

Joint Work Session

- Ketchum Urban Renewal Agency (KURA)
- Ketchum City Council
- Ketchum Planning & Zoning Commission

Housing Matters Initiative: Update & Coordination Session

February 8, 2022 | 4pm



Joint Work Session Agenda

Welcome!

- Welcome and Brief Introductions
 - Review Meeting Purpose
-

Update on Ketchum Housing Matters Initiatives

- Community Housing Action Plan + Task Force Meetings
 - Countywide Conversation on Housing Partnership Framework
-

Coordinating Round Table

- Share updates on housing priorities at your organization
 - Discussion around areas of alignment
-

Close + Next

- Next meeting?
 - Final Feedback
-



Joint Session: Purpose + Objectives

Purpose: Coordinate efforts to better align for future housing in Ketchum

Objectives:

Bring together representatives from City of Ketchum, Planning & Zoning Commission and the Ketchum Urban Renewal Agency to:

- Share update on Ketchum Housing Matters Initiatives.
- Understand housing strategies and actions we are committed to.
- Identify how entities anticipate/prefer working together.

Building on prior work and existing plans

City Comp Plan

Ketchum Urban Renewal Plan



URBAN RENEWAL PLAN
KETCHUM URBAN RENEWAL PROJECT
KETCHUM URBAN RENEWAL AGENCY
CITY OF KETCHUM, IDAHO

Ordinance No. 1077
Adopted November 15, 2010
Effective November 24, 2010

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Cooperation with Public Bodies	
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Property Management	

Ketchum Urban Renewal Plan
November 15, 2010

Community Housing Action Plan Stages

STAKEHOLDER
REVIEW

STAKEHOLDER
REVIEW

1 CONTEXT November - January

NEEDS & PREFERENCES

- Survey
- Stakeholder Sessions
- Data Analysis

OUTPUT:
Findings
Summary

BEST PRACTICES

- Strategy/Policies
- Programs
- Projects

OUTPUT:
Housing Toolkit

2 DEVELOP January - February

ACTION PLAN

- Vision/Goals
- Focus Areas
- Actions

OUTPUT:
Housing
Action Plan

FUNDING OPTIONS

- LOT & in-lieu
- Philanthropic
- Business
- Federal/state
- Tax credits

OUTPUT:
Funding Scenarios

3 ACTION March +

IMPLEMENT PLAN

- Implement actions upon approval

OUTPUT:
Policies,
Programs,
Projects

L.O.T. ON BALLOT

- Ballot language (March)
- Election (May)

OUTPUT:
Funding for
housing initiatives

STAKEHOLDERS + IMPLEMENTATION PARTNERS

- Task Force
- Ketchum City Council, Planning & Zoning Commission, Ketchum Urban Renewal Agency (KURA)
- Neighboring governments, Biaine County Housing Authority
- Community

You are critical
to the Plan!

I. Context Summary

Phase I

- Needs data
- Surveys



Research Plan



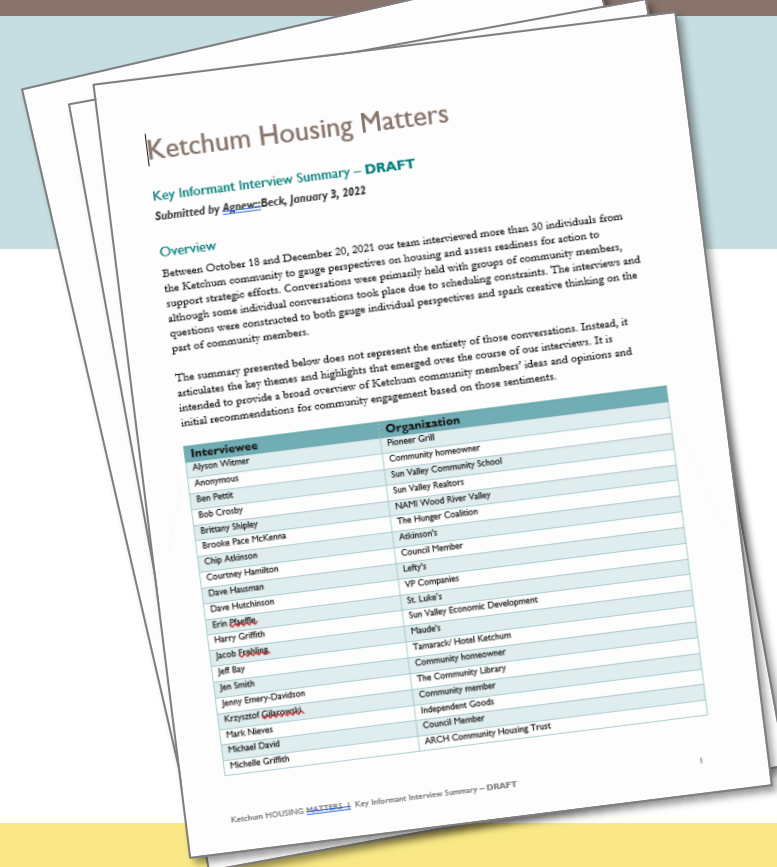
Stakeholder Interviews

Interviewees

- More than 30 individuals
- Including, but not limited to:
 - Community advocates
 - Developers
 - Nonprofits
 - Community residents
 - Employers

Key Response Themes

- Housing Needs & Transparency
- Intentional Housing Framework
- Community "Fortitude"



Community Survey (open Nov 15, 2021-Jan 3, 2022)

Survey Publicity

- Channels
 - Direct email contact
 - Earned media
 - Online media
 - Spanish translation
 - Paper distribution and flyers
 - Partner amplification
- Response Goal = 500
 - **1,117 total received**

Who Did We Hear From?

