

HOUSING ACTION PLAN

Draft for Council & Public Review

Council Meeting
April 18, 2022



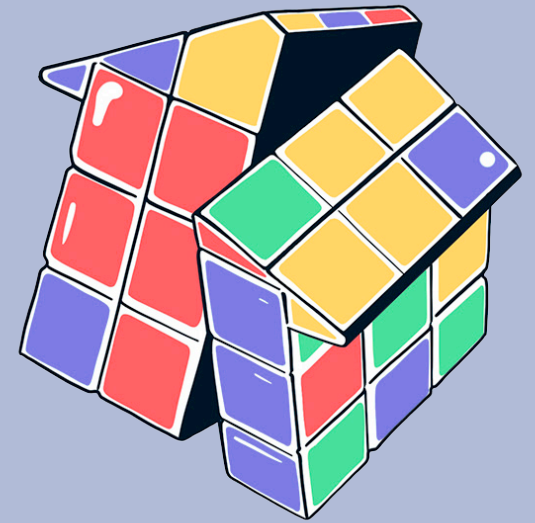
1. OUR PROCESS

2. HOUSING CONTEXT

3. OUR APPROACH

4. DRAFT HOUSING ACTION PLAN

5. NEXT STEPS



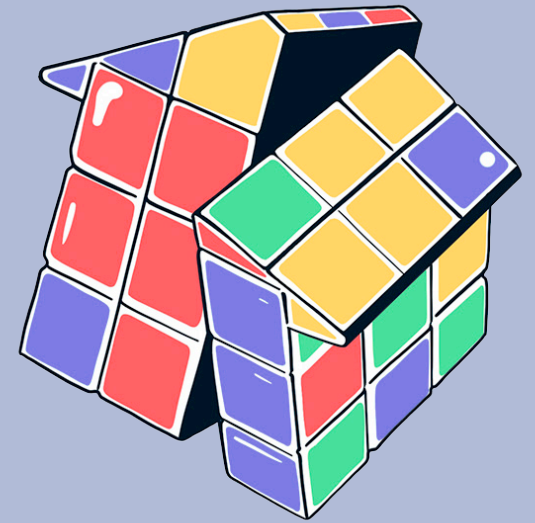
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1. CONTEXT



30+ interviews

20 members

Task Force meeting

1,117 survey respondents

OUTPUT: Findings Summary

OUTPUT: Housing Toolkit

January

2. DEVELOP



20 members

Task Force meeting

15 attendees

Countywide conversation

14 attendees

Joint public work session with City Council, P&Z and KURA Board

3 in-person, 1 virtual

Open Houses

6 sessions

Round 1 of city-led focus groups with retailers, lodging businesses, restaurateurs, and general community members

12+ meetings

Implementation partner meetings

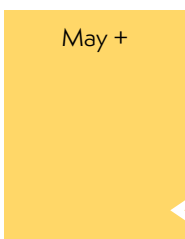
20 members

Task Force meeting

OUTPUT: Draft Housing Action Plan

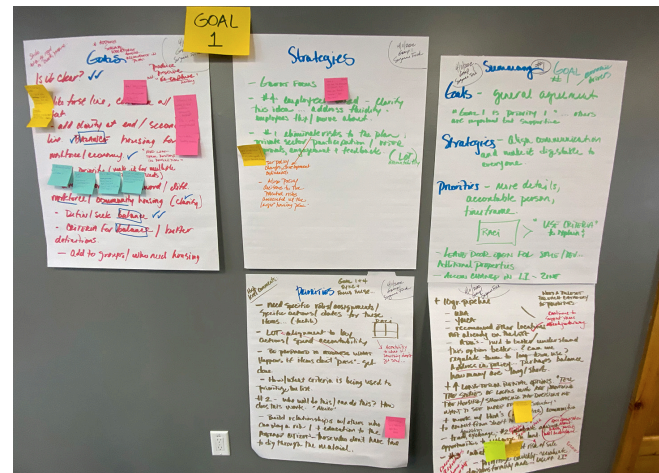
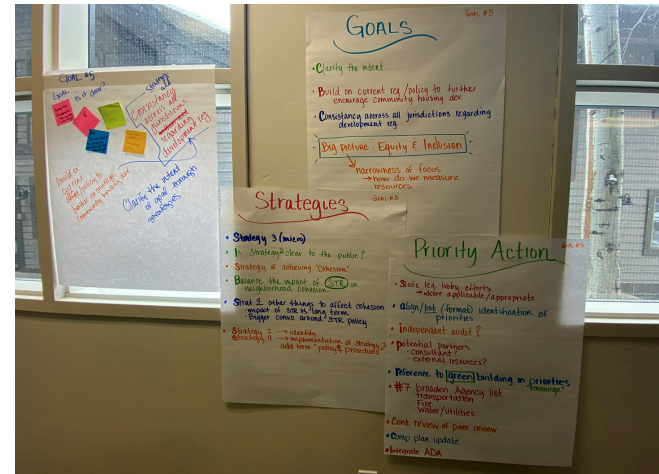
April

3. ACTION



May +

OUTPUT: Final Housing Action Plan



TASK FORCE MEMBERS

- Brooke McKenna, The Hunger Coalition
- Courtney Hamilton, Ketchum City Council
- Dan Turner, Blaine County School District
- Dave Wilson, Wilson Construction
- Gretchen Gorham, Johnny G's
- Harry Griffith, SVED
- Herbert Romero, Community Organizer
- Lynne Barker, Blaine County, Sustainability Manager
- Matt Gorby, Casino Bartender/Local Employee
- Mary Fauth, Blaine County Charitable Foundation
- Erin Pfaeffle, St. Luke's Health System
- Mike Schlatter, WR YMCA
- Perry Boyle, Affordable Housing Coalition
- Robert (Bob) Crosby, Sun Valley Realtors
- Sally Gillespie, Spur Community Foundation
- Sarah Michael, Blaine County Housing Authority
- Scott Boettger, Wood River Land Trust
- Susan Scovell, Ketchum Urban Renewal Agency
- Tim Carter, Idaho Mountain Builders/Ketchum P&Z

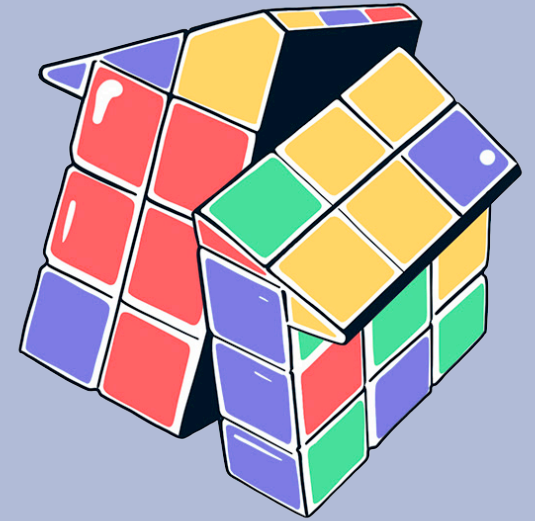
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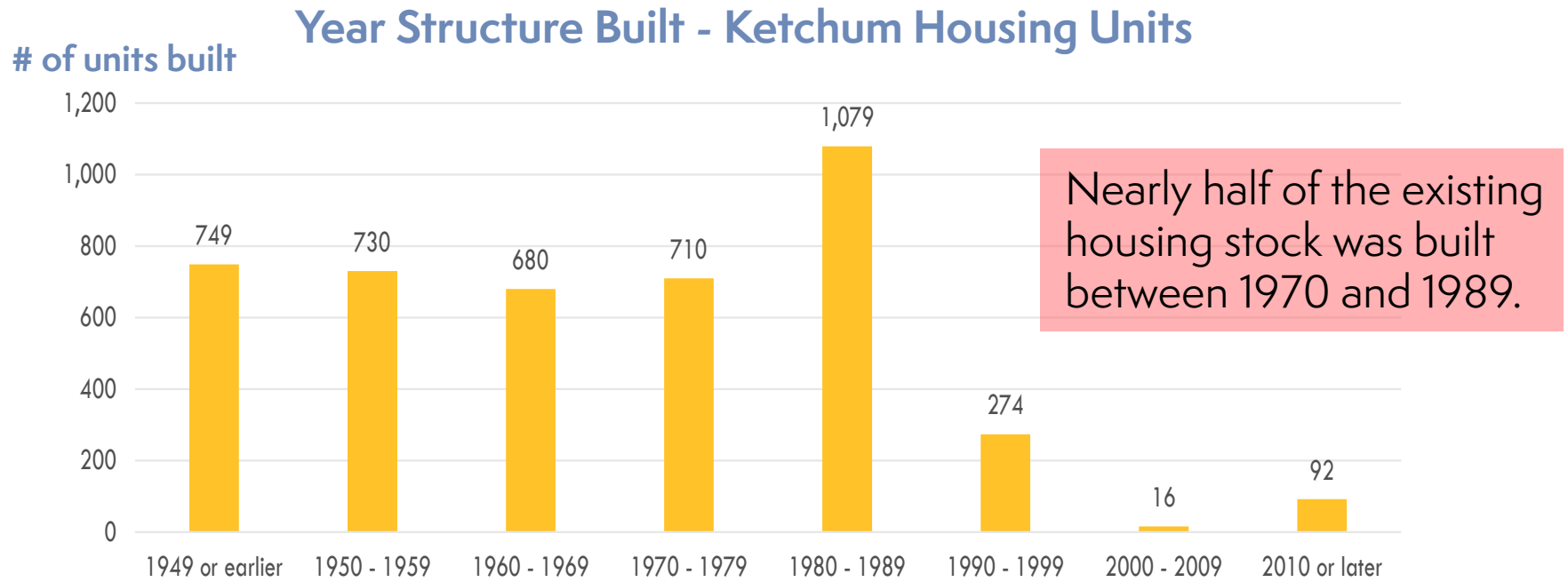
1 There is a massive shortage of affordable homes in Ketchum.

