



City of Ketchum

CITY COUNCIL MEETING AGENDA MEMO

Meeting Date: Staff Member/Dept:

Agenda Item:

Recommended Motion:

"I move to approve the Housing Action Plan, year 2"

Reasons for Recommendation:

- Staff made substantial progress moving housing actions forward through implementation of HAP.
- HAP, year 2 reflects learnings from the inaugural HAP and continues or adjusts actions that are in progress, ongoing, or not started.

Policy Analysis and Background (non-consent items only):

Since staff last presented a draft of the year 2 HAP, the FY24 budget was adopted, and feedback was sought on the draft plan. 19 implementation partners and 18 community members reviewed proposed actions. Priority actions that are in the proposed plan were identified through this outreach and generally correlate with staff analysis. These priority actions and general feedback are outlined below. The June staff report with descriptions of new actions are attached.

Note that Goal 1 and Goal 2 for the inaugural HAP referred to housing without specifying community housing. The goals described increasing general supply, with an emphasis on community housing. However, research from Blaine County in 2002 and Jackson/Teton County last year highlight how housing development that doesn't have a restriction for local occupancy increases the housing need for locals.¹ Staff now promote community housing instead of general growth. As such, staff recommend rewording these goals.

PRIORITY ACTIONS

GOAL 1: CREATE + PRESERVE *COMMUNITY* HOUSING

1. Develop new construction pipeline.
2. Continue Lease to Locals program.
3. Identify buildings for preservation.

GOAL 2: UPDATE POLICY TO PROMOTE *COMMUNITY* HOUSING

4. Explore priority processing + incentives for projects that serve the HAP

GOAL 3: EXPAND + IMPROVE SERVICES TO CREATE HOUSING STABILITY

5. Convert, acquire, or construct new transitional housing.
6. Implement regional, systems-level approach to planning and response.

GOAL 4: EXPAND + LEVERAGE RESOURCES

7. Secure Lodging LOT funds.
8. Update in-lieu fee.
9. Secure state/federal/county funds.

GOAL 5: INFORM, ENGAGE + COLLABORATE

10. Continue speaker series, trainings.

Which of the five HAP Goals do you think should be prioritized this year?

11. Goal 1: Produce and Preserve Housing
12. Goal 5: Inform, Engage + Collaborate

GENERAL FEEDBACK

What external factors are affecting or likely to affect HAP implementation?

1. Funding:
 - “Ability to attract sufficient philanthropy to provide “free land” for affordable housing development”
 - “Budgetary constraints”
 - “financial consideration”
 - “Inadequate funding”
 - “lack of funds”
 - “The High Cost of Capital” and “interest rates”
 - etc
2. Capacity:
 - Construction capacity: “difficult to find builders”
 - Staffing: “need more staff to take advantage of available funding opportunities” and “need staff to do reporting and monitoring
3. Politics and NIMBYism:
 - “NIMBY and naysayers, the complacent government in the south valley, ridged thinking”
 - “Not standing up enough to pressures from property owners”
 - “held hostage by aging older population”
 - “Are illegals occupying all affordable housing”
 - “Regional issues are not being led regionally” and “need to improve regional coordination”
 - “jurisdictions too siloed”
4. Conflicting understanding of goals, needs and preferences:
 - “lower incomes don’t want to live here”
 - “people don’t want to live in Ketchum” and “are we trying to have everything in Ketchum”
 - “Are the performance measures realistic” and “skepticism about Ketchum’s goals”
 - “Too many new proposals without completing one first. I hear - lets convert this open space, and that open space, and where can we find more space. Finish one project first!”
 - “surprise that people are homeless or housing unstable”
 - “doing too many things”

What are you hearing from the community about our housing efforts?