- All locations represented
- 95% of respondents live and work in the Wood River Valley
- Homeowners and renters represented in proportion
- Robust spectrum of income levels

<https://www.ketchumidaho.org/administration/project/housing-matters>

Targeted outreach occurred to:

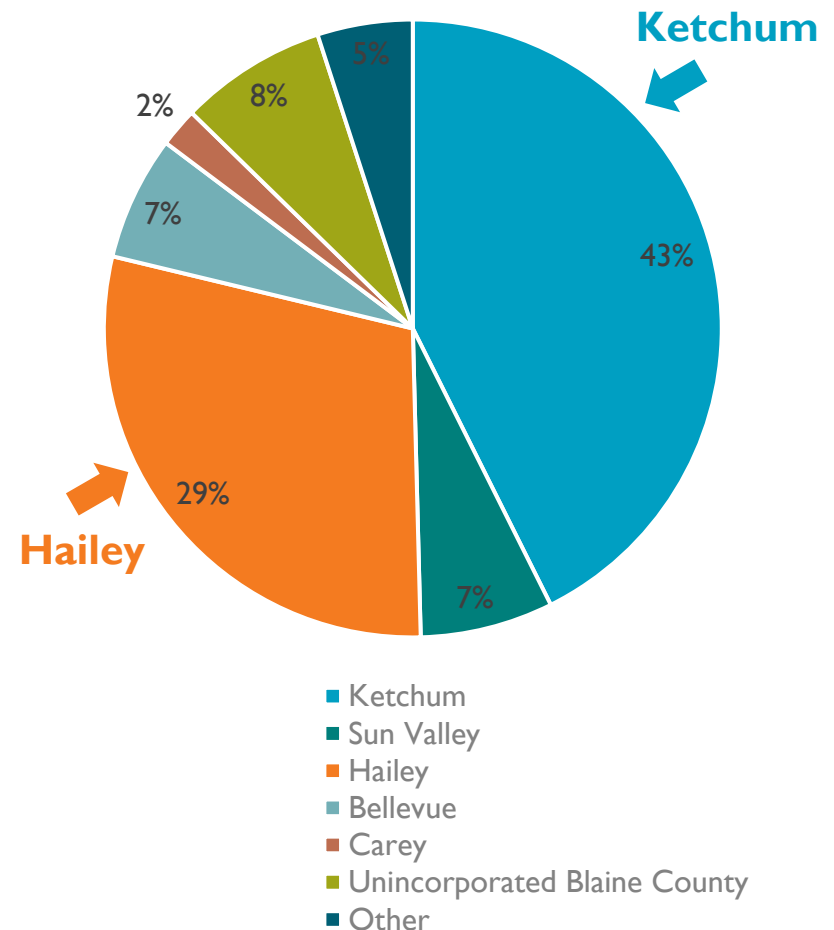
- Non-white populations
- Younger populations, particularly younger members of the workforce (18-24)
- Older populations (65+)

Who We Heard From...

Survey responses were collected from a diverse population representing:

- Residents of Ketchum (43%), Hailey (29%), Sun Valley (7%), Bellevue (7%), Carey (2%), unincorporated Blaine County (8%) and other locations.
- A regional workforce - Ketchum (52%), Hailey (25%), Sun Valley (4%) Bellevue (4%).
- Homeowners (63%), Renters (28%) and individuals with other housing situations (9%).
- **1% of respondents indicated they were currently experiencing homelessness.**
- **8.5% of respondents identified as Hispanic or Latino.**
- A range of household incomes from under \$15,000 to over \$1,000,000.
- Average household size of 2.5 individuals.

Where Respondents Reside



Housing Analysis

Method

- Standard data sources such as U.S. Census, American Community Survey (ACS), HUD
- Shared local data and reports
- Worked to synthesize, pare down and focus in

Purpose

- Center the key trends likely influencing Ketchum's housing crisis.
- Cross-walk with anecdotal information, local knowledge and narratives.

Honoring local and historical data

- Visit Sun Valley
- Blaine County Housing Authority
- Sun Valley Realtors
- Previous City Needs Assessments
- Sun Valley Company
- Sun Valley Economic Development
- ARCH Community Housing Trust

EXECUTIVE SUMMARY

- Key trends in Ketchum
- Countywide trends
- Estimated demand by 2030



Key Trends and Conclusions (7) - Ketchum

Topline summary: Ketchum has an increasingly challenging housing environment for local, year-round residents, especially those earning 120% or below of the area's median income (AMI). The lack of supply is translating into Ketchum losing its local workforce and limiting housing opportunity for people at differing stages of life. The underlying fundamentals follow a consistent and worsening trend over at least the past two decades:

1. Long-term rentals have decreased in Ketchum,
2. Affordability for renting or owning has not improved,
3. Residential development (non-seasonal/non-luxury) has slowed,
4. Seasonal and short-term rentals have increased,
5. Housing costs (rent/own) have increased,
6. Land available for development is constrained,
7. Local residents are experiencing literal homelessness.

“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*).

Take-away: Housing strategy and actions should focus on addressing each key trend.