Ketchum: Build new, convert, or preserve about 660 to 982 homes over the next 10 years.

Does not include the 335 “lost” renter households from 2010 to 2019.

	Description	Historic Growth (1% annually)	High Growth (3% annually)	
New Households	New households based on 10-year population growth scenarios.	+224	+546	
Current Households	Households in need of stabilization or at risk of displacement: <ul style="list-style-type: none"> • cost burdened • experiencing homelessness • overcrowded 	436	436	
ESTIMATED DEMAND	Could be achieved by: <ul style="list-style-type: none"> • preserving existing housing • converting units to local-occupied • New construction 	Total projected units needed in next 10 years.	660 total	982 total
		Projected units needed per year over next 10 years.	66 annually	98 annually

Residential development has slowed.



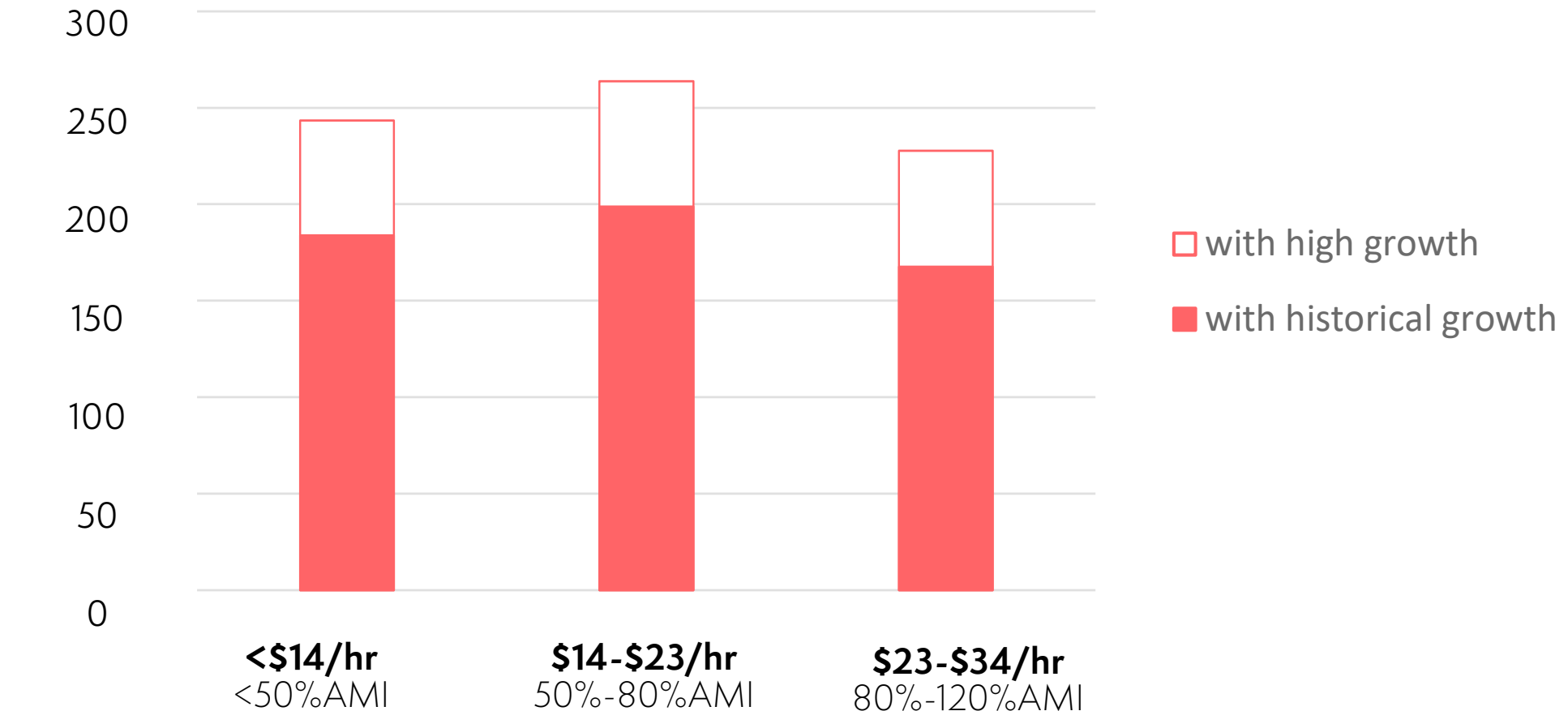
Source: U.S. Census Bureau: American Community Survey 5-Year Estimates (2013-2019), cross-referenced with City of Ketchum building permit data

2

Ketchum is losing its workforce and some year-round residents because most local people cannot afford to live in Ketchum.

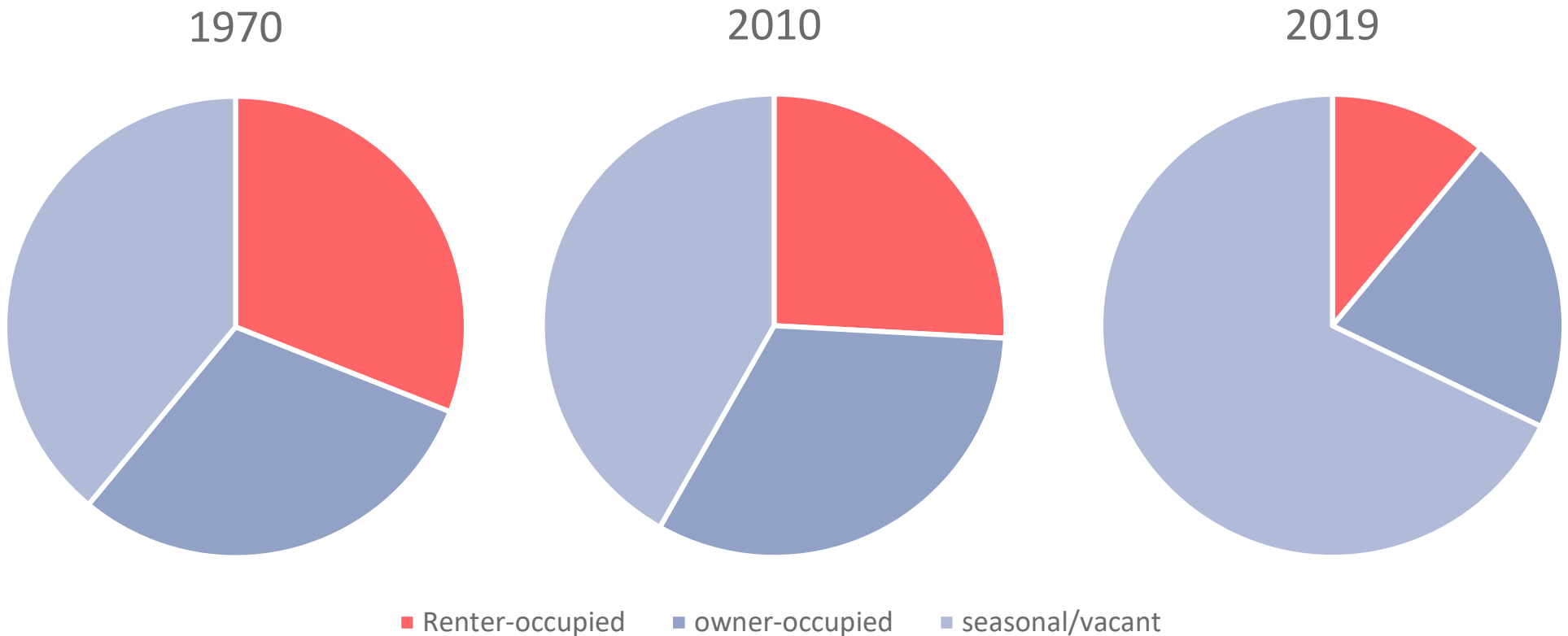
Low-and middle-income renters have the greatest unmet housing needs.

