



City of Ketchum

CITY COUNCIL MEETING AGENDA MEMO

Meeting Date: Staff Member/Dept:

Agenda Item:

Recommended Motion:

No formal action is requested for this agenda item. Staff is requesting general direction from the Council regarding the elements of the existing City Housing Action Plan.

Reasons for Recommendation:

- Review existing needs assessment and associated future goals
- Review existing short- and long-term actions
- Mayor’s proposed areas for adjustment
- Council feedback on any areas of adjustment or missing items

Sustainability Impact:

None

Financial Impact:

None OR Adequate funds exist in account:	Funds for program contained in .5% LOT for Housing, In-Lieu Housing Trust Account and one-time capital contributions from General Fund.
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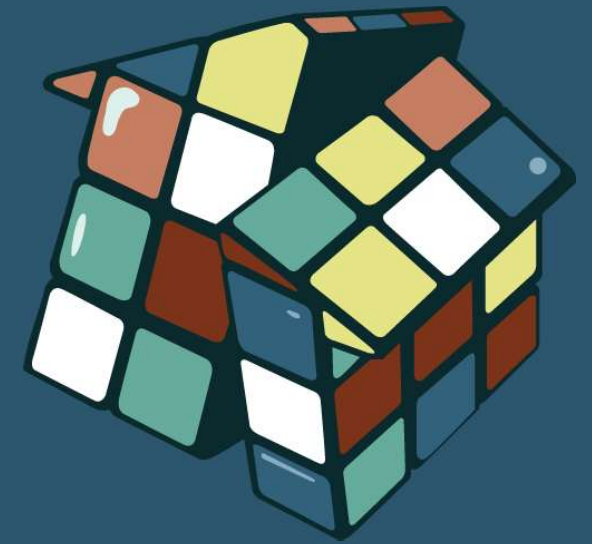
Attachments:

1. Housing Action Plan presentation with BCHA countywide info

STRATEGIC PLANNING

KETCHUM CITY COUNCIL

February 19, 2026





WHAT IS THE NEED

1

PROGRAM OVERVIEW

2

FAR EXCEEDANCE

**MIDDLE INCOME NEW
CONSTRUCTION**

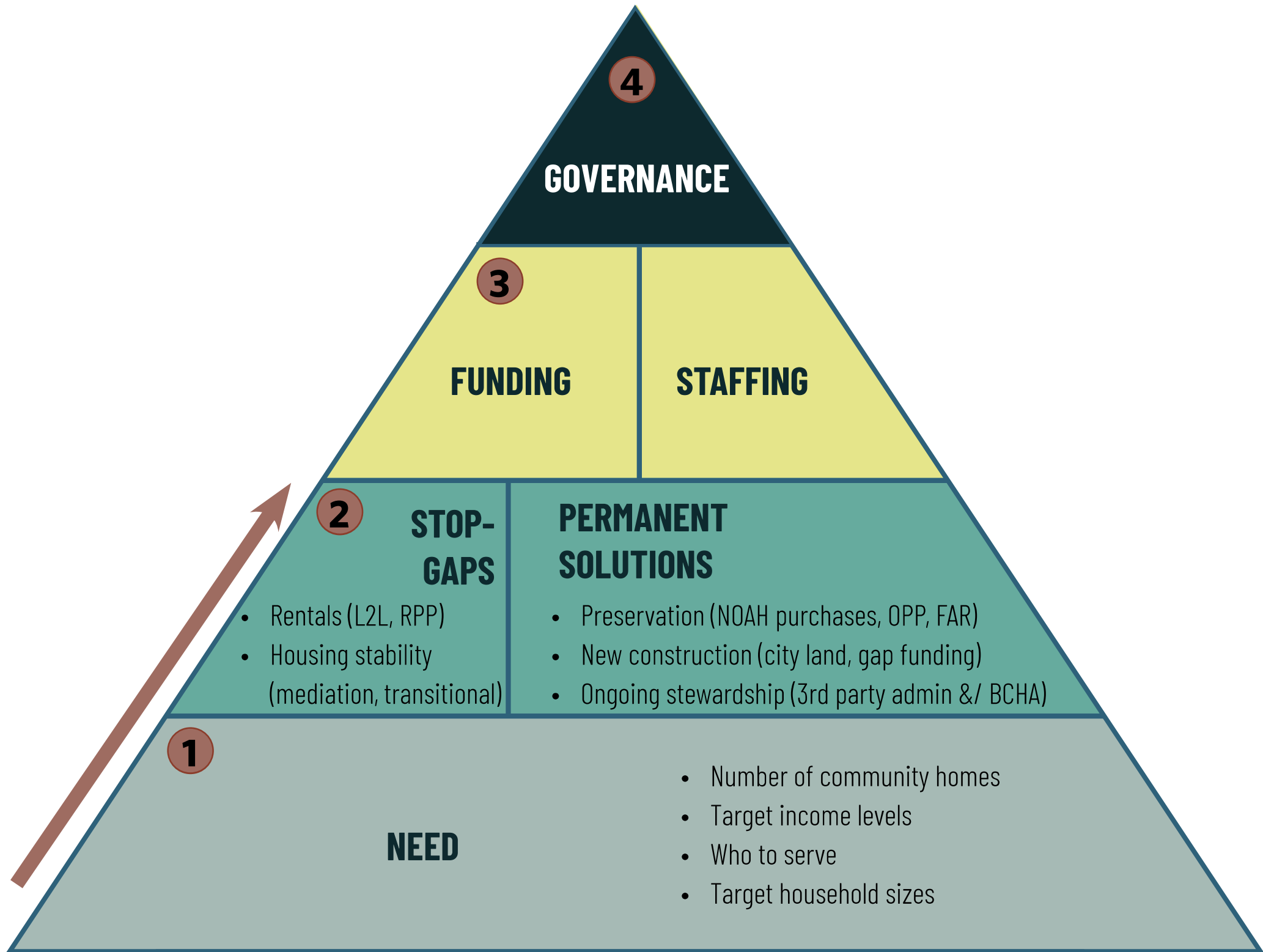
**OWNERSHIP &
PRESERVATION PROGRAM**

FUNDING + STAFFING

3

GOVERNANCE

4



POLICY QUESTIONS FOR COUNCIL, TODAY.

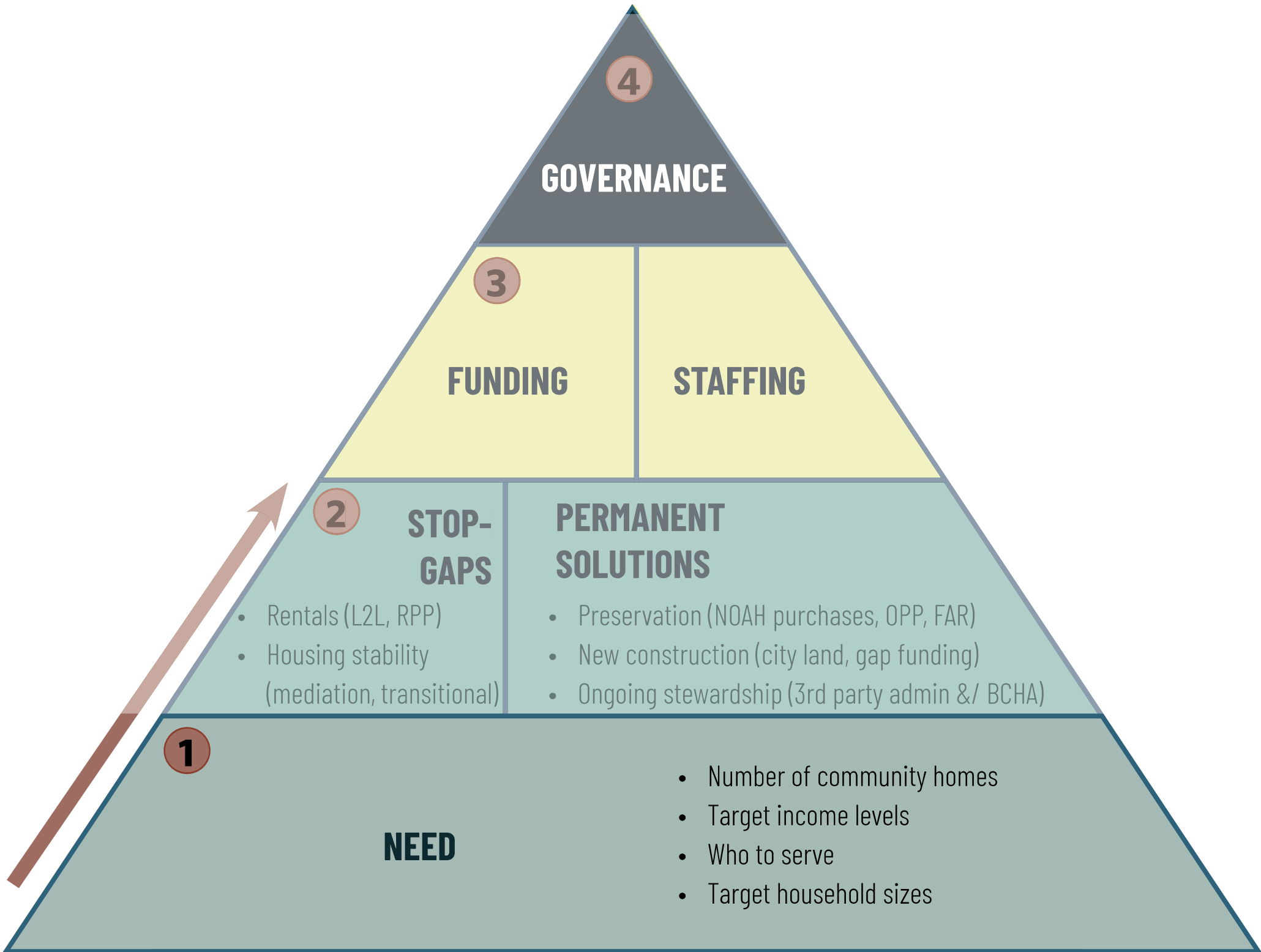
Does Council support....