- “Mixed responses - cannot keep everyone happy”

- “Local residents surrounding Forest Service Park are stunned and immensely upset over the ‘Explore Forest Service Park for transitional or employee housing’ statement in the most recent HAP. Please expect very strong resistance to abusing this historic and vital part of Ketchum.”
- “Great staff but need more collaboration and leader”
- “doing something rather than nothing”
- “more than ever, housing recognized as a significant issue”

ANALYSIS

Staff agree with the feedback that goals 1 and 5 need to be prioritized – though not at the risk of the other goals. Two of the primary barriers could be mitigated with greater community education and collaboration – (1) politics and nimbyism and (2) conflicting understanding of goals, needs and preferences. One action that was under consideration but then removed due to budget constraints is funding a staff member or organization that solely focuses on community education. Other peer governments either directly staff or fund a non-profit whose mission is community education on housing, and some communities have member-based non-profits that amplify government’s education materials and advocate politically. This action is now reinserted into the year 2 HAP, with an asterisk since it is contingent on staffing unless a non-governmental entity takes on this responsibility.

Staff are also actively working on increasing funding and staff capacity – staff are currently applying for a \$5 million grant from HUD that requires leverage of local funds. Implementation partner and public feedback generally confirmed the direction of, and actions in, the HAP.

SOURCES

1. New development exacerbates need for affordable homes:
 - “New study gives legal footing to ask developers to pay for housing impacts,” by Jackson Hole News and Guide. [The study](#) finds that new development, including each new market rate housing unit, exacerbates the need for affordable (deed-restricted) housing. For example, for every 100 new market rate single-family units in Jackson, an additional 21 affordable units are needed for employees to adequately service those market rate homes and their occupants.
 - A similar study from [Blaine County in 2002](#) showed similar results. The larger the market rate home, the more employees generated. This study estimated that for every 100 new market rate homes used as a primary residence, it generated 40 new employees. For every 100 new market rate homes used as a second home, it generated 20 new employees.

Sustainability Impact:

Community housing houses members of the community locally, ensuring that residents are closer to their places of work, recreation, and other needs. This proximity helps to decrease transportation time (and costs to residents) and reduce vehicle-related emissions associated with commuting to and from work from outside of the community.

Financial Impact:

None OR Adequate funds exist in account:	Expected LOT funds would cover most these actions. Staff will continue to pursue grants and alternative funds.
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Attachments:

1. Staff report, June 12, 2023
2. Draft Housing Action Plan, year 2

CITY COUNCIL MEETING AGENDA MEMO

Meeting Date: Staff Member/Dept:

Agenda Item:

Recommended Motion:

"I move to approve the Housing Action Plan, year 2"

Reasons for Recommendation:

- Staff made substantial progress moving housing actions forward through implementation of HAP, year 1 (48% completed or ongoing, 41% in progress).
- HAP, year 2 reflects learnings from year 1 and continues or adjusts actions that are in progress, ongoing, or not started.
- Each HAP acts as the Housing Team's job description and provides clear direction on how staff should devote their time.

Policy Analysis and Background (non-consent items only):

Here is an analysis of action items that have been adjusted or are new for the HAP, year 2. Staff welcomes guidance on any of these actions.

GOAL 1: CREATE + PRESERVE HOUSING

- RFP next public parcel for development: To achieve the goal of 660 new, preserved, or converted homes in Ketchum by 2033, Staff believe that a portion of those units will need to be new construction. The most financially feasible and efficient means of achieving this and other city priorities (walkability, sustainability, etc.) is to use publicly owned land. An RFP of one publicly owned parcel is the next logical step from our land use analysis with HOLST to identify which publicly owned land is next to develop, potential unit count, and other programming considerations.
- Explore lite preservation program: General feedback and feedback specifically on the Lease to Locals program is the need to incentivize preservation of existing, locally occupied homes. Market forces and environmental conditions are challenging existing, cash-constrained homeowners. Through surveys and incoming calls, we hear of owner-occupied homes and homes rented to community renters that are at risk of flipping to current market prices and displacing existing owners and tenants due to increased HOA fees, property taxes, and capital improvement costs.
- Create lease template + how-to-guide for landlords: Staff similarly hear of owners who wish to rent to locals but have limited knowledge of or experience being a landlord. One common request to support this conversion is for tools such as a lease template and process document.
- Outreach + incentivize right of first refusal: One learning from peer communities is the value of obtaining rights of first refusal on existing naturally occurring affordable housing at risk of going market. Jason Glidden of Park City recommends door knocking and surveying existing owners to put agreements in place that if and when the owner wants to sell, would provide the City a right of first refusal to purchase the property. This necessitates adequate funds be made available for purchases, but the

approach would allow the City to resell the housing units with deed restrictions, ensuring long-term affordability.