Key Trends and Conclusions – Blaine County

Topline summary: A high-level scan indicates that Blaine County and the cities within it are all experiencing concerning trends and reaching a “*housing tipping point.*”

- Demand is increasingly outpacing supply.
 - Household incomes and housing costs are not aligned.
-

Blaine County and its cities are experiencing trends and challenges like those experienced by Ketchum (*see summary of trends on previous slide*). The underlying fundamentals match Ketchum’s and follow a consistent trend over at least the past 10 years.

These challenges may currently be less pronounced for some communities, as there is some variation among municipalities within the County.

A fuller examination of countywide and municipal housing and population data, as well as sharing development cost and land analysis data may reveal important nuances and is an important step to inform a more effective and collaborative countywide housing strategy.

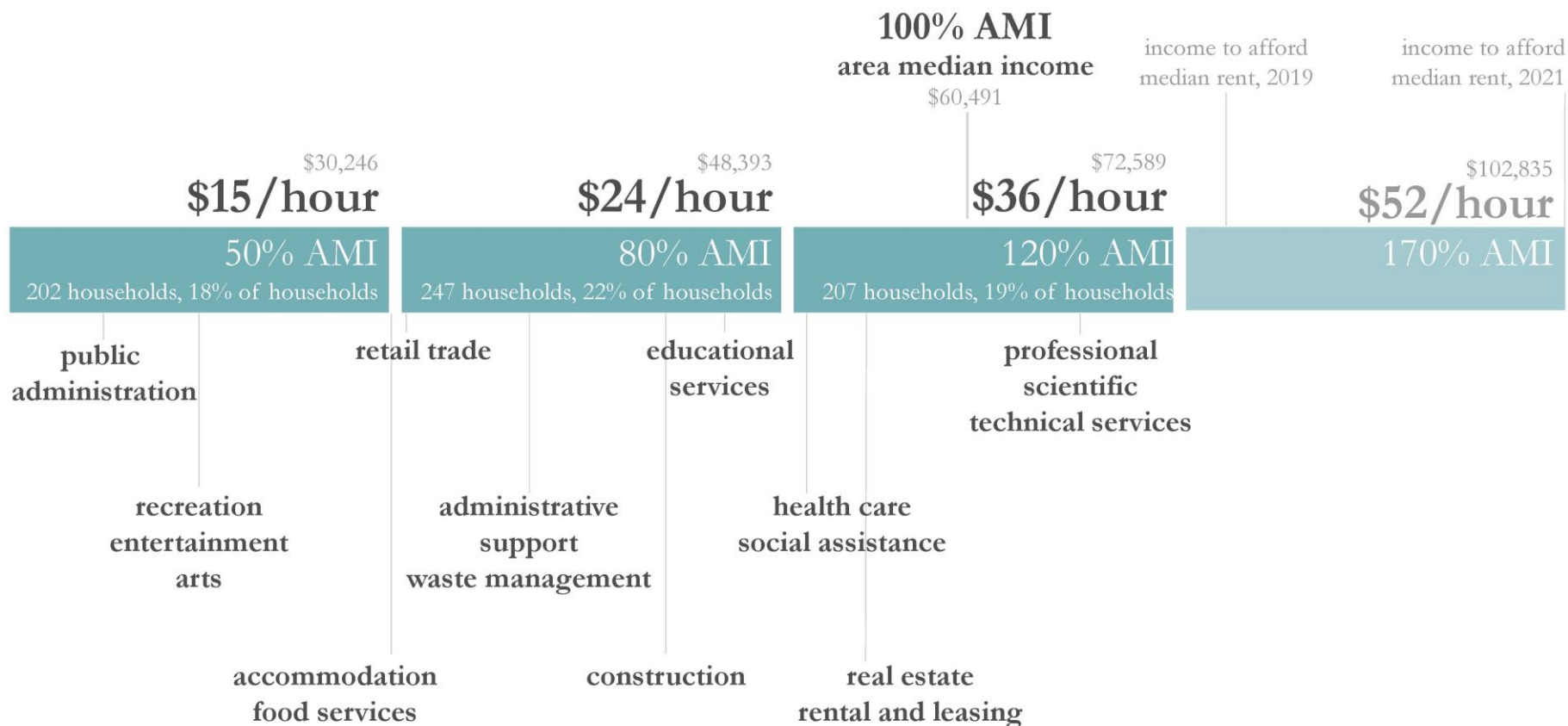
Housing Model Projection – Ketchum 2030

	HISTORIC GROWTH (1% per year)	HIGH GROWTH (3% average)
Current Households in need of stabilization/at-risk (includes cost burdened, people experiencing homelessness, substandard housing, overcrowding)	436	436
Total New Households by 2030 (population growth)	+224	+546
Total Households Units by 2030 Can include: <ul style="list-style-type: none"> • Convert existing units to affordable rents • New construction • Rent assistance and stabilization 	660	982
Units needed per year to keep pace with growth and address at-risk populations	66 units/year	98 units/year

