Plan for the following year. Constantly monitor community trends and understand how to best achieve the vision of the Comprehensive Plan. Additional hours may be necessary for next year's Indicator Report since the GMP/Comp Plan Update and Data Standardization are underway and will require adjustments to the Indicator Report.

Status: This task occurs annually and is a part of every year's work plan.

Joint Annual Work Plan

Ongoing Tasks

<i>Progress</i>	Annual
<i>Timeframe</i>	December – April
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	100 hrs
<i>County Planning Director</i>	10 hrs
<i>Town CD Director</i>	10 hrs
<i>Town Planning Director</i>	10 hrs
<i>Housing Department</i>	5 hrs

Comp Plan Strategies:

Policy 9.2.b: Establish an implementation work plan annually

Task: Analyze indicator data and execution of the past year's Implementation Work Plan to establish an Implementation Work Plan for the upcoming year.

Status: This task occurs annually and is a part of every year's work plan.

<i>Progress</i>	Annual
<i>Timeframe</i>	Spring-Fall
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY24
<i>Long-Range Planning</i>	150 hrs
<i>County Planning</i>	10 hrs
<i>County Planning Director</i>	10 hrs
<i>Consultant Services</i>	\$19,595 (for FY23—varies annually)

Task: Administer the Teton County Scenic Preserve Trust easement. This includes working with a consultant to administer the program. Staff reviews and administers the contract with the consultant team each year. Staff also facilitates any new easements or amendments through the hearing process.

Status: This is an ongoing annual task.

Comp Plan Strategies:

1.4.S.4 – Explore establishment of a dedicated funding source for the acquisition of permanent open space for wildlife habitat protection, scenic vista protection, and agriculture preservation.

1.4.S.6 – Reevaluate the purpose and staffing of the Teton County Scenic Preserve Trust to provide full-time management for the organization and consider the adoption of higher operational standards.

County LDR Cleanups

Ongoing Tasks

<i>Progress</i>	Biennial
<i>Timeframe</i>	July-December
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	<i>FY24</i>
<i>Long-Range Planning</i>	80 hrs
<i>County Planning Director</i>	5 hrs
<i>County Planning</i>	15 hrs

Comp Plan Strategies:

3.3.S.2: Evaluate and update base allowances to predictably allow development that is consistent with our Vision.

3.3.S.3: Evaluate and update incentives so that they are performance based, tied to measurable community benefits, limited, and more consistent with base allowances.

Task: Revisit LDR updates that have been made in the recent past to cleanup errors and address unintended consequences. Ensure the LDRs are kept current, unlike the period from 1994-2015 when they were largely unattended and became unmanageable. Major unintended consequences that merit more specific review will be addressed as separate tasks. Other annual updates that are required by the LDRs include the housing fee in lieu rate and exaction fee rate.

Status: The County went through its latest cleanup in January of 2023.

Town LDR Cleanups

Ongoing Tasks

<i>Progress</i>	Biennial
<i>Timeframe</i>	December - July
<i>Task Lead</i>	Town Planning
<i>Resources</i>	<i>FY24</i>
<i>Town Planning Director</i>	100 hrs
<i>Town Planning</i>	25 hrs
<i>Consultant Services</i>	\$10,000 - \$14,000

Comp Plan Strategies:

3.3.S.2: Evaluate and update base allowances to predictably allow development that is consistent with our Vision.

3.3.S.3: Evaluate and update incentives so that they are performance based, tied to measurable community benefits, limited, and more consistent with base allowances.

Task: Revisit LDR updates that have been made in the recent past to cleanup errors and address unintended consequences. Ensure the LDRs are kept current, unlike the period from 1994-2015 when they were largely unattended and became unmanageable. Major unintended consequences that merit more specific review will be addressed as separate tasks. Other annual updates that are required by the LDRs include the housing fee in lieu rate and exaction fee rate.