Projected new, converted, or preserved homes needed in 10 years, by income level



Long-term rentals have decreased.

- The proportion of long-term rentals decreased from 31% in 1970 to 10% in 2019.
- About 335 long-term rental units were “lost” in Ketchum since 2010, with a significant proportion likely converted to seasonal or short-term use.



Source: U.S. Census: ACS 5-Year Estimates for 1970, 2010, 2019 data

1% of local residents are experiencing homelessness.

Source: Ketchum Matters Community Housing Survey, Nov. 15, 2021-Jan. 3, 2022

Pandemic Acceleration

The past 2 years have seen a severe acceleration of these trends, along with a substantial increase in year-round population (exception: short-term rentals have seen some near-term declines year over year in the past two years).

**Historic
Annual
Growth Rate**

~1%

**Pandemic
Growth Rates
(2019-2020)**

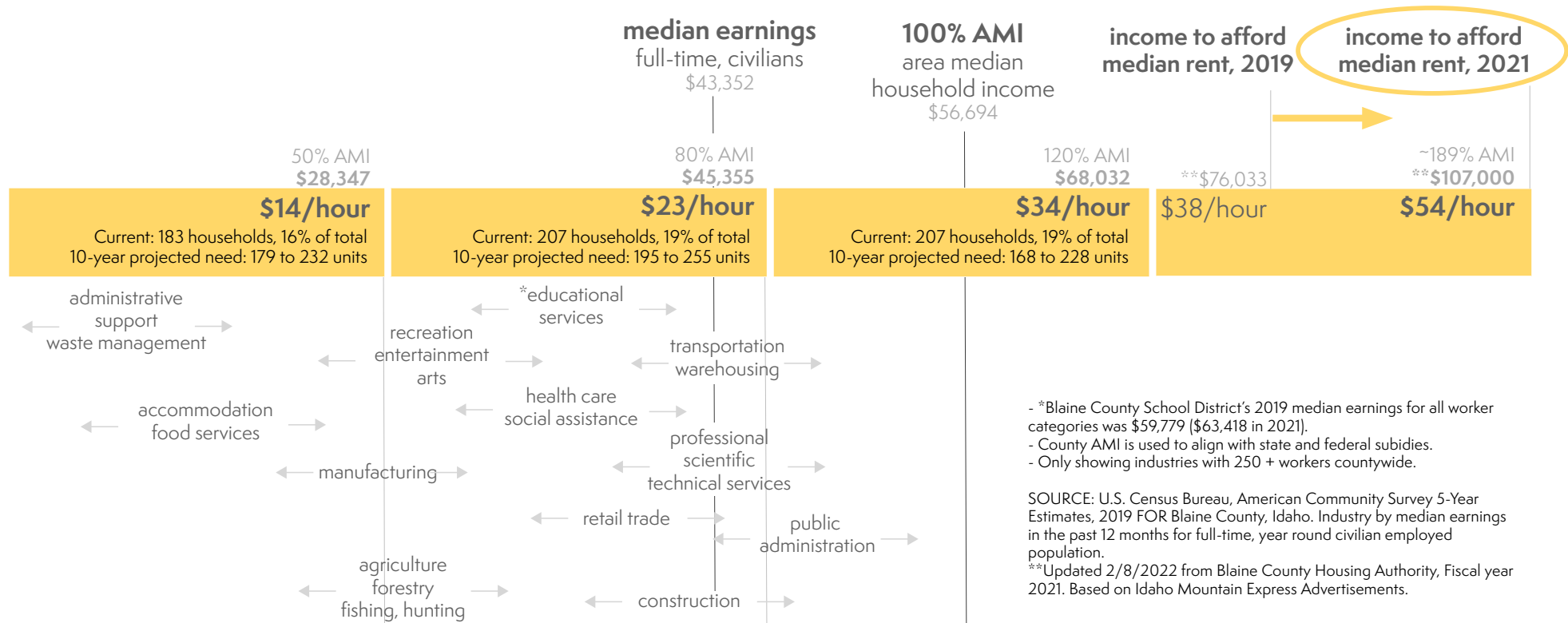
~25%

Source: U.S. Census Bureau: American Community Survey 5-Year Estimates (2013-2019); Decennial Census Redistricting Data (2020)

Our economy is based on workers who earn under \$23 per hour (80% Area Median Income).

Ketchum Households by Industry Median Earnings (2019)

- 50% of industry workers earn below & 50% earn above the median.
- Earnings are per full-time, civilian worker, not by household.
- Household Income includes interest and passive income.
- People are taking on more roommates to afford living here: Renters' average household size increased from 1.74 to 2.92, 2010-2019.



- *Blaine County School District's 2019 median earnings for all worker categories was \$59,779 (\$63,418 in 2021).
 - County AMI is used to align with state and federal subsidies.
 - Only showing industries with 250 + workers countywide.

SOURCE: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2019 FOR Blaine County, Idaho. Industry by median earnings in the past 12 months for full-time, year round civilian employed population.
 **Updated 2/8/2022 from Blaine County Housing Authority, Fiscal year 2021. Based on Idaho Mountain Express Advertisements.



"The cost of housing assistance is dramatically less than having to close because you can't find staff, or having to hire and train new staff. Creating an environment that allows people to live and work here needs to include a private business partnership as well."
- Local non-profit manager

"The community is at a tipping point of being something vastly different than it used to be because people are no longer able to live and work here. It's affecting the essence of our mountain town culture and what many value in our community."
- Scott Fortner, Visit Sun Valley

3

Our community agrees that there is a housing crisis and wants action.

"We have had to cut hours/ reduce days or completely close....The employees that we do have are exhausted."
- Local Business Owner

"This is what we are hearing from our clients: Fear of the unknown, stress of abandoning other people who they might be leaving behind if they move and confusion about what the relocation may look like. It's really hard for them to navigate the system as well."
- Brittany Shipley of NAMI Wood River Valley

Source: Ketchum Housing Matters Interviews + Survey, Nov. 15, 2021-Jan. 3, 2022

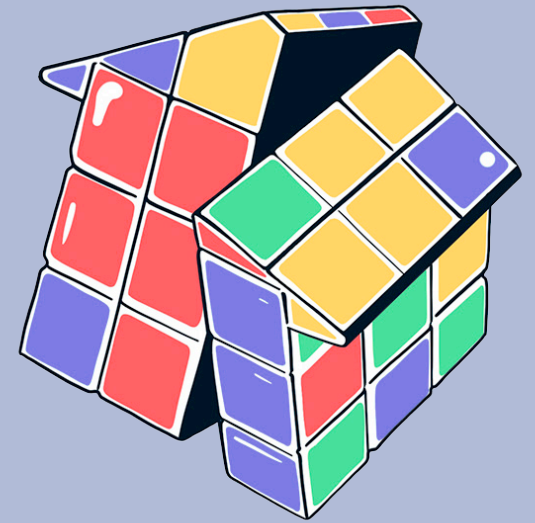
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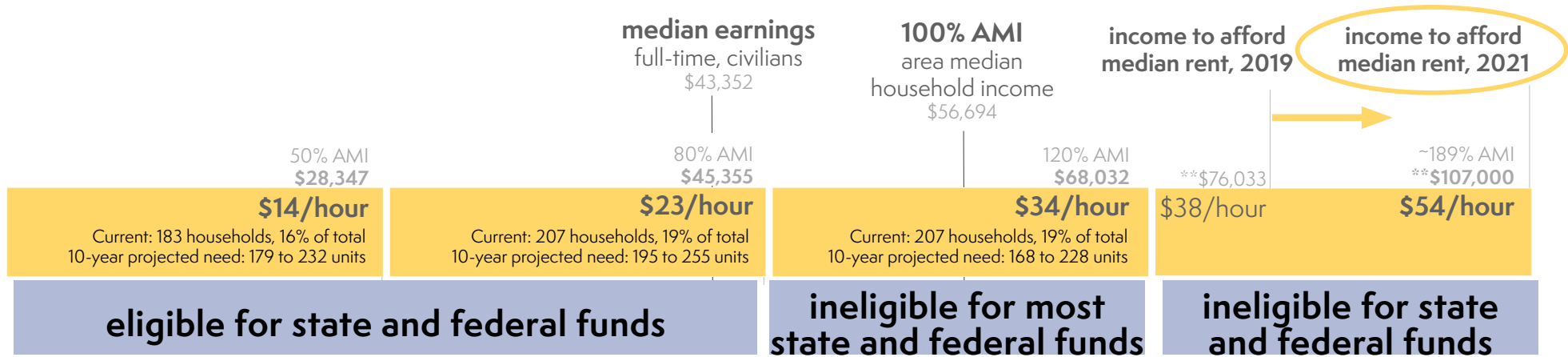
3. OUR APPROACH