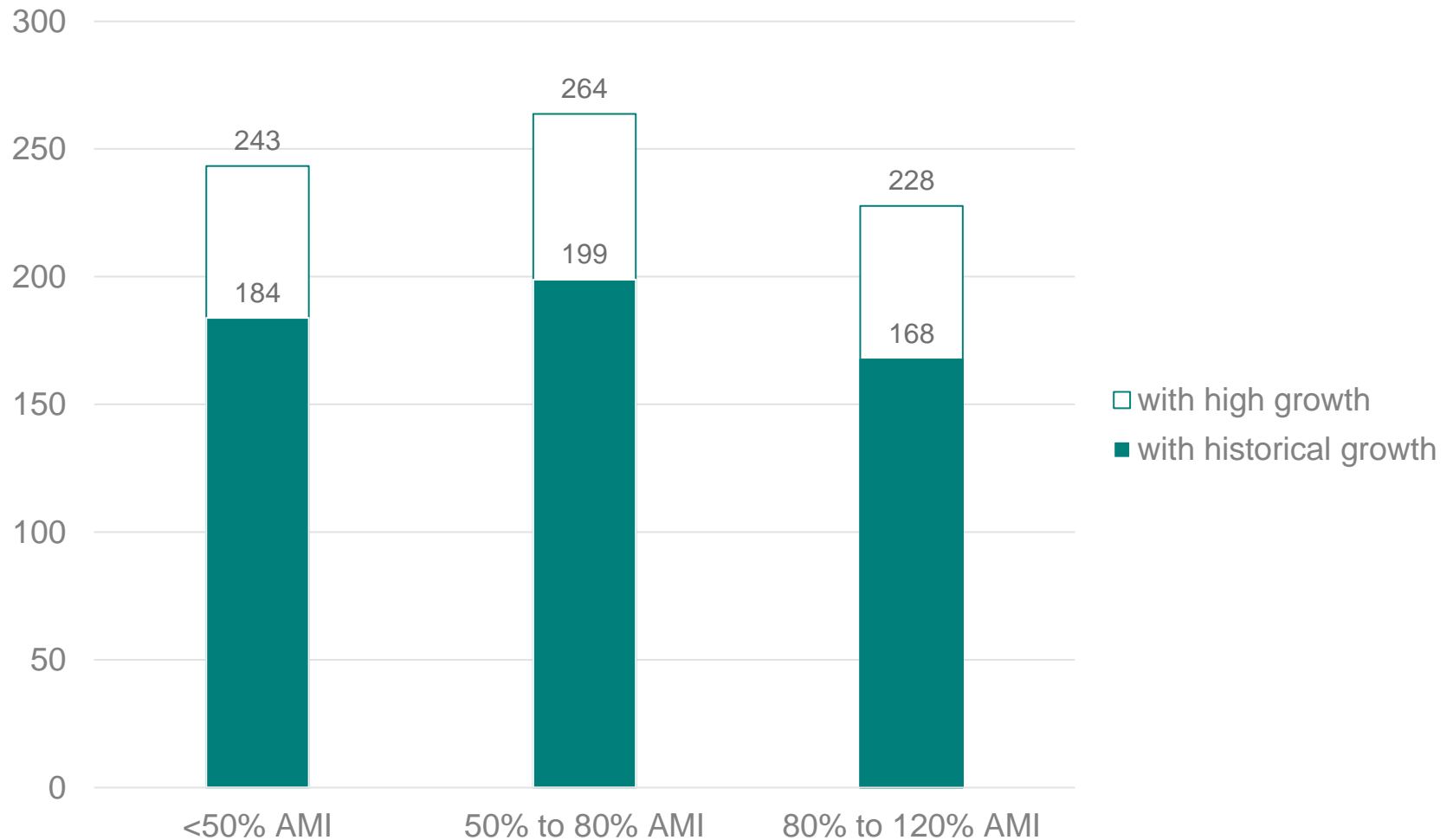
Current Households by AMI breakout (below 120%)

Ketchum households by industry median earnings, full-time 2019

Median = the middle value. 50% of industry workers earn below and 50% earn above the median.



Ketchum projected demand by AMI (below 120%)



Initial Housing Model Projection – Blaine County 2030

	HISTORIC GROWTH (1% per year)	HIGH GROWTH (3% average)
Current Households in need of stabilization/at-risk Includes: <ul style="list-style-type: none"> • cost burdened households • people experiencing homelessness • people living in substandard housing, • households with overcrowding 	3,041	3,041
Total New Households by 2030 (population growth)	1,675	3,320
Total Households Units by 2030 Units can include: <ul style="list-style-type: none"> • Convert existing units to affordable rents • New construction • Rent assistance and stabilization 	4,717	6,361
Units needed per year to keep pace with growth and address at-risk populations	471 units/year	636 units/year

Affording housing is [^]challenging increasingly

Ketchum

Cost burdened households = about 40%

Since 2010, the # of lower-earning households of \$75,000 or less, annually jumped from 57% to 60%

\$800-\$1,800 = affordable range of housing costs for households 120% AMI and below.

Average Household Size for renters increased from 1.74 to 2.92 between 2010-2019.

Blaine County

Cost burdened households = about 33%

Since 2010, the # of lower-earning households of \$75,000 or less, annually jumped from 60% to 63%

\$700-\$1,700 = affordable range of housing costs for households 120% AMI and below.

Average Household Size for renters increased from 2.31 to 3.01 between 2010-2019.

(cost burdened = paying more than 30% of household income for housing costs – this is consistent over the past decade and is true for both homeowners and renters)

Source: U.S. Census and HUD Data Exchange

I. Context Summary

Questions?

Feedback?



Community Housing Action Plan Stages

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2. Action Plan Development

Step 2:

- Vision and Goals
- Task Force Input
- Other Outreach

Draft Action Framework

Vision: Increase access, create, and preserve enough homes for residents at varying 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.