Status: The Town of Jackson Planning Department completed one LDR cleanup in January 2019. A second, and more comprehensive, cleanup is needed to keep the Town LDRs updated. These cleanups should occur annually in the second half of the year to keep the LDRs up to date in incorporate any Planning Director interpretations or changes to State law. The County Attorney's office has identified the following changes resulting from the 2021 Wyoming Legislative season that may require updates to the LDRs:

- HB79: relates to State-exempt land subdivisions for gift to family
- HB157: terms of connection to municipal infrastructure
- HB158: relationship between zoning, land use plans (Comp Plan) and land use decisions

County LDR and Zoning Map Amendments

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	Various
<i>Resources</i>	<i>FY 24</i>
<i>Long-Range Planning</i>	600 hrs
<i>County Planning Director</i>	60 hrs
<i>Housing Department</i>	20 hrs

Comp Plan Strategies: variable depending on the amendment proposed by the public, other department, or elected officials.

Task: Acknowledge the time and resources required for the various day-to-day tasks for which staff is responsible. For the Long Range Planning Team, this includes LDR and zoning map amendments. These are projects that are proposed by the public or other departments that are not otherwise a part of this work plan, and in recent years have required significant staff, public, and elected official resources. For this task, it should be noted that the time estimates provided in the chart represent the typical amount of time available to spend on these projects, but that the resources required are variable depending on the number and complexity of applications submitted by the public or requested by other departments and elected officials. Projects under this task may be recategorized as separate projects in this work plan if they represent a greater priority.

Status: This is an ongoing task that is a part of every year's Work Plan.

List of Projects completed in FY 23:

- *Dark Skies Amendments*
- *Business Park Rezone for 89 LLC*
- *CWC rezone*
- *Housing Trust Horse Creek Project*

Town LDR and Zoning Map Amendments

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	Various
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	10 hrs
<i>Town Planning Director</i>	50 hrs
<i>Town Planning</i>	150 hrs
<i>Town CD Director</i>	10 hrs
<i>Housing Department</i>	10 hrs

Comp Plan Strategies: variable depending on the amendment proposed by the public, other department, or elected officials.

Task: Acknowledge the time and resources required for the various day-to-day tasks for which staff is responsible. For the Long Range Planning Team, this includes LDR and zoning map amendments. These are projects that are proposed by the public or other departments that are not otherwise a part of this work plan, and in recent years have required significant staff, public, and elected official resources. For this task, it should be noted that the time estimates provided in the chart represent the typical amount of time available to spend on these projects, but that the resources required are variable depending on the number and complexity of applications submitted by the public or requested by other departments and elected officials. Projects under this task may be recategorized as separate projects in this work plan if they represent a greater priority.

Status: This is an ongoing task that is a part of every year's Work Plan.

List of Projects completed in FY 23:

- Dark Skies Amendments
- NL-5 LDR Text Amendment re. ownership
- Hitching Post Zoning Map Amendment
- NH-1 LDR Text Amendment for minimum density
- Electric Vehicle Text Amendment
- NL-5 Text Amendment allowing four deed restricted units

LDR and Comp Plan Education and Outreach

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	Ongoing
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	80 hrs
<i>County Planning Director</i>	20 hrs
<i>County Planning</i>	20 hrs
<i>Town Planning Director</i>	20 hrs
<i>Town CD Director</i>	40 hrs
<i>Town Planning</i>	20 hrs

Comp Plan Strategies:

3.3.S.1: Consider a joint Town and County staff person to execute the Growth Management Program and otherwise implement the Comprehensive Plan.

Task: Ensure the public is engaged in the implementation of the Comp Plan. Coordinate the public engagement requirements of the tasks in this Work Plan. Communicate the community vision, where it came from, and how it is being achieved. This task includes regularly updating the Long-Range Planning website, emailing subscribers to planning updates, coordinating with other departments and local or regional agencies, and providing funding and staffing to public workshops, charrettes and stakeholder meetings.

Status: This is an ongoing task that evolves with different projects.