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5. NEXT STEPS



1. Housing is influenced by many economic, population, social, land use and other factors; so housing solutions must be **cross-sectional** and **layered** to have real impact.



displacement prevention

housing one-stop shop

tax credits,
rental assistance

preservation

new construction

employer-sponsorship

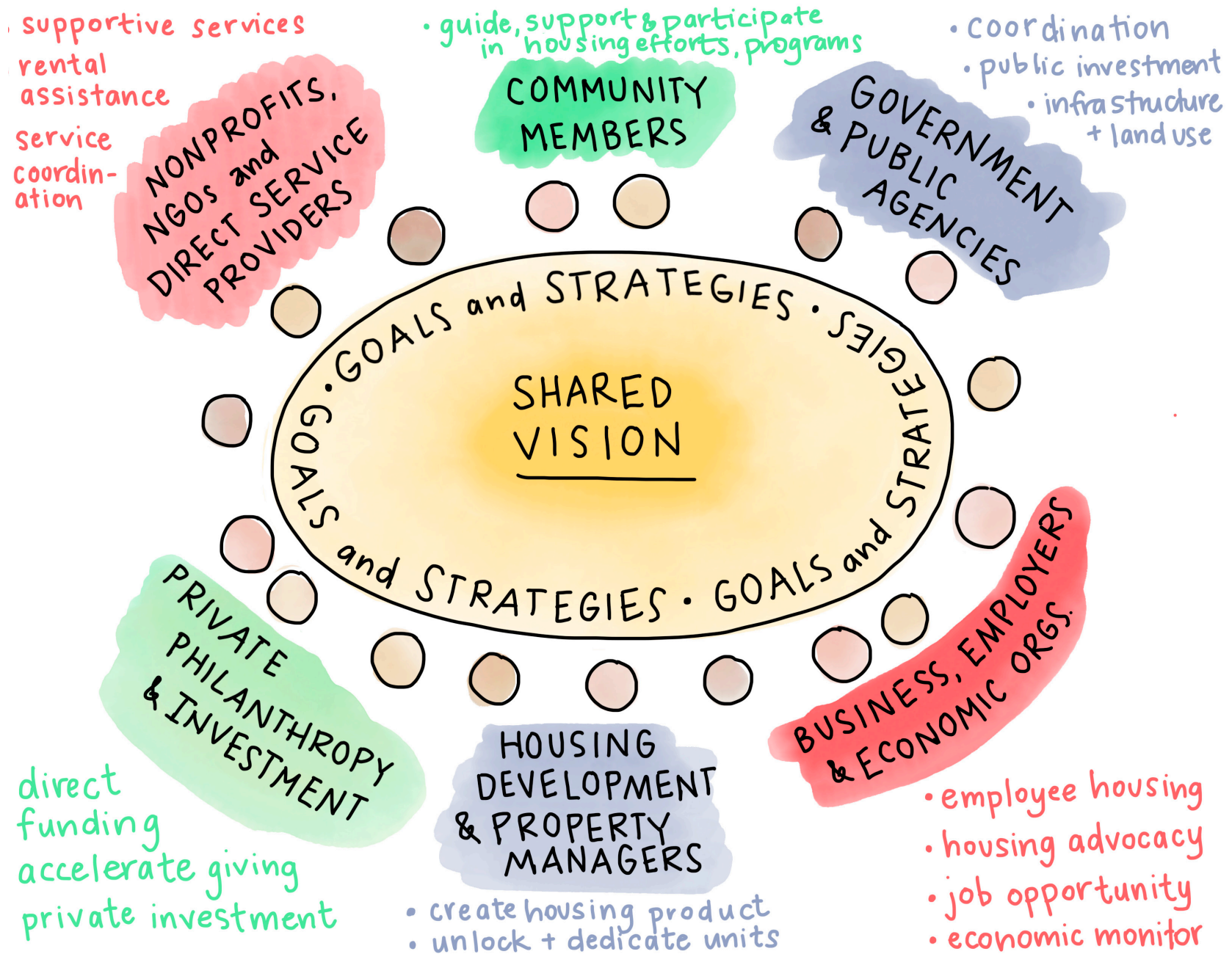
lease to locals
(LTR incentive)

deed restriction +
homeownership

zoning changes to
increase supply



2. Coordination around a **shared vision** is imperative.



3. Ketchum's housing solutions should encourage and be consistent with **regional collaboration efforts while also being specific and actionable for Ketchum.**

4. Communities must take a **hands-on approach** to influencing, incentivizing and investing to create a housing market that **serves and sustains a year-round, local community.**

5. Communication, collaboration and accountability **build trust and a more activated, informed, and supportive community.**

6. Working to create effective housing solutions is a **continual, iterative process.**

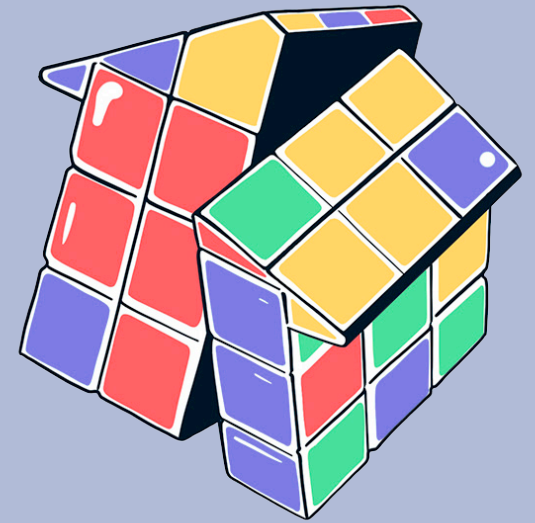
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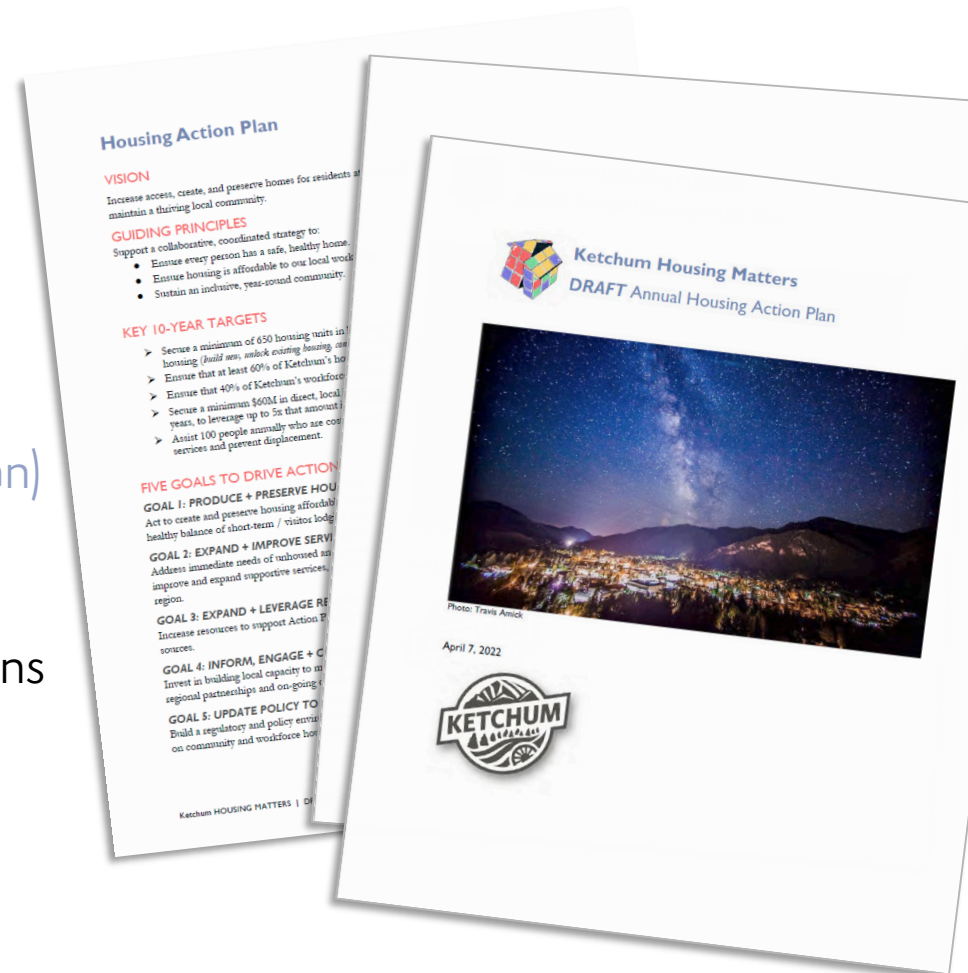
5. NEXT STEPS