- Implement ownership + preservation program (OPP): Research in Blaine County and peer communities, like Teton County, have made it clear that the only way to ensure our community and workforce can continue to support our economy and community character is if we deed restrict as many homes as possible for local occupancy. Best practice in peer communities is to essentially buy deed restrictions for local occupancy. Staff aim to launch a pilot of such a program this summer. Based on this year's survey, there is significant demand for this type of program countywide.
- Increase # of occupied ADUs: Based on learnings from year one, this action is clarified with two sub-actions, as follows.
 - Outreach to homeowners. Staff's analysis during year 1 elucidated prohibitive practices and regulations by HOAs. Staff aim to educate on the impact of those regulations, clarify existing state and local regulations, provide alternatives for HOAs and clear pathways to ADU development and local occupancy for homeowners.
 - Pilot incentives. Staff are exploring a variety of incentives to deed restrict ADUs for local occupancy, from policy changes to financial incentives and pre-approved plans.

GOAL 2: UPDATE POLICY TO PROMOTE COMMUNITY HOUSING

Build a regulatory and policy environment that increases community housing supply while remaining consistent with other community goals, such as sustainability, diversity, and aging in place.¹

Goal 2 for HAP, year 1, was to "Update Policy to Promote Housing." The goal described increasing general supply, with an emphasis on community housing. However, learnings over the last year highlight how housing development that doesn't have a restriction for local occupancy increases the community housing deficit, redirecting staff to promote community housing instead of general growth.² As such, staff recommend rewording goal 2 to "Update Policy to Promote Community Housing."

- Permanent adoption of interim ordinance: Staff is analyzing and reviewing the effects of the interim zoning ordinance to produce a draft ordinance for permanent adoption by October 2023. The proposed ordinance will affirm and refine standards of the interim ordinance, clarify administrative processes, codify interpretations, and clarify ADU standards to remove barriers to construction.
- Monitor progress on Tiny Homes on Wheels (THOWs) in other jurisdictions: The City of Hailey and Blaine County each passed amendments to their zoning ordinances to allow for Tiny Homes on Wheels as year-round dwelling units. Some health and safety concerns have been raised around the viability of THOWs in a mountain climate. Staff will be monitoring the use and uptake of THOWs in other jurisdictions to develop recommendations for future consideration of allowing THOWs in Ketchum.
- BCHA recommendations at public meetings: On behalf of BCHA and in an effort to fulfill their mission, staff will monitor housing-related topics that move through other jurisdictions' Planning & Zoning Commissions and Councils/Commissions. Staff will draft written comments and, when able, BCHA board members from the relevant jurisdiction will present for public comment.
- Monitor Lava Hot Springs case: The Idaho Association of Realtors and some private individuals sued the City of Lava Hot Springs for regulating short-term rentals. Staff will monitor the final outcome of this case as it proceeds up to the Supreme Court to help guide future recommendations on short-term rental regulation.
- Identify and implement policy changes identified in analysis of impediments: Learning from last-year's action to "clarify Fair Housing and Affirmatively Furthering Fair Housing Requirements," City Staff will

now analyze impediments to housing choice based on survey and census data. There may be policy-based recommendations resulting from this analysis.

- One barrier already identified is the limited applicability of tenant-based rental assistance (known as Section 8), with only 29 households receiving such assistance in the county. Staff are exploring with IHFA and seeking input from HUD on how to address this. This is referenced in Goal 3 as “advocate + expand section 8.”
- Propose non-discrimination ordinance for rental assistance: This is a slight rewording from last year, to specify that staff recommends an ordinance that prohibits landlords from discriminating against potential or existing tenants because they receive or would receive rental assistance. Unfortunately, it is common for this type of discrimination to occur even though rental assistance is more reliable than other sources of rental payments.