Data Requests

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	As Requested
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	50 hrs

Comp Plan Strategies:

Policy 8.1.a: Maintain current, coordinated plans for delivery of desired service levels.

Task: As government and non-government organizations plan for service delivery, Long-Range Planning staff can provide consistent data and projections on the population and demographics of the community, limiting consultant fees and standardizing level of service planning across the community.

Status: This task occurs annually and is a part of every year's work plan.

Other Comp Plan Coordination

Ongoing Tasks

<i>Progress</i>	Ongoing
<i>Timeframe</i>	Ongoing
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	FY 24
<i>Long-Range Planning</i>	100 hrs
<i>County Planning Director</i>	75 hrs
<i>Town Com. Dev. Director</i>	75 hrs

Comp Plan Strategies:
Varies

Task: In addition to the specific tasks described above, Long-Range Planning will assist other departments and agencies to coordinate consistency with the Comp Plan.

Status: This task occurs annually and is a part of every year's work plan.

Future Tasks – Non-Budgeted and/or Unscheduled

The following tasks are in the line-up for implementation in future years but are not recommended to begin in Fiscal Year 23. Staff and fiscal resources for these tasks will be considered and updated in a future Work Plan, unless there is interest to identify any of these tasks as an immediate priority to be added to the FY 23 Work Plan. Based on limited Staff resources, adding items to the FY 23 Work Plan will require removing other priorities.

Future Tasks – Non-Budgeted and/or Unscheduled

Project
Early Childcare/Education LDR Amendments
Town Sign Standards Update
Town Water Quality Initiatives
Town Review of Character Change in Stable and Transitional Districts
County Aspens Commercial Zoning Update
County Development Exactions Update
Town Lodging and Short Term Rental Review Phase II
ITP Transportation Demand Management Plan
Town Natural Resource LDRs
Joint Local Connectors Capital Project Group 4 Charter/Concept Design East West Connector
Town & County Business Park Zoning
County Road/Utility LDRs

Early Childcare/Education LDR Amendments

FY 25+

<i>Progress</i>	0%	
<i>Timeframe</i>	To be Determined	
<i>Task Lead</i>	Long-Range Planning	
<i>Resources</i>	<i>FY 24+</i>	<i>Total</i>
<i>Consultant Services</i>	TBD	TBD
<i>Long Range Planning</i>	300 hrs	300 hrs
<i>County Planning Director</i>	20 hrs	20 hrs

Comp Plan Strategies:

Policy 4.2.b Promote a balanced mix of nonresidential uses.

Policy 6.3.e. Balance housing, nonresidential development, and civic uses

Policy 8.1.b Coordinate with independent service providers

Task: The County has included looking at supporting early childcare and education as a part of the 2023 Areas of Focus discussion. This topic includes work from multiple departments through creation of an action plan and ultimately lead to a recommendation for future LDR amendments. This task will get flushed out through the work on the action plan and recommendations from a policy committee.

Status: This task has not yet begun.

Town Sign Standards Update

FY 25+

<i>Progress</i>	0%		
<i>Timeframe</i>	July 2025 – July 2026		
<i>Task Lead</i>	Town Planning		
<i>Resources</i>	<i>FY 23</i>	<i>FY 24+</i>	<i>Total</i>
<i>Long-Range Planning</i>	0 hrs	10 hrs	10 hrs
<i>Town Planning</i>	0 hrs	50 hrs	50 hrs
<i>Town Planning Director</i>	0 hrs	130 hrs	130 hrs

Comp Plan Strategies:

3.2.S.6: Evaluate and update design regulations to encourage quality public space.

Task: Update Town sign standards to fix inconsistencies and deficiencies in current standards created by emergency LDR amendment required by federal law. In addition, make overdue improvements to design and materials standards and permitting procedures.

Status: This task has not yet been started and based on recent Council input it will not begin sooner than FY26.