Draft Action Framework

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

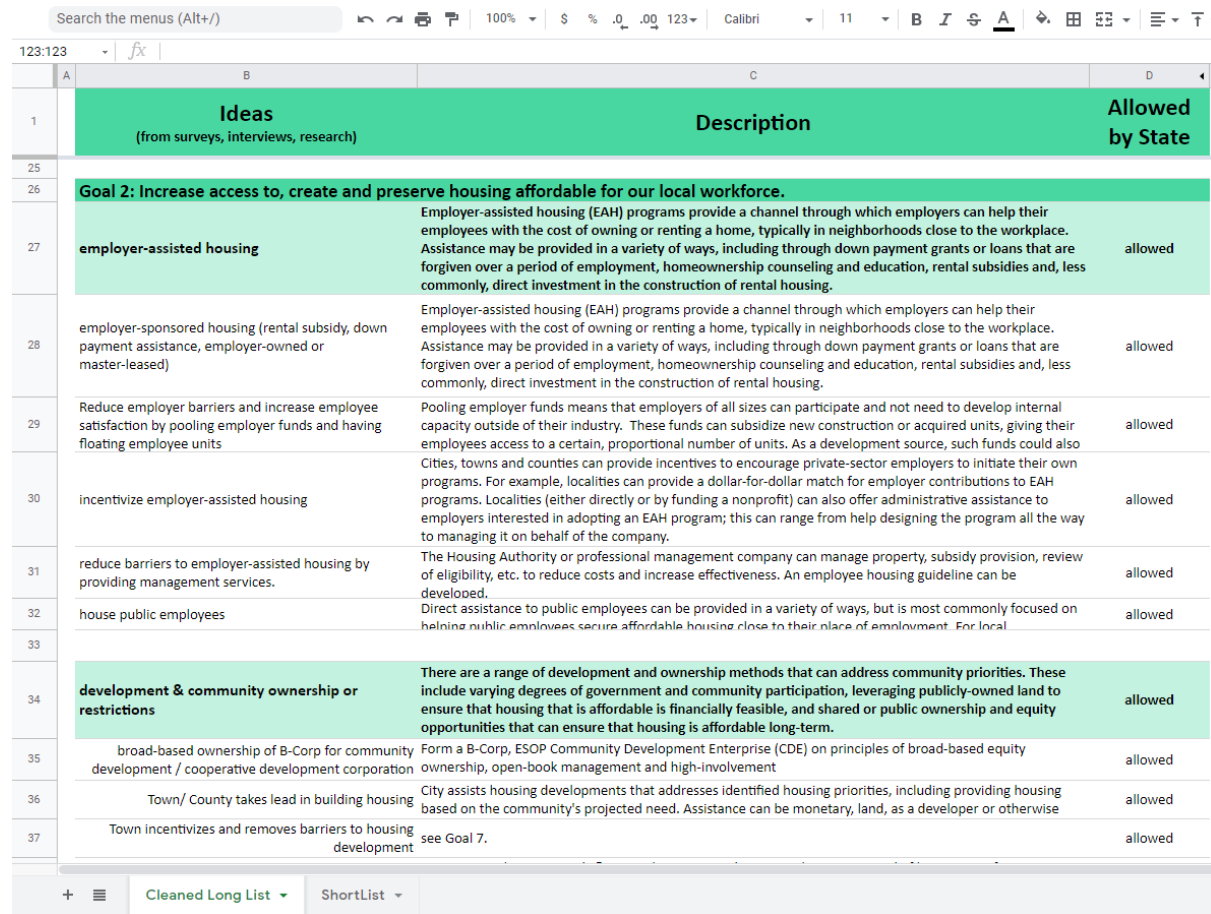
Increase responsiveness and effectiveness of the housing systems.

- 4. FUND:** Increase resources to support housing efforts.
- 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.

Housing Toolkit – “Big List”

This is a key research resource (“encyclopedia of possibilities”) we will continue to refine and pull from for the Housing Action Plan.

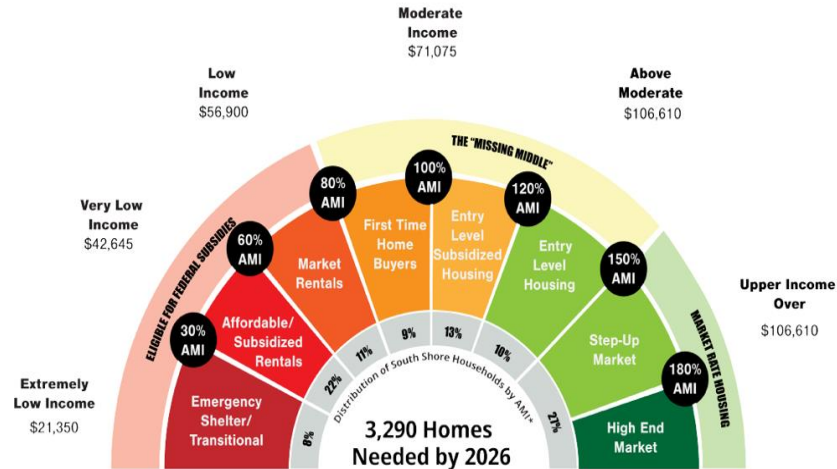
[see updates live](#)