GOAL 3: EXPAND + IMPROVE SERVICES TO CREATE HOUSING STABILITY

Address immediate needs of unhoused and people at risk of displacement in our community. Integrate, improve and expand supportive services, rapidly rehouse, and prevent future displacement throughout the region.

With over 9,400 residents countywide identified as unstably housed or cost-burdened and 158 individuals served this last winter through shelter and motel stays (1/3 of which were children), staff and partners recognize an ongoing need for shelter and transitional housing. Since research shows that homelessness is caused by an affordable housing deficit, actions of the Shelter Plan are incorporated here.³ A Shelter Plan is being finalized in the coming weeks. The following additions to HAP, year 2 are actions outlined in the draft Shelter Plan.

- Identify + negotiate master leasing opportunities
- Convert, acquire, or construct new transitional housing
- Identify + fund rapid rehousing coordinator
- Implement regional, systems-level approach to planning + response
- Establish + track shared goals

Staff continue to hear how challenging it is to find and navigate housing resources, including knowing where and how to apply for permanent, deed-restricted housing. Staff, service providers, and property managers and owners refined the scope and during implementation of the HAP, year 1 action of “convening a one-stop-shop.” For year 2, this action is updated to “Manage housing navigation system:”

- Annually update Resource Guide + one-pager
- Create common pre-application + waitlist
- Create cheat sheet on how to apply + train case managers
- Continue case conferences
- Create/adopt referral system
- Educate on system, BCHA’s policies, VAWA, fair housing, housing navigation system, landlord-tenant law
- Certify BCHA program administrator as Housing Counselor

The last action here is “continue mediation program.” Six months after launch, this program has assisted 18 households avoid homelessness and is gaining traction. The mediation team is also training 11 local stakeholders to be certified mediators, had 98 registrants for an eviction law training, and has trained 9 individuals in conflict resolution.

GOAL 4: EXPAND + LEVERAGE RESOURCES

Increase resources - both funding and land - to support Action Plan Goals from a range of public and private sources.

- Review vacant and NOAH inventory: Staff aimed to use existing resources and contracts over the last year to inventory vacant lots and naturally occurring affordable housing to identify opportunities for acquisition and preservation with restrictions for local occupancy. Existing resources are better suited for other efforts, so staff recommend contracting this analysis out to GIS experts.
- Contract for + use grant-writing services: Last year, staff were involved in two grant applications (both successful). One was written without the assistance of someone familiar with the application or process and the other was written by a contractor familiar with both. The latter was much more efficient than the former – leaving staff more time for their primary responsibilities. Staff recommend contracting for grant-writing services going forward. These services typically pay for themselves.

GOAL 5: INFORM, ENGAGE + COLLABORATE

Invest in building local capacity and regional partnerships to make informed decisions about, and execute on, housing action. Support ongoing communications to increase coordination and effectiveness, targeting the public, other jurisdictions, and implementation partners.

- Removed “convene quarterly government meeting”: This has transitioned to the City Administrator level, so the Housing Team is no longer involved.
- Table at events + in areas with potential development: Housing Staff and BCHA see value in being approachable and accessible to community members. To that end, staff aim to table at community events to get the word out on programs and respond to housing questions. In areas where the City is involved in potential development, the housing team can table and engage neighbors and passersby to educate and receive feedback.
- Enhance BCHA board engagement: BCHA, staff and partners recognize the need for the community’s housing representatives – i.e. BCHA Board members - to provide public comment. Staff would draft recommendations for board member consideration. Similarly, events and other opportunities arise to have public representatives of the housing effort.
- Encourage creation of annual peer community housing conference: Visits to and from housing directors of peer communities highlight the value of brainstorming and problem solving together. This year’s visiting housing directors enthusiastically indicated interest in attending a housing conference of peer communities. Staff can encourage or explore ways to facilitate such a convening.
- Create countywide scorecard: Tracking actions across jurisdictions would create transparency for community members and across governmental actors and other partners. Such clear action items would also provide opportunities for greater collaboration.
- Outreach + education to HOAs: Staff are recognizing the need for direct education and engagement of HOAs, particularly those that include deed-restricted homeowners. In general, HOAs also control design and planning restrictions in ways that may – intentionally and unintentionally – restrict local occupancy and be detrimental to housing efforts. Staff recommend learning from HOAs about their goals, brainstorming alternative methods, and educating existing homeowners on impacts.
- Support housing education org. or position: Peer communities directly support or fund organizations whose primary mission is to educate the community and advocate for housing initiatives. Staff capacity and ability to conduct such efforts is limited, and staff recommend supporting a third-party entity that can learn from staff and share out to the community.