Town Water Quality Initiatives

FY 25+

Progress	60%				
Timeframe	December 2021-March 2024				
Task Lead	Town Public Works				
Resources	FY 21	FY 22	FY 23	FY24	Total
Long-Range Planning	0 hrs	10 hrs	0 hrs	0 hrs	10 hrs
Town Public Works	0 hrs	100 hrs	285 hrs	220	605 hrs
Ecosystem Stewardship	0 hrs	0 hrs	10 hrs	20 hrs	30 hrs
Town Com. Dev. Director	5 hrs	20 hrs	20 hrs	20 hrs	65 hrs
Town Planning Director	0 hrs	10 hrs	20 hrs	10 hrs	40 hrs

Comp Plan Strategies:

1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands and riparian areas.

1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.

Task: A clear priority of the 2020 Comprehensive Plan update was the need to maintain and enhance water quality, which is essential to both ecosystem and human health. This task includes three action components:

1. Wastewater Treatment Facility Study (Town)
2. Stormwater Management Program (Town)
3. Wastewater Master planning effort (support County)

Status:

1. The Town's Wastewater Treatment Plant Technical Review is complete and staff presented findings and recommendations to Town Council in September 2022 and March 2023.
2. The Town's Stormwater Management Program is in development with the hired consultant team. The effort includes a review of existing data and rules from Town and other peer communities, development of a comprehensive Stormwater Management Program that addresses multiple pollution sources, and implementation recommendations.

Town Review of Character Change in Stable & Transitional Districts

FY 25+

<i>Progress</i>	30%			
<i>Timeframe</i>	July 2025 – July 2026			
<i>Task Lead</i>	Community Development Director			
<i>Resources</i>	<i>FY 22</i>	<i>FY 23</i>	<i>FY 24+</i>	<i>Total</i>
<i>Town Planning Director</i>	30 hrs	5 hrs	5 hrs	40 hrs
<i>Town Com. Dev. Director</i>	60 hrs	5 hrs	0 hrs	65 hrs
<i>Housing Department</i>	10 hrs	0 hrs	0 hrs	10 hrs

Task: Review the Town stable and transitional residential areas regarding desired community character compared to observed and data-based recent changes. Data collection and analysis has been completed and LDR amendments are being considered.

Status: This item was postponed by the Council until at least FY26 at which time this project will be evaluated again for possible inclusion in the Work Plan.

Comp Plan Strategies:

Policy 3.2.a Enhance Quality, Desirability and Integrity of Complete Neighborhoods - This Policy is in place for stable neighborhoods which may “be enhanced by infill that is consistent with existing patterns and scale of development and includes additional amenities to make the most appropriate places for development more enjoyable places to live.” Many developed neighborhoods are seeing a shift in character as many infill projects include purchase of an older residence, tear down, and re-build with a much larger structure.

3.3.b Provide predictability in land use decisions – Updating these regulations may increase predictability by all including landowners wishing to complete infill development, and neighbors to said development so that folks can generally expect what to see as the result of additional infill being constructed.

3.3.e Preserve historic Structures and Sites – While this Policy speaks to preservation of historic structures, much of a historic building also includes the character of the site around it. New infill development adjacent to historic sites must consider existing character and how the new development will fit within the historic context of the existing neighborhood.

4.1.c. Promote Compatible Infill and Redevelopment that fits Jackson’s neighborhoods – “...redevelopment will be compatible in scale, use and character in Stable Subareas...”

<i>Progress</i>	0%	
<i>Timeframe</i>	TBD	
<i>Task Lead</i>	Long-Range Planning	
<i>Resources</i>	<i>FY24+</i>	<i>Total</i>
<i>Consulting Services (County)</i>	TBD	TBD
<i>Long-Range Planning</i>	800 hrs	800 hrs
<i>County Planning Director</i>	90 hrs	90 hrs
<i>County Planning</i>	20 hrs	20 hrs

Task: Second phase of the Aspens Character District zoning update to implement the 2020 Comprehensive Plan. This portion of the Aspens update is expected to be more time consuming than the first phase as there are several PUDs and commercial properties to examine (Aspens commercial and residential areas, Teton Pines). The County will create new County zones and clean up Master Plans for these Subareas that balance the existing character of the multi-family and commercial development with the goals outlined in the Comprehensive Plan. Due to the complexities of the existing regulations and plans in place, the need for outreach and facilitation with an engaged neighborhood, and the potential transformational nature of this project it is expected to be a similar timeframe and budget to the Northern South Park neighborhood planning process.