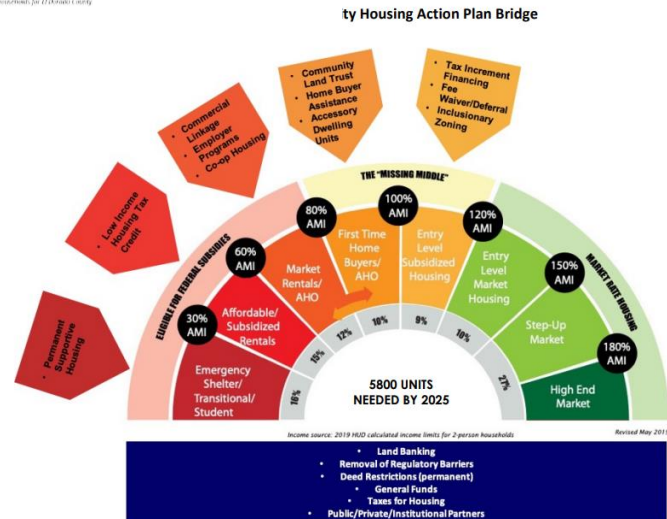
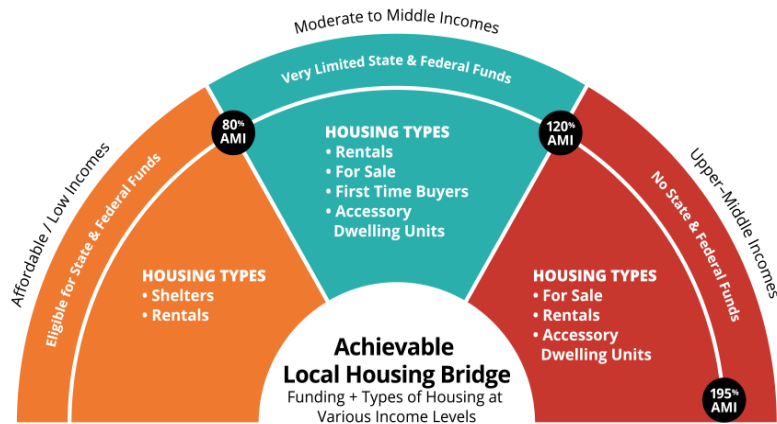
The screenshot shows a spreadsheet with the following data:

	A	B	C	D
1		Ideas (from surveys, interviews, research)	Description	Allowed by State
25		Goal 2: Increase access to, create and preserve housing affordable for our local workforce.		
26		employer-assisted housing	Employer-assisted housing (EAH) programs provide a channel through which employers can help their employees with the cost of owning or renting a home, typically in neighborhoods close to the workplace. Assistance may be provided in a variety of ways, including through down payment grants or loans that are forgiven over a period of employment, homeownership counseling and education, rental subsidies and, less commonly, direct investment in the construction of rental housing.	allowed
27		employer-sponsored housing (rental subsidy, down payment assistance, employer-owned or master-leased)	Employer-assisted housing (EAH) programs provide a channel through which employers can help their employees with the cost of owning or renting a home, typically in neighborhoods close to the workplace. Assistance may be provided in a variety of ways, including through down payment grants or loans that are forgiven over a period of employment, homeownership counseling and education, rental subsidies and, less commonly, direct investment in the construction of rental housing.	allowed
28		Reduce employer barriers and increase employee satisfaction by pooling employer funds and having floating employee units	Pooling employer funds means that employers of all sizes can participate and not need to develop internal capacity outside of their industry. These funds can subsidize new construction or acquired units, giving their employees access to a certain, proportional number of units. As a development source, such funds could also	allowed
29		incentivize employer-assisted housing	Cities, towns and counties can provide incentives to encourage private-sector employers to initiate their own programs. For example, localities can provide a dollar-for-dollar match for employer contributions to EAH programs. Localities (either directly or by funding a nonprofit) can also offer administrative assistance to employers interested in adopting an EAH program; this can range from help designing the program all the way to managing it on behalf of the company.	allowed
30		reduce barriers to employer-assisted housing by providing management services.	The Housing Authority or professional management company can manage property, subsidy provision, review of eligibility, etc. to reduce costs and increase effectiveness. An employee housing guideline can be developed.	allowed
31		house public employees	Direct assistance to public employees can be provided in a variety of ways, but is most commonly focused on helping public employees secure affordable housing close to their place of employment. For local	allowed
32		development & community ownership or restrictions	There are a range of development and ownership methods that can address community priorities. These include varying degrees of government and community participation, leveraging publicly-owned land to ensure that housing that is affordable is financially feasible, and shared or public ownership and equity opportunities that can ensure that housing is affordable long-term.	allowed
33		broad-based ownership of B-Corp for community development / cooperative development corporation	Form a B-Corp, ESOP Community Development Enterprise (CDE) on principles of broad-based equity ownership, open-book management and high-involvement	allowed
34		Town/ County takes lead in building housing	City assists housing developments that addresses identified housing priorities, including providing housing based on the community's projected need. Assistance can be monetary, land, as a developer or otherwise	allowed
35		Town incentivizes and removes barriers to housing development	see Goal 7.	allowed