Housing Action Plan Structure

1. Intro
2. Housing Context
3. Housing Strategy
 - Vision
 - Principles
 - **10-Year Targets**
 - **Goals**
 - **Strategies**
 - **Year 1 Priority Actions (Annual Action Plan)**
4. Attachments

Annual Action Plan identifies Year 1 Priority Actions (initiated in Year 1 = May 2022-April 2023)



Vision

Increase access, create, and preserve homes for residents at a range of income levels and life stages to maintain a thriving local community.

Principles

Support a collaborative, coordinated strategy to:

- Ensure every person has a safe, healthy home
- Ensure housing is affordable to our local workforce
- Sustain an inclusive, year-round community

10-Year Targets (starting estimate)

- Secure a minimum of 650 housing units in Ketchum over the next 10 years for local, workforce housing (*build new, unlock existing housing, convert existing to more affordable cost, preserve existing in perpetuity*).
- Ensure that at least 60% of Ketchum's housing stock is owner- or long-term renter-occupied.
- Ensure that 40% of Ketchum's workforce can live in Ketchum.
- Prevent displacement and assist 100 households annually who are cost-burdened, unstably housed or unhoused with supportive services.
- Secure a minimum \$60M in direct, local investments for housing actions for Ketchum in the next 10 years, to leverage up to 5x that amount in investments (*includes 20% of City funds allocated to projects outside of Ketchum*).
- Allocate 20% of City housing funds for significant county-wide actions.
- Annually increase the number of named partners who have actively contributed to implementing housing solutions identified in this plan.
- Through a bi-annual survey, achieve a minimum of 51% satisfaction/public approval of housing action, coordination and results.

OLD/PRIOR GOALS

HOUSING SOLUTIONS

Create, preserve, and increase access to affordable housing.

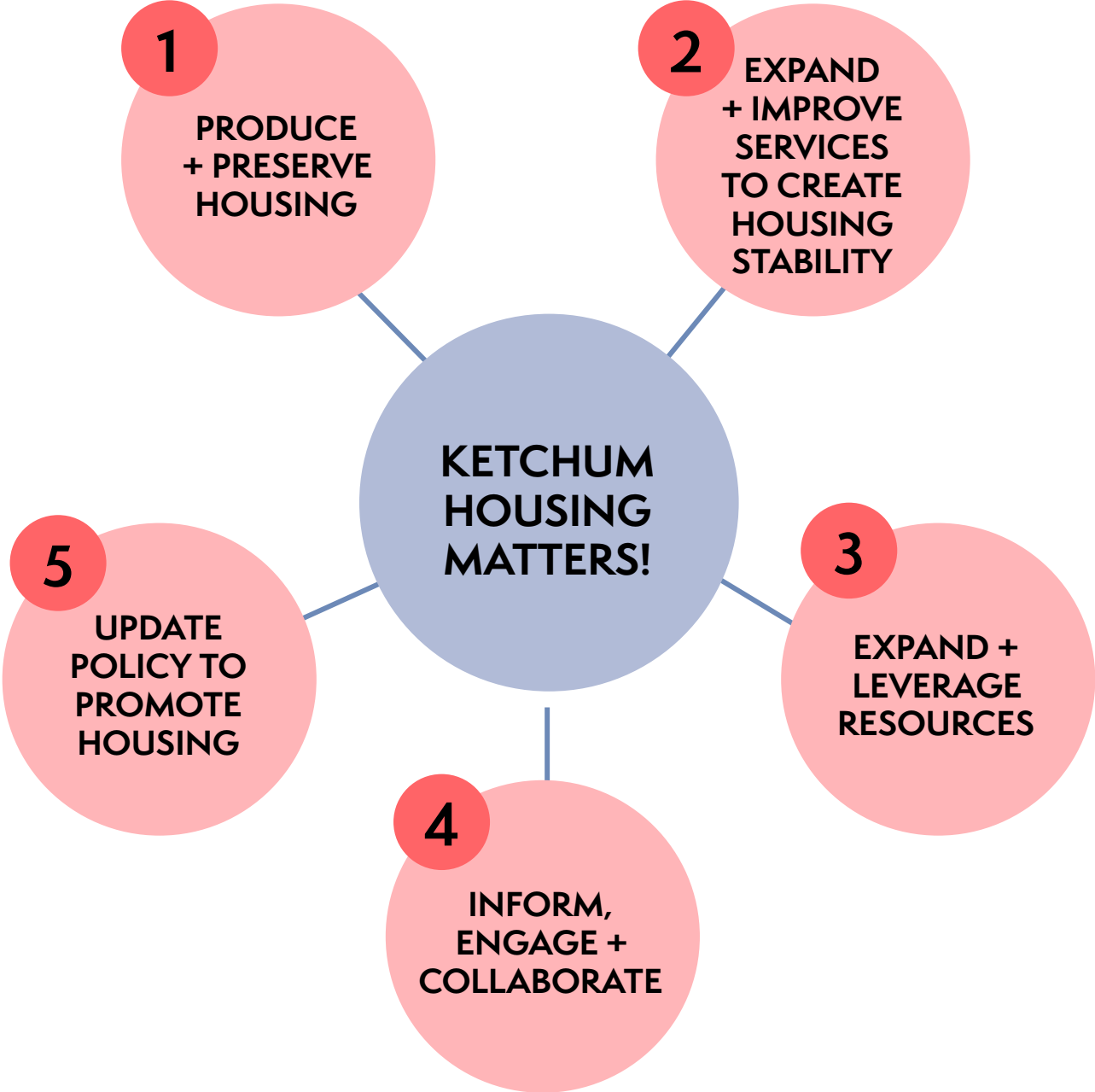
- 1 MOST VULNERABLE**
Immediately house people experiencing homelessness and stabilize at-risk renters.
- 2 WORKFORCE**
Increase access to, create and preserve housing that is affordable for our local workforce (0-120% AMI).
- 3 LOCALS + VISITORS**
Create and maintain a healthy balance of visitor lodging and community housing.

COMMUNITY CAPACITY

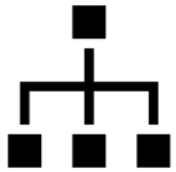
Increase responsiveness and effectiveness of the housing systems.

- 5 COLLABORATE**
Mature housing partnerships and streamline knowledge sharing.
- 6 COMMUNICATE**
Open, ongoing dialogue as a community.
- 7 SUPPLY**
Build a regulatory and policy environment for community housing development and compliance.
- 8 FUND**
Increase resources to support housing efforts.

REVISED GOALS TO ACHIEVE TARGETS



FROM GOALS TO ACTIONS



agree on the
framework

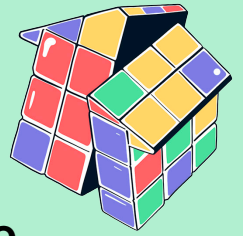
research and
collect potential
strategies, tactics

filter through
prioritization and
action planning
process
(reviewed 280 ideas)

establish action
plan

1

PRODUCE + PRESERVE HOUSING



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

KEY TARGETS

- Secure a minimum of 650 housing units in Ketchum over the next 10 years for local, workforce housing (build new, unlock existing housing, convert existing to more affordable cost, preserve existing in perpetuity).
- Ensure that at least 60% of Ketchum's housing stock is owner- or long-term renter-occupied.
- Ensure that 40% of Ketchum's workforce can live in Ketchum.

STRATEGIES

Strategy 1: Maintain pipeline of new housing construction projects that contribute to meeting community housing targets.

Strategy 2: Rehabilitate and preserve existing affordable housing (both naturally occurring, and deed restricted).