Status: This task has not yet begun. Staff has anticipated that this task will begin once Northern South Park Implementation and Natural Resource LDRs have been completed.

Comp Plan Strategies:

- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.6: Evaluate and update design regulations to encourage quality public space.

County Development Exactions Update

FY 25+

<i>Progress</i>	0%	
<i>Timeframe</i>	To be Determined	
<i>Task Lead</i>	Long-Range Planning	
<i>Resources</i>	<i>FY 24+</i>	<i>Total</i>
<i>Consultant Services</i>	TBD	TBD
<i>Long Range Planning</i>	200 hrs	200 hrs
<i>County Planning Director</i>	20 hrs	20 hrs

Comp Plan Strategies:

Policy 10.2b Use adaptive management to ensure we are achieving our vision.

Task: Contract with a consultant to complete a nexus study to update the County's development exaction requirements. Currently, the County requires exactions (land dedication or a fee in lieu) for the school district and parks to offset the impacts of residential development that increases the need for these services. The objective of this task is to evaluate the current nexus between residential development and the induced need for these services to ensure that the exaction requirement is accurate. Also, this task will explore moving from an exaction requirement to an impact fee requirement that more comprehensively accounts for development impacts to schools and parks, but also other important community services such as Fire/EMS, law enforcement, road maintenance, etc.

Status: This task has not yet begun.

Town Lodging & Short Term Rental Review Phase II

FY 25+

Progress	0%	
Timeframe	TBD	
Task Lead	Town Planning	
Resources	FY24	Total
Consulting Services	TBD	TBD
Town Planning Director	TBD	TBD
Town Com. Dev. Director	TBD	TBD
Town Planning	TBD	TBD
Housing Department	TBD	TBD

Comp Plan Strategies:

4.2.S.5: Review the Lodging Overlay boundary and associated regulations and incentives to determine the desired location, type and size of lodging.

Task: Upon completion of Phase 1: Data Collection and Review, Council will determine the appropriate next step. Staff have described below four (4) possible alternatives that could be considered by Council upon completion of Phase 1.

- **Alternative 2a: Review of the Amount, Location and Type of Lodging**
 - Scope: This alternative would be similar to the initiative undertaken by the Town in 2012-13 as described above which looked at the desired location of and type of lodging in the community based upon a lodging overlay district.
 - Outcomes: Potential outcomes of this effort would be changes to the current lodging overlay boundaries and types of lodging uses allowed therein
 - Timeframe: 12 months as this would include a public process with a lot of public engagement
- **Alternative 2b: Amendments to the LDRs based upon the current lodging overlay and current allowed uses**
 - Scope: Consideration of potential LDR amendments within the current lodging overlay boundary (no changes) to address issues identified during review of development over the past 10 years and consistency with the Comprehensive Plan including but not limited to:
 - Size of individual units, buildings and facilities
 - Mix of lodging types, i.e., short term rental and conventional lodging, timeshare, fractional, etc.
 - Outcomes: Potential outcomes of this effort would be amendments to the current LDRs
 - Timeframe: 6 months, including public hearing process at Planning Commission and Town Council
- **Alternative 2c: Amendment to the Comprehensive Plan regarding Lodging and LDR amendments**
 - Scope: Consider what role lodging should play in the community town and/or town/county different from what is currently envisioned
 - Outcomes: Possible amendment to the Comprehensive Plan
 - Timeframe: 12-18 months, including a Comprehensive Plan and LDR amendments as this would include a public process with a lot of public engagement and joint consideration by the Town and County
- **Alternative 2d: No further action taken at this time, continue to monitor lodging development only**
 - Scope: Retain current Comprehensive Plan and LDRs
 - Outcomes: Continued monitoring
 - Timeframe: 2 months, no public involvement

Status: This task has not begun and the timeframe is TBD based on workloads.