- Support employee generation study: A study from 2002 in Blaine County and more recent ones in peer communities have highlighted how new development exacerbates the need for community housing. Staff know that this community values data-driven decisions. While a full nexus study demonstrating the direct relationship between market rate development and employee generation might not be needed at this time, a detailed study could better inform planning and zoning decisions and refinement of tools and strategies.

FORMATTING NOTE

For the sake of efficiency and staff capacity to continue to conduct housing efforts, staff propose the attached format for subsequent Housing Action Plans. Staff recommend a full review of the assessment at year 5, and – depending on the outcome of such an assessment – revisiting the goals and strategies at year 5 or 10.

SOURCES

1. Ketchum, 2014 Comprehensive Plan.
2. New development exacerbates need for affordable homes:
 - “New study gives legal footing to ask developers to pay for housing impacts,” by Jackson Hole News and Guide. [The study](#) finds that new development, including each new market rate housing unit, exacerbates the need for affordable (deed-restricted) housing. For example, for every 100 new market rate single-family units in Jackson, an additional 21 affordable units are needed for employees to adequately service those market rate homes and their occupants.
 - A similar study from [Blaine County in 2002](#) showed similar results. The larger the market rate home, the more employees generated. This study estimated that for every 100 new market rate homes used as a primary residence, it generated 40 new employees. For every 100 new market rate homes used as a second home, it generated 20 new employees.
3. “Homelessness Is a Housing Problem: How Structural Factors Explain U.S. Patterns,” by Gregg Colburn and Clayton Page Aldern. March 2022, University of California Press.

Sustainability Impact:

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Financial Impact:

None OR Adequate funds exist in account:	Expected LOT funds would cover most these efforts. Staff will continue to pursue grants and alternative funds.
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Attachments:

1. Draft Housing Action Plan, year 2
2.
3.



DRAFT HOUSING ACTION PLAN, YEAR 2

October 2023 - September 2024

for more details, visit projectketchum.org

2022 NEEDS ASSESSMENT SUMMARY

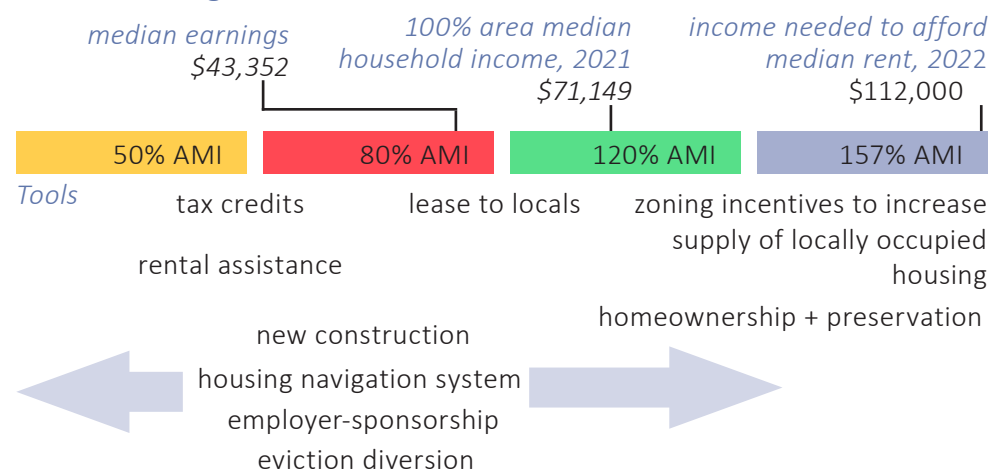
- 1 There is a massive shortage of affordable homes in Ketchum.
 660 Need at least 660 preserved, converted, or built homes in Ketchum by 2032.
- 2 Ketchum is losing its workforce and long-time residents because most local people cannot afford to live here.¹
- 3 Our community agrees that there is a housing crisis and wants action.²