Strategy 3: Manage and expand inventory of deed-restricted homes (owner-occupied and rentals).

Strategy 4: Support local employee-based housing initiatives that create long-term and seasonal housing to meet demand.

1 PRODUCE + PRESERVE HOUSING

YEAR 1 PRIORITIES

1. Continue to support Bluebird Village development.

POTENTIAL PARTNERS

KCDC, Ketchum Urban Renewal Agency (KURA), City of Ketchum, GMD Development

**ACTION
ITEM**

Recommendation to approve funding commitment letter with Ketchum Community Development Corporation for Bluebird Village Community Housing Project.

2. Develop new housing construction pipeline:
- Create a 10-year pipeline.
 - Support development of workforce housing at KURA's 1st and Washington site.
 - Initiate joint master plan housing development opportunities on city parcels near the YMCA (in keeping with the parking agreement) and city-owned Leadville parcel.
 - Identify potential parcels for acquisition for housing development and identify needed infrastructure and funding to support. *Also supports Goal 3.*
 - Continue to dialogue with significant property owners.

City of Ketchum, KURA, KCDC, ARCH, YMCA

YEAR 1 PRIORITIES

2. Develop new housing construction pipeline

POTENTIAL PARTNERS

City of Ketchum, KURA, KCDC, ARCH, YMCA

Community Feedback:

general support for all five publicly-owned locations (with a slight preference for the YMCA North lot)

general support for acquiring additional land for community housing development



YMCA North lot
city-owned



YMCA South lot
city-owned



6th and Leadville
city-owned



1st and Washington
Ketchum Urban Renewal Agency-owned



Lift Tower Lodge
Blaine County Housing Authority-owned



1

PRODUCE + PRESERVE HOUSING

YEAR 1 PRIORITIES

3. Identify and prioritize sites for preservation:
 - Conduct inventory of existing deed restricted, affordable and other naturally occurring (i.e., affordable, unsubsidized) affordable/workforce housing. *Also supports Goal 3.*
 - Identify priority sites for preservation, such as those at-risk of sale or rent increase.
4. Preserve and improve affordable housing at Lift Tower Lodge. *Also supports Goal 2*
5. Increase the number of occupied accessory dwelling units (ADUs): Develop education, incentive or policy improvements to encourage development and use of ADUs for local housing.
6. Pathway to ownership: Identify deed restriction and down payment assistance feasibility and program options that can be used within a variety of local housing projects as a pathway to ownership.
7. Incentivize long-term rentals: Implement “Lease to Locals” Workforce Rental program.

POTENTIAL PARTNERS

BCHA, City of Ketchum, *other partners as identified*

BCHA, City of Ketchum

Sun Valley Board of Realtors, Ketchum Affordable Housing Coalition

ARCH, Landing Locals

City of Ketchum, Landing Locals, *Goldwhip Girls, Sun Valley Board of Realtors, local property managers*

PRESENTATION

1 PRODUCE + PRESERVE HOUSING

YEAR 1 PRIORITIES

1. Continue to support Bluebird Village development

**ACTION
ITEM**

Recommendation to approve funding commitment letter with Ketchum Community Development Corporation for Bluebird Village Community Housing Project.

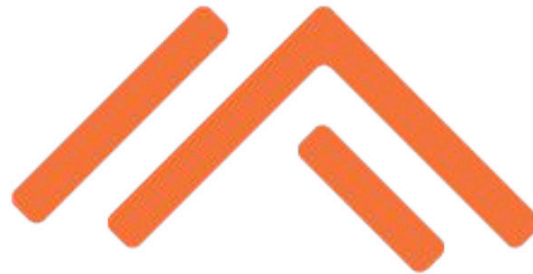
POTENTIAL PARTNERS

KCDC, Ketchum Urban Renewal Agency (KURA), City of Ketchum, GMD Development

7. Incentivize long-term rentals: Implement "Lease to Locals" Workforce Rental program.

PRESENTATION

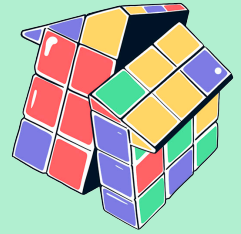
City of Ketchum, Landing Locals, *Goldwhip Girls*, *Sun Valley Board of Realtors*, *local property managers*



LEASE TO LOCALS
powered by **LANDING LOCALS**

2

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, to rapidly rehouse and prevent future displacement throughout the region.

KEY TARGETS

- Prevent displacement and assist 100 households annually assist 100 households annually who are cost-burdened, unstably housed or unhoused with supportive services.

STRATEGIES

Strategy 1: Support a community education campaign to build awareness about the range of existing and changing housing conditions and projected needs.

Strategy 2: Accelerate coordination of services and resources among housing and human services partners with the goal of creating a more trauma-informed, person-centered approach to service delivery and housing.

Strategy 3: Create a range of emergency and supportive housing options to meet demand.

Strategy 4: Expand eviction prevention services. (i.e., legal services, emergency rental assistance, etc.)

2

EXPAND + IMPROVE SERVICES TO CREATE HOUSING STABILITY

YEAR 1 PRIORITIES

1. Provide displacement support:
 - Work with partners to find housing solutions, including a planned relocation strategy for approximately 15 families being displaced by redevelopment of McHanville neighborhood in Ketchum's area of impact.
 - Develop relocation and displacement policies to minimize displacement and its affects. Also supports Goal 5.
2. Expand residential capacity of Lift Tower Lodge.
3. Define key terminology, specifically supportive services, trauma-informed, and social determinants of health.
4. Prioritize supportive services for coordination. Identify and seek commitment from key implementation partners.

POTENTIAL PARTNERS

Blaine County Charitable Fund, Crisis Hotline Blaine County Housing Authority, Blaine County, St. Luke's

Blaine County Housing Authority, City of Ketchum, Blaine County

Blaine County Housing Authority, Interagency Working Group, local service providers and jurisdictions

Blaine County Housing Authority, Interagency Working Group, local service providers and jurisdictions

2

EXPAND + IMPROVE SERVICES TO CREATE HOUSING STABILITY

YEAR 1 PRIORITIES

5. Convene local housing and service provider group to explore a redesign of service delivery to be a more streamlined one-stop shop:

- Establish a “coordinated entry” approach to supportive services delivery, referrals, and follow-up. Work with service providers to update and refer people to the findhelpidaho.org.
- Understand existing service capacity and gaps, including legal services, emergency and short-term rental assistance.
- Collaborate with existing organizations for rapidly rehousing those who are, or are soon-to-be, unhoused.
- Ongoing convening and coordination of coalition of local providers.
- Facilitate housing-specific education of group. Assess other identified, related knowledge gaps, if any.

POTENTIAL PARTNERS

Blaine County Housing Authority, Interagency Working Group, local service providers and jurisdictions including The Hunger Coalition, BCCF, The Advocates, Herbert Romero, The Alliance, Men’s Second Chance Living, YMCA, St. Luke’s Center for Community Health, South Central Public Health District, Jesse Tree, Terry Riley, South Central Community Action Partnership, Idaho Health and Welfare, Legal Aid, The Salvation Army, Senior Connection

2

EXPAND + IMPROVE SERVICES TO CREATE HOUSING STABILITY

YEAR 1 PRIORITIES

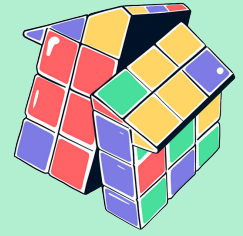
- 6. Identify and support policy changes that increase access to housing.
- 7. Coordinate funding sources. Also supports Goal 3.
- 8. Identify and support physical housing options for unhoused and at-risk households:
 - Conduct inventory of existing potential housing/sites for permanent supportive housing and/or emergency shelter/temporary crisis housing. Assess location and specifics with service providers. Also supports Goal 1.
 - “Build or buy” strategy for dedicated supportive housing units. Also supports Goal 1.

POTENTIAL PARTNERS

- Blaine County Housing Authority, Interagency Working Group, local service providers and jurisdictions
- Interagency Working Group
- City of Ketchum, Blaine County Housing Authority

3

EXPAND + LEVERAGE RESOURCES



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

KEY TARGETS

- Secure a minimum \$60M in direct, local investments for housing actions for Ketchum in the next 10 years, to leverage up to 5x that amount in investments (includes 20% of City funds allocated to projects outside of Ketchum).
- Allocate 20% of City housing funds for significant county-wide actions.

POLICY

STRATEGIES

Strategy 1: Seek, secure, and provide ongoing funding to sustain City of Ketchum housing initiatives and actions.