ITP Transportation Demand Management/Emerging Mobility Plan

ITP Action Items: Chapter 4, Transportation Demand Management: Establish a TDM Program.

Progress	10%
Timeframe	To be determined
Task Lead	Regional Transportation Planning Administrator
Resources	TBD

Task: ITP Chapter 4 discussed potential Travel Demand Management strategies. Many technology-enabled opportunities, or partnership and data sharing opportunities, were not discussed in the ITP. These could include incentives for businesses or non-profit sectors to more seamlessly connect with existing transportation options. The RTPA has issued an RFQ and will negotiate with the highest-scoring consultant to develop a plan that addresses different markets (commuters, visitors, seniors, youth), opportunities (technology, partnership, infrastructure improvements), and locations (existing parking or mobility hubs). The resulting plan will provide specific tasks that existing staff or the proposed TDM Coordinator (ITP Chapters 4 and 7) would perform to ‘move the needle’ on TDM and emerging mobility.

Status: The managed parking study completed by Town for residential and downtown areas are the first phase of the TDM program. Staff has not been directed to focus on this in the near-term. This work will be reviewed in Fall 2023 by the Regional Transportation Planning Administrator with the goal to initiate Phase 3 of the parking study (regional park ‘n rides) in January 2024.

Town Natural Resource LDRs

FY 25+

Progress	0%
Timeframe	After completion of County Natural Resource LDRs
Task Lead	Long-Range Planning
Resources	To be determined

Task: Update Town natural resource protection LDRs based on the update to the County natural resource protections update. Utilize a series of small projects, such as stormwater quality regulations, Flat Creek protections, etc. to update the Town's natural resource protections.

Status: This task will begin when the County Natural Resource Regulations have been completed. It may alternatively be addressed through corridor plans and water resource protections.

Comp Plan Strategies:

- 1.1.S.3: Establish a monitoring system for assessing the impacts of growth and development on wildlife and natural resources. Implement actions in response to what is learned to provide better habitat and movement corridor protection.
- 1.1.S.4: Evaluate and amend wildlife protection standards for development density, intensity, location, clustering, permeability and wildlife-human conflict.
- 1.1.S.5: Evaluate mitigation standards for impacts to critical habitat and habitat connections and update as needed.
- 1.1.S.6: Identify areas for appropriate ecological restoration efforts.
- 1.2.S.1: Evaluate and update natural resource protection standards for waterbodies, wetlands and riparian areas.
- 1.2.S.2: Evaluate and update surface water filtration standards, focusing on developed areas near important waterbodies.
- 4.4.S.5: Develop a Flat Creek Corridor Overlay to addresses the ecological, recreational, and aesthetic values of the corridor, while respecting the existing uses and/or property rights along the corridor.

Joint Local Connectors Capital Project Group 4/Concept Design Northern South Park East-West Connector

FY 25+

<i>Progress</i>	1%
<i>Timeframe</i>	Now – January 2024
<i>Task Lead</i>	Long-Range Planning
<i>Resources</i>	RTPA- 200 hours

ITP Action Items: Chapter 4, Transportation Demand Management: Establish a TDM Program.

Task: These projects will be planned and designed to serve travel to, from and within Jackson Hole and to improve connectivity between local neighborhoods. Teton County is seeking a consultant to enter into a process of planning and preliminary design for a series of multimodal transportation projects located west of US-89, and along South Park Loop Road. The resulting plans and 30% designs will be used to draft a project narrative to pursue a Rural Surface Transportation Grant (RSTG) in March 2024.