TRACKING OUR 1-YEAR HOUSING ACTION PLAN

PROGRESS HIGHLIGHTS MAY 2022 - SEPTEMBER 2023

- 41 community housing units in Ketchum constructed, preserved, or converted
- 166 community housing units in progress in Ketchum
- Directly assisted 85 households & increased support for an additional 260 households facing displacement, countywide
- Housing team raised \$1.85 million in funding for housing efforts, countywide

We need housing across income levels, and multiple tools to achieve that goal.³



GOAL 1

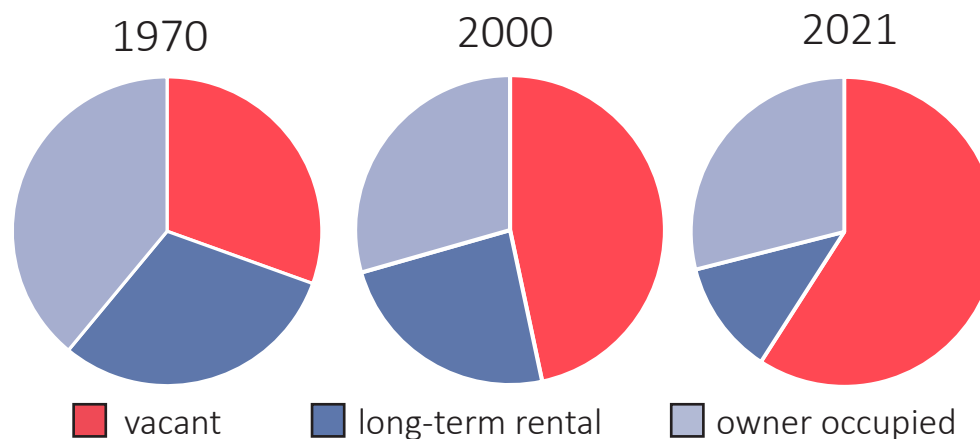
PRODUCE + PRESERVE COMMUNITY HOUSING

Act to create and preserve housing affordable for our local workforce and community. Maintain a healthy balance of short-term/visitor lodging and resident-occupied housing.

660

Preserve, convert, or build at least 660 homes in Ketchum by 2032. This estimated demand is based on historic growth rates but is primarily comprised of community members who are at risk of displacement or are unhoused. It does not include the 260 "lost" renter households from 2010 to 2021. The minimum demand for Blaine County is 4,700 preserved, converted, or new homes by 2032.

Long-term rentals have decreased in the last decade and vacant homes are now 60% of Ketchum's housing stock.⁴



10-YEAR PERFORMANCE MEASURES

	MAY 22'	STATUS
• Minimum of 660 preserved, converted, new housing	0	41
• At least 60% of housing stock is long-term occupied	30%	41%
• 40% of Ketchum's workforce can live in Ketchum	7%	8.5%

YEAR 2 ACTIONS

NEW CONSTRUCTION

- Develop new construction pipeline:
 - 1st & Washington (~64 homes)
 - Explore YMCA with parking
 - Identify parcels for acquisition
 - Dialogue w/ significant site owners
- RFP next parcel for development

PRESERVATION

- Explore Forest Service Park for employee housing
- Identify buildings for preservation
- * Explore light preservation program

CONVERSION TO LOCALLY OCCUPIED

- * Outreach for right of first refusal
- Continue Lease to Locals program (17 homes)
- * Create lease template & how-to-guide for prospective landlords

NEW, PRESERVE, OR CONVERT

- Pilot ownership + preservation program (include bargain sale)
- Increase # of occupied ADUs
 - outreach to homeowners
 - pilot incentives

- in progress □ not started
- ongoing * with staff increase

1. U.S. Census Bureau: ACS 5-Year Estimate 2019; Blaine County Housing Authority, fiscal year 2021.
 2. Ketchum Matters Community Housing Survey + Stakeholder Interviews, Nov. 2021-Jan.2022.
 3. U.S. Census Bureau: ACS 5-Year Estimate 2019; Blaine County Housing Authority, fiscal year 2021.