Strategy 2: Seek, secure and provide one-time and project-specific funds, such as public/private grants, private donations, employer participation, and alternative funding models to contribute to and sustain community housing efforts.

Strategy 3: Leverage public- and partner-owned land and buildings for potential housing developments.

Strategy 4: Create and promote a development incentive package to reduce costs for projects serving community needs.

3 EXPAND + LEVERAGE RESOURCES

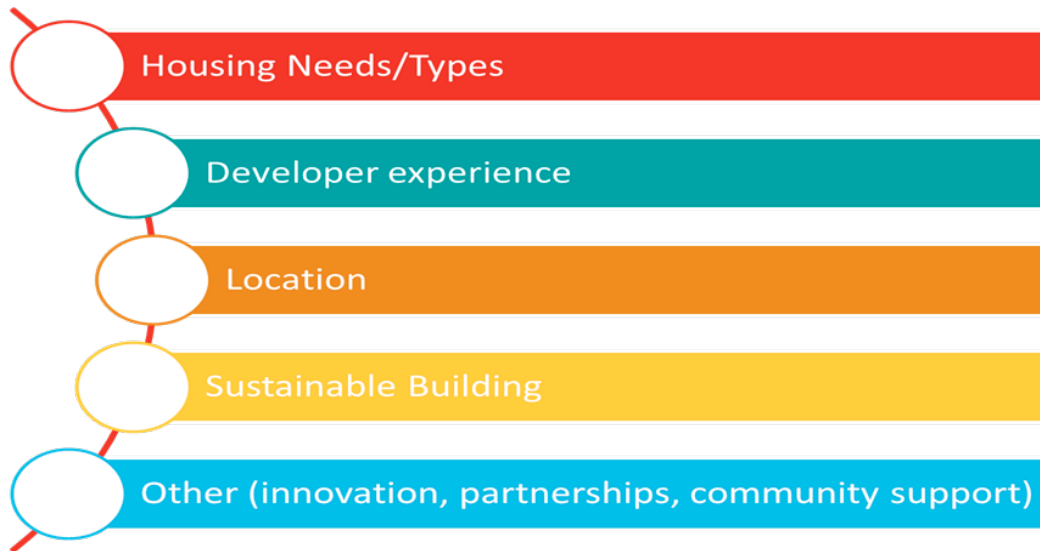
YEAR 1 PRIORITIES

1. Create criteria for allocation of city funds, including alignment with the Vision, Principles and Goals identified in this Plan, other City plans, and apportionment based on projected need by area median income. See Appendix for example from Truckee.

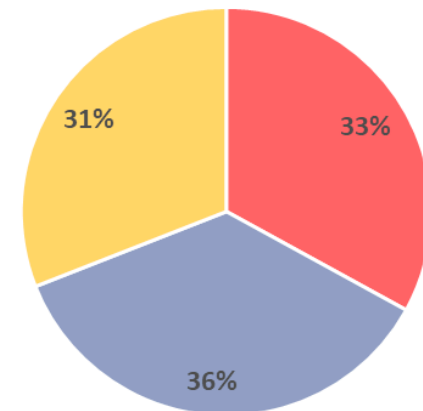
POTENTIAL PARTNERS

City of Ketchum, implementation partners

Example Evaluation Criteria



Example Allocation Distribution



■ <50% AMI ■ 50% to 80% AMI ■ 80% to 120% AMI

2. Meet with current and potential public and private funding partners to set up a process to regularly review funding priorities and opportunities to support the Action Plan (minimum quarterly). *Also supports Goal 4.*

City of Ketchum and Implementation/Funding Partners (Spur Community Foundation, Wood River Community Housing Trust, Idaho Community Foundation)

3 EXPAND + LEVERAGE RESOURCES

YEAR 1 PRIORITIES

3. Secure local funding for housing through adjustments to Ketchum's local option tax (LOT).

POTENTIAL PARTNERS

Committee for LOT for Housing

POLICY

If the voters approve the ballot, new revenues generated from LOT will solely be used for the purposes of Workforce Housing Provision and Support.

WORKFORCE

All adults in the household must meet one of the following criteria:

- An employee of a local business in Blaine County, Idaho (at least 1,000 hours per year or an average of 20 hours per week) during their occupancy
- Pursuing work in Blaine County by:
 - applying for work with local businesses
 - have a job offer from a local business
 - preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient

OR

By median rent: Up to the income who can afford the previous year's annual median rent

• Meet one of the following exemptions:

- retired person who, immediately preceding retirement, was a full-time employee of an entity located within Blaine County for at least five continuous years and continued living as a full-time resident within Blaine County following their retirement
- person unable to work or who does not have a work history due to qualifying for disability as defined by the Americans with Disabilities Act
- full-time, informal caregiver if either caregiver or care-recipient lived in Blaine County for at least the five previous continuous years.

By income

- Up to 120% area median income
- Up to 150% area median income
- Comparable cities – many have removed the AMI limit or gone up to 210%

3 EXPAND + LEVERAGE RESOURCES

YEAR 1 PRIORITIES

4. Support/secure state/federal funding for housing. Key sources include:
- State of Idaho Housing Trust Fund for housing development gap financing
 - City ARPA strategic initiatives account
 - Blaine County ARPA funds
 - Idaho Housing and Finance Association (IHFA) Low-Income Housing Tax Credit (LIHTC) and related financing programs
 - Increase/expand funding for short-term/emergency rental assistance and other Goal 1 and Goal 2 area programs

5. Coordinate cross-organization philanthropic efforts and strategies for an effective philanthropy model. Explore, document, and pursue philanthropic funding for specific housing solutions.

POTENTIAL PARTNERS

Blaine County, Idaho Housing Finance Association

Spur Community Foundation, St. Luke's Foundation, Wood River Community Housing Trust

3 EXPAND + LEVERAGE RESOURCES

YEAR 1 PRIORITIES

6. Meet with large and small local employers, including non-profits and direct service providers, to discuss specific employer-sponsored housing options.

7. Explore opportunities to fund “barrier removal” programs to assist people getting into housing. For example:

- Fundraising for down payment assistance programs
- Fundraising for “Jump Start” housing security flex fund
- Relocation/retention assistance program

8. Conduct land and properties inventory and analysis of development potential for both public and private parcels/facilities in Ketchum with potential for housing development, rehabilitation, land trades or purchases, etc. Also supports Goal 1.

POTENTIAL PARTNERS

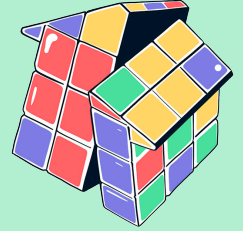
Local employers

City of Ketchum

City of Ketchum, Wood River Land Trust, Mountain Rides, and public/private partners

4

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.

KEY TARGETS

- Allocate 20% of City housing funds for significant county-wide actions.
- Annually increase the number of named partners who have actively contributed to implementing housing solutions identified in this plan.
- Through a bi-annual survey, achieve a minimum of 51% satisfaction/public approval of housing action, coordination and results.

STRATEGIES

Strategy 1: Create and implement a Ketchum Community Housing Action Plan to define goals, inform resource allocation and track progress.

Strategy 2: Monitor and share economic development data and employment projections and use to inform housing demand analyses and proposed housing solutions.

Strategy 3: Support an on-going communications strategy for housing to continually engage and educate the community on critical housing topics.

Strategy 4: Work with regional partners to improve countywide coordination and collective impacts for housing.

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YEAR 1 PRIORITIES

1. Finalize Ketchum Community Housing Action Plan and Needs Assessment.
2. Provide a six-month Progress Report.
3. Update Ketchum Housing Action Plan annually, with community input and Council approval.
4. Create accountability and guarantee transparency with the public and partners in housing funding decisions and resource allocations at City Council and other public meetings and through annual budgeting process.
5. Launch coordination process with Action Plan implementation partners (i.e., quarterly meetings to track process, web-based tracking tool).

POTENTIAL PARTNERS

City of Ketchum

City of Ketchum, implementation partners

City of Ketchum, implementation partners

City of Ketchum

City of Ketchum, implementation partners

4 INFORM, ENGAGE + COLLABORATE

Ketchum Project Management, Reporting and Accountability Structure

WHO

PURPOSE

FREQUENCY

**Ketchum Mayor
and Council**

- Review and approve updated implementation plan and provide overall strategic direction
- Review and approve housing-related spending through annual budget process

- Bi-annual meetings to approve updated implementation (May, Dec)
- Optional: conduct as part of Joint Work Sessions with Planning & Zoning and KURA Board

City Departments
Planning, Administration,
Communications, Public Works,
etc.