Status: Transportation planning and modeling work has been completed as part of Neighborhood Plan for Northern South Park. The East West Connector will be dependent upon the phasing of the buildout of the planning area and obtaining necessary easements. The RTPA, in partnership with Town of Jackson Public Works and County Engineering, aims to release an RFQ in late April 2023 for consultant planning and 30% design services of a range of projects to modernize infrastructure in Northern South Park and expand pathway, transit, complete street, and intersection capacity consistent with the Comp Plan and ITP goals.

County & Town Business Park Zoning

FY 25+

Progress	0%
Timeframe	To be determined
Task Lead	Long-Range Planning
Resources	To be determined

Task: Update zoning allowing light industrial uses. This area specifically includes South Park Business Park (Subarea 7.1).

Status: This Task could begin after the Aspens zoning updates are completed.

Comp Plan Strategies:

- 3.2.S.1: Update zoning and land development regulations within Complete Neighborhoods to achieve the desired character for Complete Neighborhoods as established in Character Districts
- 3.2.S.2: Identify locations for locally-oriented and visitor-oriented nonresidential uses within Complete Neighborhoods based on the Character Districts.
- 3.2.S.3: Update land development regulations for nonresidential areas within Complete Neighborhoods to encourage ground floor vitality and flexible mixed use.
- 3.2.S.5: Evaluate and update regulations in Complete Neighborhoods to allow and promote the appropriate variety of housing types identified through the Character Districts.
- 3.2.S.6: Evaluate and update design regulations to encourage quality public space.
- 6.2.S.3: Maintain locations for light industry, and evaluate and update regulations relating to live-work light industry opportunities.
- 6.3.S.2: Evaluate and update land use regulations to foster a positive atmosphere and attract appropriate types of business to the community. Promote the types of uses that provide middle income jobs and promote entrepreneurship.

Progress	0%
Timeframe	To be determined
Task Lead	County Public Works
Resources	To be determined

Comp Plan Strategies:

7.2.S.1: Develop a Countywide Integrated Transportation Plan

7.2.S.5: Discuss with neighboring jurisdictions and State and Federal officials the costs and benefits of funding sources and planning options, such as a Regional Transportation Authority.

7.3.S.2: Consider specific provisions for current planning review to require alternative transportation components in new development.

Task: Utilizing the Town Community Streets Plan for guidance, the County will work with road, pathway, and utility designers to update the County road, utility, and easement standards. Updating the County road standards and LDRs would require more time and probably some public outreach and coordinated planning and would probably cost accordingly more.

Status: This Task was identified as a priority task by the Transportation Advisory Committee upon the hiring of a Transportation Director.

Completed Work Plan Tasks

The following section includes is a list of the implementation work completed or substantially completed since Comp Plan adoption in 2012 to date.