GOAL 2

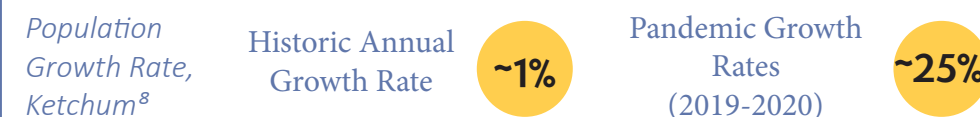
UPDATE POLICY TO PROMOTE COMMUNITY HOUSING

Build a regulatory and policy environment that increases community housing supply while remaining consistent with other community goals identified in the Comprehensive Plan, such as sustainability, diversity, and aging in place.⁵

Only upper-income households can really afford the 'market.' Given current, high housing for-sale and rental prices in Ketchum, market-rate housing is only affordable to upper-income households. Median (market) Ketchum rent is only affordable to households earning more than \$107,000 annually.⁶

Residential development has slowed. Nearly half of the existing housing stock was built between 1970 and 1989.⁷

Pandemic population boom accelerated trends. The first year of the pandemic saw a severe acceleration of negative trends for housing locals, along with a substantial increase in year-round population that appears to remain and generally does not work locally.



10-YEAR PERFORMANCE MEASURES

- Supports all targets

YEAR 2 ACTIONS

ZONING CODE

- Permanent adoption of aspects of interim ordinance
- Develop code change work plan
- Audit existing code in relation to HAP
- Meet regularly with partners to obtain feedback for process improvements
- Explore priority processing and incentives for projects that serve the Housing Action Plan
- Establish annual accountability metrics for application, permit, etc.
- Monitor progress on Tiny Homes on Wheels in other jurisdictions
- BCHA recommendations and

- comments to local governments
- Update density bonus program

STATE & FEDERAL POLICY

- Identify state-level policy changes
- Identify federal-level policy changes

SHORT-TERM RENTALS

- Monitor Lava Hot Springs case

STABILITY & ACCESS

- Identify + implement policy changes from analysis of impediments
- * Propose non-discrimination ordinance for rental assistance
- * Propose relocation & displacement ordinance

4. U.S. Census Bureau: ACS 5-Year Estimates (1970, 2010, 2019, 2021)
 5. Ketchum, 2014 Comprehensive Plan.
 6. Blaine County Housing Authority, fiscal year 2019 and 2021. Based on Idaho Mountain

Express advertisements.
 7. U.S. Census Bureau: ACS 5-Year Estimates, City of Ketchum building permit data
 8. U.S. Census: ACS 5-Year Estimates (2013-2019); Decennial Census Redistricting Data



DRAFT HOUSING ACTION PLAN, YEAR 2

Oct 2023 - Sept 2024

GOAL 3 EXPAND + IMPROVE SERVICES TO CREATE HOUSING STABILITY

Address immediate needs of unhoused and people at risk of displacement in our community. Integrate, improve and expand supportive services, rapidly rehouse, and prevent future displacement throughout the region.

1%

Local residents experiencing homelessness

Point in Time Count 2023; Blaine County School District; Blaine County Housing Survey 2023; Housing Matters Survey 2022

40%

households countywide are at risk of displacement, because they are

- cost burdened (paying more than 30% of income on housing)
- in substandard housing
- are overcrowded
- are experiencing homelessness
- have verbal or month to month leases

Blaine County Housing Needs, 2023 Update

Housing instability is creating financial, social, and emotional challenges for residents across the valley.