- Directing and working with housing staff on specific housing actions

- Weekly meetings with relevant departments
- Quarterly joint meetings with all City Administrators and Planning Directors (approx. Feb, Apr, Aug, Nov)

Implementation Partners
Local nonprofits, housing
developers, employers, public
agencies, etc.

- Coordinate and facilitate efforts beyond City of Ketchum
- Opportunity to review progress toward shared goals, lessons learned and education
- Project management

- Meet quarterly (approx. Feb, Apr, Aug, Nov)

Community/Public

- Educate, inform
- Receive feedback

- Quarterly reports/newsletter (approx. Mar, May, Sep, Dec)
- Open Council meetings
- Annual public input

4

INFORM, ENGAGE + COLLABORATE

EXAMPLE WORK PLAN, TRACKING QUESTIONS

GOAL 1: PRODUCE + PRESERVE HOUSING

status	What is the implementation status?
lead	Who is taking the lead in implementing this strategy?
Implementation Partners	Who are our implementation partners?
Funding	What funding is available or necessary?
Cost	What is the estimated cost?
Timeframe	<p>short - 3 to 6 months</p> <p>Mid - 1 year</p> <p>long - Greater than 1 year</p>
Number of units/ people served	How many units will this provide? How many people are served by this action?
AMI bracket	What income range is being served by this action?

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YEAR 1 PRIORITIES

6. Create and implement strategic communication plan for housing to support partner work:
 - Develop community education materials to build understanding of continuum of local housing needs and intersection of housing and other areas. Also supports Goal 2.
 - Develop shared messaging materials for use among housing partners.
 - Initiate speaker series, trainings, working group or other methods for identifying and sharing information about existing programs and innovative housing models to develop local initiatives.
 - Initiate a community call to action to describe how community members can affect change (i.e., give funds, pledge support, provide public comment, other methods of community action).

7. Determine baseline and change in perception on housing efforts and effectiveness:
 - Create a baseline poll to partner organizations to distribute to service recipients/participants.
 - Annually re-poll recipients/participants to determine change.

POTENTIAL PARTNERS

Wood River Land Trust, St. Luke's, Sun Valley Institute, the Hunger Coalition, City of Ketchum, Blaine County Housing Authority or Regional Housing Coalition, Spur Community Foundation

Implementation partners of Goal 2

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YEAR 1 PRIORITIES

8. Participate in and support launch of a countywide housing coordination effort. Explore intersection with cross-sectional efforts, such as smart growth and regional sustainability planning.

POTENTIAL PARTNERS

Blaine County, Blaine County Housing Authority, Participating members TBD



Option 1: Maintain status quo, aiming for added resources. BCHA works with each community independently as an external support. Local jurisdictions fund/provide housing capacity (staff, programs) as able.



Option 2: Co-funded Ketchum/Blaine County housing staff. BCHA maintains status quo. City and County share resources to fund Housing Director/Specialist who coordinates between the entities.



Option 3: Shared housing department. BCHA team staffs, rebrands and expands and strengthens its scope to act as housing staff for local jurisdictions. Partners contribute funds. Coordinate across and integrate with jurisdictions and partners.

4 INFORM, ENGAGE + COLLABORATE

YEAR 1 PRIORITIES

9. Maintain internal capacity to staff key housing actions, initiatives, and community engagement.

POTENTIAL PARTNERS

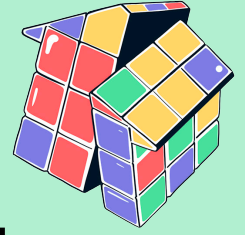
City of Ketchum

10. Identify state-level housing policy changes and work with the resort community coalition's policy advocate.

City of Ketchum

5

UPDATE POLICY TO PROMOTE HOUSING



Build a regulatory and policy environment that increases housing supply with an emphasis on workforce and community housing development while remaining consistent with other community goals.

KEY TARGETS ■ Supports all targets.

STRATEGIES

Strategy 1: Annually evaluate effectiveness of Ketchum's policies and processes in promoting community housing development and update, as needed.

Strategy 2: Align City policies to support implementation of housing with other community priorities to maximize community benefit.

Strategy 3: Identify and implement methods to effectively balance safe, attractive seasonal and short-term housing with long-term rentals, community housing and viable, livable neighborhoods.

5

UPDATE POLICY TO PROMOTE HOUSING

YEAR 1 PRIORITIES

1. Conduct an audit of existing code in relation to Action Plan goals.
2. Enact interim ordinance while permanent regulations are developed to increase the production of housing:
 - Minimum residential densities required for certain zone districts depending on project type
 - Limit lot consolidation to low-density zones
 - No net loss of units
3. Develop code change work plan to spur increased general and community housing supply.
4. Explore priority processing and other incentives for projects that serve the Housing Action Plan.

POTENTIAL PARTNERS

City of Ketchum

City of Ketchum

City of Ketchum

City of Ketchum



**ACTION
ITEM**

Recommendation to review and adopt Ordinance #1234 establishing minimum residential densities in specific zoning districts, regulating the consolidation of lots in areas of Ketchum, prohibiting reduction of dwelling units in conjunction with new development projects, clarifying parking requirements for uses in the community core and tourist zones, and modifying the design review criteria for new development.

5

UPDATE POLICY TO PROMOTE HOUSING

YEAR 1 PRIORITIES

POTENTIAL PARTNERS

5. Establish annual accountability metrics for application, permit, etc. processing related to housing development and measure progress toward housing goals.

City of Ketchum

6. Meet regularly with other City departments and public agencies, development community and key constituencies to obtain feedback for process improvements.

City of Ketchum

7. Propose ordinances to address income non-discrimination and tenant displacement ordinance to help identify and support tenants at risk of displacement. *Also supports Goal 2.*

City of Ketchum

8. Clarify Fair Housing and Affirmatively Furthering Fair Housing requirements to counteract negative impacts on protected classes. Analyze additions to federal law. *Also supports Goal 2.*

City of Ketchum

9. Create a separate business license to collect accurate information on short-term rentals and issue regular reports.

City of Ketchum

10. Explore methods to verify health and safety standards in short-term rentals.

City of Ketchum

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UPDATE POLICY TO PROMOTE HOUSING

YEAR 1 PRIORITIES

2. Enact interim ordinance while permanent regulations are developed to increase the production of housing:
- Minimum residential densities required for certain zone districts depending on project type
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POTENTIAL PARTNERS

City of Ketchum

**ACTION
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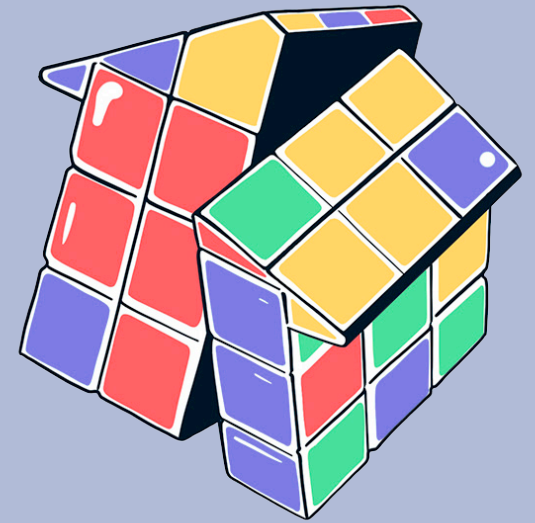
1. OUR PROCESS

2. HOUSING CONTEXT

3. OUR APPROACH

4. DRAFT HOUSING ACTION PLAN

5. NEXT STEPS



NEXT STEPS

April 13
4 to 6:30 pm

1st & Washington Ave Redevelopment Community Workshop
proposed mixed-use, mixed-income housing



April 18
4 pm

Draft Housing Action Plan presented to Council
Public comment welcome

April 18 to May 1

Public Feedback on Draft Housing Action Plan
Email comments to participate@ketchumidaho.org

April 22
noon to 1:30 pm

Focus Group on the Housing Action Plan
Sign up at participate@ketchumidaho.org.
LUNCH AND GIFT CARDS FOR ATTENDEES!

April 27
5:30 to 7 pm

Draft Housing Action Plan Presentation & Open House
City Hall - FREE FOOD!

May 9
4 pm

Final review of the Housing Action Plan
by City Council

May 12
5:30 pm

Presentation of the Housing Action Plan
The Community Library

May 17
8 am to 8 pm

ELECTION DAY!
Local Option Tax vote to raise revenue for workforce housing provision and support

COMMENTS?

- Public
- Council