Many Communities Using Housing Bridges

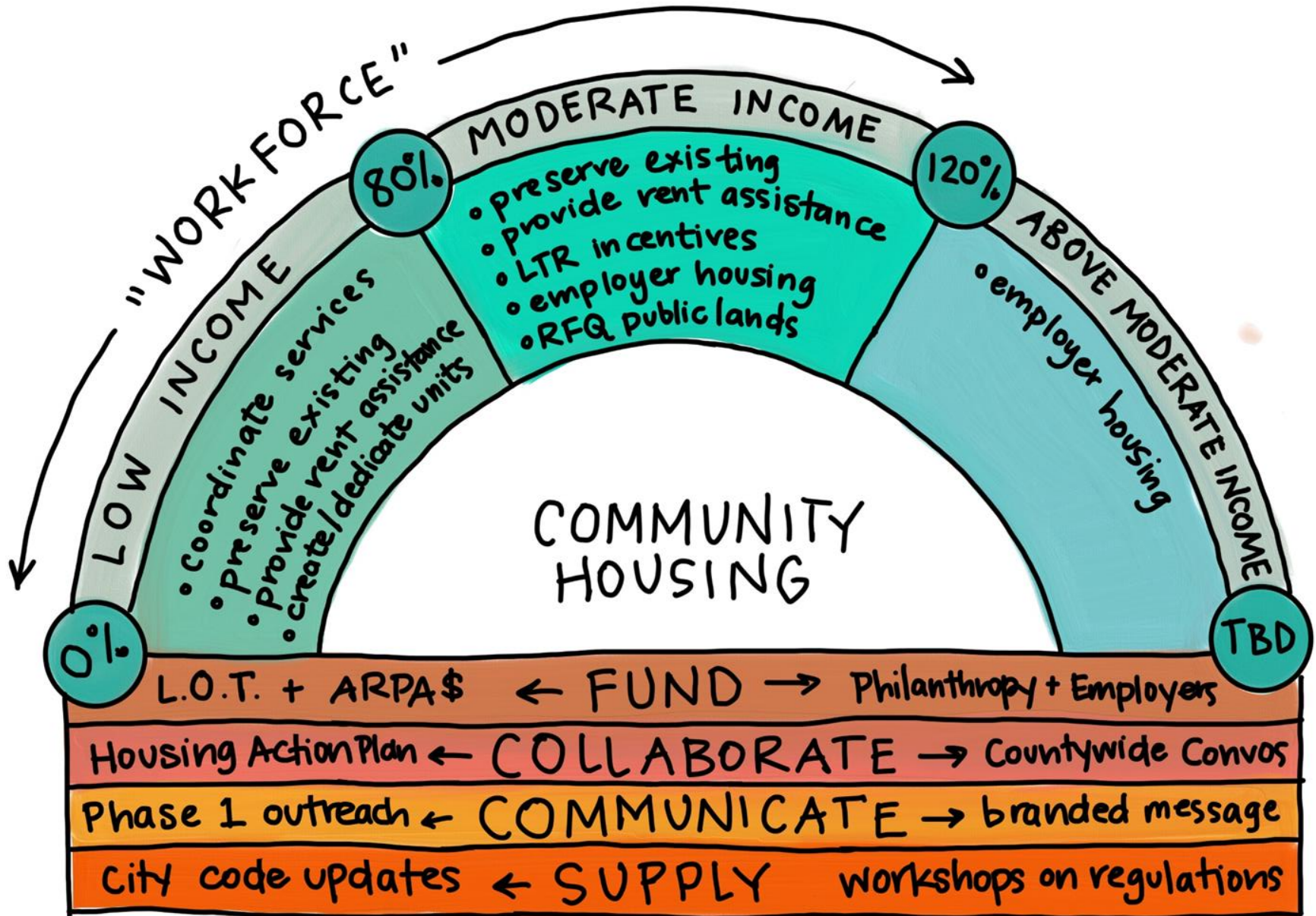


Source: 2019 HUD calculated income limits for 2-person households for Elizabeth County



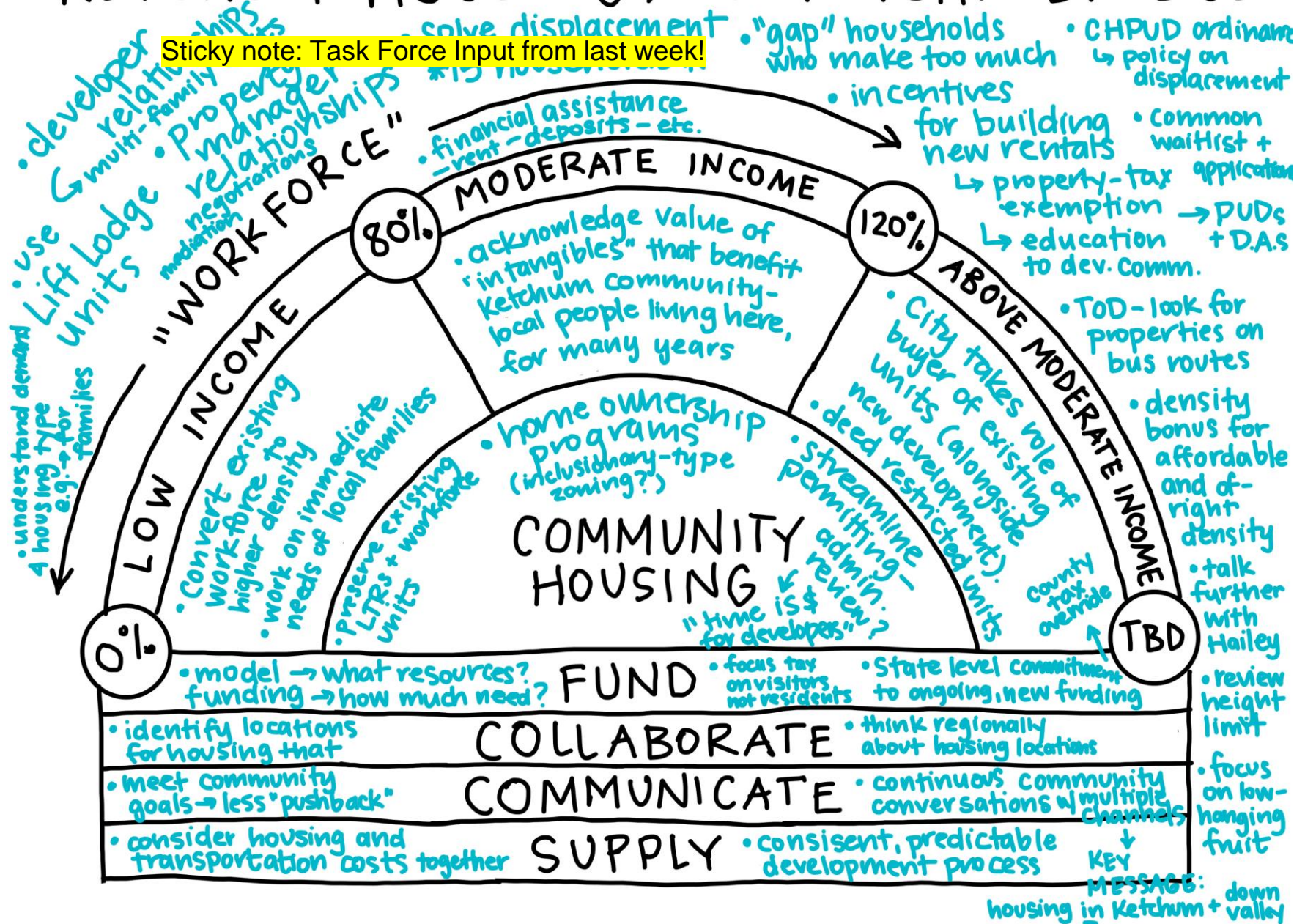
Income source: 2019 HUD calculated income limits for 2-person households. Revised May 2019