Ketchum Housing Matters interviews of over 30 community members. Nov. 15, 2021-Jan. 3, 2022

10-YEAR PERFORMANCE MEASURES

STATUS

- Prevent displacement and assist 100 households annually

+85 households (complete)
+260 households (in progress)

YEAR 2 ACTIONS

EMERGENCY & HOMELESSNESS

- ☐ Identify + negotiate master leasing opportunities
- * Convert, acquire, or construct new transitional housing
- ☐ Identify + fund manager
- * Implement regional, systems-level approach to planning + response
- * Establish + track shared goals
- * Advocate + expand section 8

- Create common pre-application + waitlist
- Create cheat sheet on how to apply + train case managers
- Continue case conferences
- Create/adopt referral system
- Educate on system, BCHA's policies, housing regulations & laws + housing navigation system
- * BCHA program admin to certify & conduct housing counseling

PROCESSES & EASE OF ACCESS

- * Coordinate funding sources
- * Manage housing navigation system
 - Annually update Resource Guide + one-pager

SUPPORTIVE SERVICES

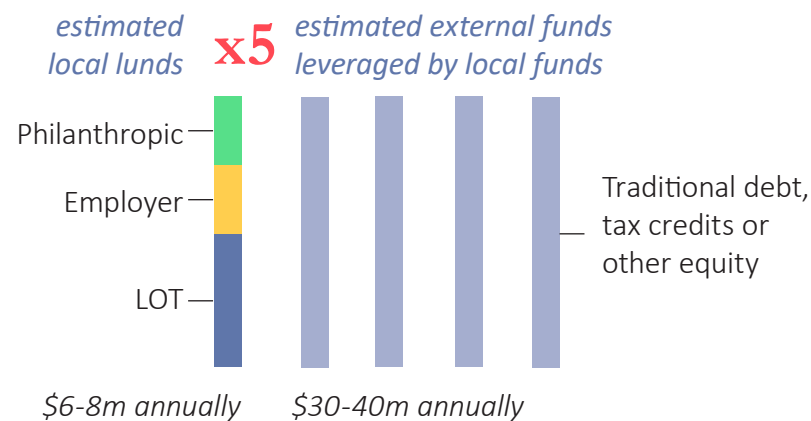
- Continue mediation program

GOAL 4 EXPAND + LEVERAGE RESOURCES

Increase resources - both funding and land - to support Action Plan Goals from a range of public and private sources.

Need \$6-8 million annually, or \$60 million total.

The more local resources devoted to housing, the more investment can be leveraged.



20%

20% of City housing funds to be allocated for significant county-wide developments or programs.

10-YEAR PERFORMANCE MEASURES

STATUS

- Secure \$6-8m annually of local funds, including 20% to be used countywide

+~\$1.85 m

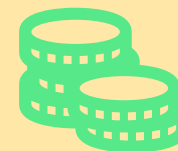
YEAR 2 ACTIONS

LOCAL GAP / MATCH FUNDS

- ☐ Map vacant and Naturally Occurring Affordable Housing (NOAH) inventory
- Coordinate philanthropic efforts
- * Facilitate employer-sponsored housing
- ☐ Secure additional lodging LOT funds
- ☐ Update in-lieu fee

LEVERAGE OTHER RESOURCES

- Secure state/federal/county funds
- ☐ Contract for + use grant-writing services



GOAL 5 INFORM, ENGAGE + COLLABORATE

Invest in building local capacity and regional partnerships to make informed decisions about, and execute on, housing action. Support ongoing communications to increase coordination and effectiveness, targeting the public, other jurisdictions and implementation partners.

Coordination around a shared vision is imperative.



10-YEAR PERFORMANCE MEASURES

- Achieve minimum of 51% satisfaction/public approval of action, coordination and results
- Allocate 20% of Ketchum housing funds county-wide

STATUS

38%
(online & in-person)
~20%

YEAR 2 ACTIONS

COORDINATE

- Continue quarterly implementation partner meeting

COMMUNITY FEEDBACK

- Determine perception on efforts
- * Table at events + in preparation of developing on public land

IMPLEMENTATION VISION + CAPACITY

- ☐ Create Year 3 Housing Action Plan
- ☐ Increase staff capacity
- ☐ Enhance BCHA board engagement
- * Create countywide scorecard

COMMUNITY EDUCATION

- Transparent budgeting, annually
- Quarterly progress report + monthly City Council updates
- Continue speaker series, trainings
- * Develop education and calculator for in-lieu fee
- * Outreach + education to HOAs with and without community housing
- ☐ Support employee generation study
- * Create Idaho Mountain Express insert, Blaine County housing report