Comprehensive Plan Implementation		
Task	Date Complete	Comp Plan Strategies Implemented
Land Development Regulation Updates/Studies		
Joint Standardized Indicator Data Collection – Smart Gov	April 2022	Principle 9.2
Northern South Park Neighborhood Plan	July 2022	3.3.S.5
County Hog Island LDR and Zoning Map Amendment	April 2022	3.2.S.1
County Wildlife Feeding & Bear Conflict LDR Update	April 2022	1.1.S.4
Housing Nexus Study	April 2022	5.3.S.1
Housing Nexus Study	October 2013	5.3.S.1
Vegetation Mapping	December 2013	1.1.S.1
Joint LDR Restructure	December 2014	3.3.S.2, 3.3.S.3
County Rural LDRs Updates	December 2015	1.4.S.1, 1.4.S.2, 1.4.S.3, 3.1.S.1, 3.1.S.2, 3.3.S.2, 3.3.S.3
Town District 2 and LO Zoning	November 2016	4.1.S.1, 4.2.S.2, 4.2.S.4, 4.2.S.6, 4.4.S.3, 4.4.S.4
Focal Species Study	April 2017	1.1.S.2
Nonconformities LDRs Cleanup	May 2016	3.3.S.2, 3.3.S.3
County Nuisance LDRs	July 2016	3.1.S.1, 3.2.S.2
Town Adult Entertainment LDRs	March 2017	3.2.S.1
Exterior Lighting LDRs Update	September 2016	1.3.S.2
Town ARU Allowance	November 2016	5.2.S.2
Wildland Urban Interface LDRs	December 2016	3.4.S.2, 3.4.S.3
2016 LDR Cleanup	January 2017	3.3.S.2, 3.3.S.3
Housing Mitigation LDRs	July 2018	5.1.S.1, 5.2.S.2, 5.3.S.2, 5.4.S.3, 5.4.S.4
Town District 3-6 Zoning	July 2018	4.1.S.1, 4.1.S.2, 4.2.S.4, 4.3.S.1, 4.4.S.3, 5.2.S.1, 5.4.S.3, 5.4.S.4
County Natural Resource LDRs	75% complete	1.1.S.3, 1.1.S.4, 1.1.S.5, 1.1.S.6, 1.1.S.7, 1.2.S.1, 1.2.S.2
Joint Comprehensive Plan Review (GMP)	November 2020	Policy 9.1.a and 9.1.d
LDR Cleanup	July 2020	3.3.S.2, 3.3.S.3
Hog Island Zoning Update	March 2022	
Wildlife Friendly Fencing Update	November 2021	1.1.S.4

Comprehensive Plan Administration		
2012 Work Plan	June 2012	Principle 9.2
2013 Indicator Report & Work Plan	May 2013	Principle 9.2
Standardize Data Collection	70% complete	Policy 9.2.a
2014 Indicator Report & Work Plan	May 2014	Principle 9.2
2015 Indicator Report & Work Plan	August 2015	Principle 9.2
2016 Indicator Report & Work Plan	April 2016	Principle 9.2
2017 Indicator Report & Work Plan	April 2017	Principle 9.2
2018 Indicator Report & Work Plan	April 2018	Principle 9.2
2019 Indicator Report & Work Plan	April 2019	Principle 9.2
2020 Indicator Report & Work Plan	April 2020	Principle 9.2
2021 Indicator Report & Work Plan	May 2021	Principle 9.2
2022 Indicator Report & FY 23 Work Plan	April 2022	Principle 9.2
2023 Indicator Report & FY 24 Work Plan	April 2023	Principle 9.2
Joint Comprehensive Plan Review (GMP)	November 2020	Policy 9.1.a and 9.1.d
Joint Public Engagement	Continuous	3.3.S.1
Other Coordination	Continuous	
Integrated Transportation Plan (ITP) Implementation		
ITP	September 2015	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
Town Community Streets Plan	April 2015	7.2.S.1
Town District 3-6 Parking Study	December 2017	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
Joint Regional Traffic Model	January 2019	7.2.S.6
Downtown Parking Study	July 2019	4.1.S.1, 4.1.S.2, 5.4.S.3, 7.3.S.1
ITP Technical Update	December 2020	7.1.S.1, 7.1.S.4, 7.1.S.6, 7.1.S.8, 7.1.S.9
ITP Transportation Lead	February 2022	

Housing Action Plan Implementation		
Housing Action Plan (HAP)	November 2015	5.4.S.1, 5.4.S.2
Housing Authority Restructure	December 2016	HAP: 1
2016 Housing Supply Plan	October 2016	HAP: 2
Housing Rules and Regulations	July 2018	HAP: 3B
2017 Housing Supply Plan	November 2017	HAP: 2
2018 Housing Stock Portfolio	75% complete	HAP: 2F
Online Intake Form	February 2018	HAP: 2F, 3C, 4B
2018 Housing Supply Plan	June 2018	HAP: 2
2019 Housing Supply Plan	April 2019	5.4.S.1
2020 Housing Supply Plan	January 2020	5.4.S.1
2022 Housing Needs Assessment	March 2022	