KETCHUM HOUSING ACTION PLAN BRIDGE



KETCHUM HOUSING ACTION PLAN BRIDGE

Sticky note: Task Force Input from last week!



Wins & Accomplishments in 4.5 Months!

- ✓ **Local Coordination for Housing Launched:**
Task Force Meetings (2)
- ✓ **Understand Our Needs:**
General alignment on 2022 Housing Needs Data
- ✓ **Researched Our Options:**
Development of Mountain Town Housing Toolbox
- ✓ **Funding for Housing in Progress:**
Ballot language moving forward to expand LOT to include housing
- ✓ **Regional Coordination Kicked-Off:**
County Housing Partnership Framework Conversation
- ✓ **Housing Action Plan Framework Drafted:**
Vision, Principles, Goals
- ✓ **Community Engaged:**
Kicked off outreach efforts, surveys conducted, more to come!

ACCOMPLISHMENTS – as of January 31, 2022/

ACTIVITIES	
Housing Solutions	
• Bluebird project	A
• Mountain Housing Toolkit	De
• "Short List" of priorities	Dev
• Housing Action Plan	Fran
Funding & Resources	
• May LOT ballot	Conce
• County ARPA funding	Force,
• IHFA funding applications (August)	Evaluat
• Ketchum Housing Strategist	Evaluat
Collaborate	
• Countywide Conversation/one-on-one meetings to establish support for a Blaine County Regional Housing Partnership	Agreement
• Blaine County Housing Authority	organizing
• Joint Work Session	???
Communicate	
• Community Housing Survey (Nov-Jan)	Today's meet
• Stakeholder Interviews	1,117 responses shared with par
	Completed 30+

Ketchum Housing [Matters](#) | Joint Work Session Packet, February 8, 2022

Parallel Timelines

OCT 2021 NOV DEC JAN 2022 FEB MAR APR MAY JUN JUL AUG SEP OCT

Ketchum Housing Action Plan

Survey and Research	Task Force Meetings and Action Planning	Work to Implement Action Plan
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Local Option Tax for Community Housing

OCT: City Council Direction	MAR 18: Ballot Language Due	MAY: Decision before voters	OCT: \$\$\$
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Regional Partner Conversations/ARPA

County ARPA funds designated for housing	Countywide Conversation on Regional Partnership	Create structure and agreements for Regional Partnership?	Apply to County for project funding
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Housing Development Projects

(Manage existing projects in development)	APRIL: Developer RFPs	MAY: Identify Proposal	AUG: IHFA Funding Applications Due
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Coordinating Roundtable Worksheet

Who	Potential Project Priorities	Timeframe	Feedback/Comments
Ketchum City Council	<ul style="list-style-type: none"> ○ LOT language and election ○ Housing Action Plan <ul style="list-style-type: none"> ▪ Approval ▪ Sponsoring Valley coordination ○ Leadville lot ○ Downtown parking plan 		
Planning and Zoning Commission	<ul style="list-style-type: none"> ○ Establish minimum density requirement in multi-family, tourist and community core zoning districts ○ Eliminate or reduce minimum lot size in residential zoning districts ○ Permit multi-family development to occur in all residential zoning districts, including single-family zones 		
Ketchum Urban Renewal Agency	<ul style="list-style-type: none"> ○ Prepare request to develop First St. & Washington Ave. property ○ Purchase property for future housing development ○ Contribute funding towards deed restricted housing projects 		

Joint Work Session

- What's next?
- Meet again?
- Send any ideas or questions to:
cconnelly@ketchumidaho.org

**Housing Matters Initiative:
Update & Coordination Session**

THANK YOU!