NEED

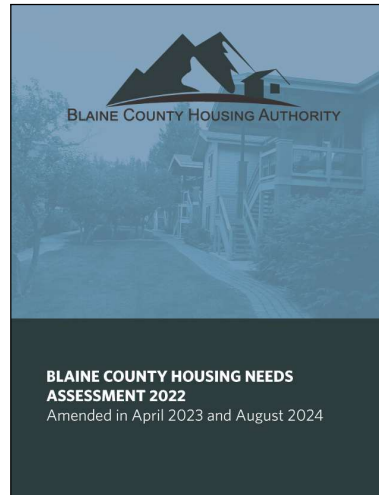
- 1** ... at least 550 new or preserved community homes by 2032?
- 2** ... distributing efforts to align with need across incomes?
- 3** ... 20% of housing funds spent countywide?
- 4** ... current prioritization of locals?
- 5** ... a mix of unit sizes to support a variety of household sizes?
- 6** ... furthering coordination, housing access, and housing stability?

PROGRAMS

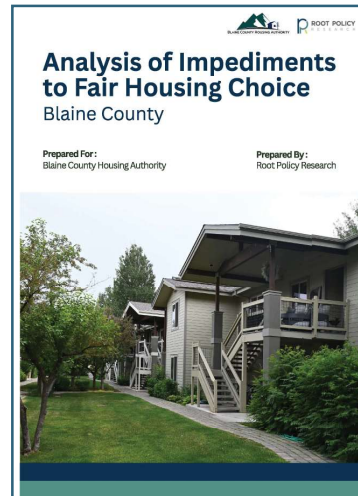
- 7** ... addressing the complex crisis from various angles?
- 8** ... pursuing actions within the outlined goal areas?



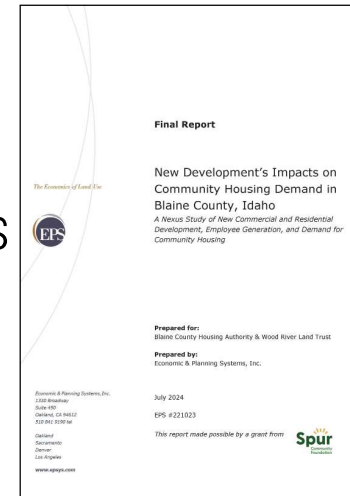
Housing Needs Assessment, 2022 + 2024



Analysis of Impediments to Fair Housing Choice 2025



Employee Generation Nexus Study 2024



informed decision making

There is a massive shortage of affordable homes in Ketchum.








QUANTITATIVE DATA

NEED BY 2032	Historic Growth 1% Annually	High Growth 3% Annually
New Households (population growth)	+227	+546
<i>Housing Units in Poor Condition</i>	16	16
<i>Households with Severe Overcrowding</i>	16	16
<i>Cost-Burdened Households</i>	368	368
<i>Experiencing Homelessness</i>	36	36
Current Households at risk of displacement or unhoused	+436	+436
Estimated need (preserved, converted, new community housing units)	663 total	982 total

- population growth is combination of growth with existing conditions (current employers, no new development) and as a result of new construction and new uses (see Nexus Study)

THE COMMUNITY NEED, CURRENT HOUSEHOLDS

NEED BY 2032	Historic Growth 1% Annually	High Growth 3% Annually
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Current Households at risk of displacement or unhoused	+436 	+436
Estimated need (preserved, converted, new community housing units)	663 total	982 total

- Doesn't include verbal or month-to-month leases, nor the 335 lost long-term rentals

THE COMMUNITY NEED, POPULATION GROWTH + CURRENT HOUSEHOLDS

NEED BY 2032	Historic Growth 1% Annually	High Growth 3% Annually
New Households (population growth)	+227	+546
<i>Housing Units in Poor Condition</i>	16	16
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- 660 minimum preserved, converted (from STR or seasonal), or new community housing by 2032
- For scale, that's equivalent to 20% to 30% of existing housing stock (peer community avg. 30%)

HISTORICAL AND PARALLEL HOUSING NEEDS ASSESSMENTS

580 units needed countywide for commuters + overcrowding
without current, cost-burdened households, population or employment growth

2,387 units needed countywide

480 units needed countywide for very low-income households

6,665 units needed countywide for low- & moderate-income households
4,700-6,600 units needed countywide

1996

ASI Associates

2006

Rees Consulting

2011

WIKSTROM

2021

The Concord Group

2022

Agnew::Beck

2023

BCHA
Agnew::Beck



Teton County, ID 5,300

Valley County, ID 1,200

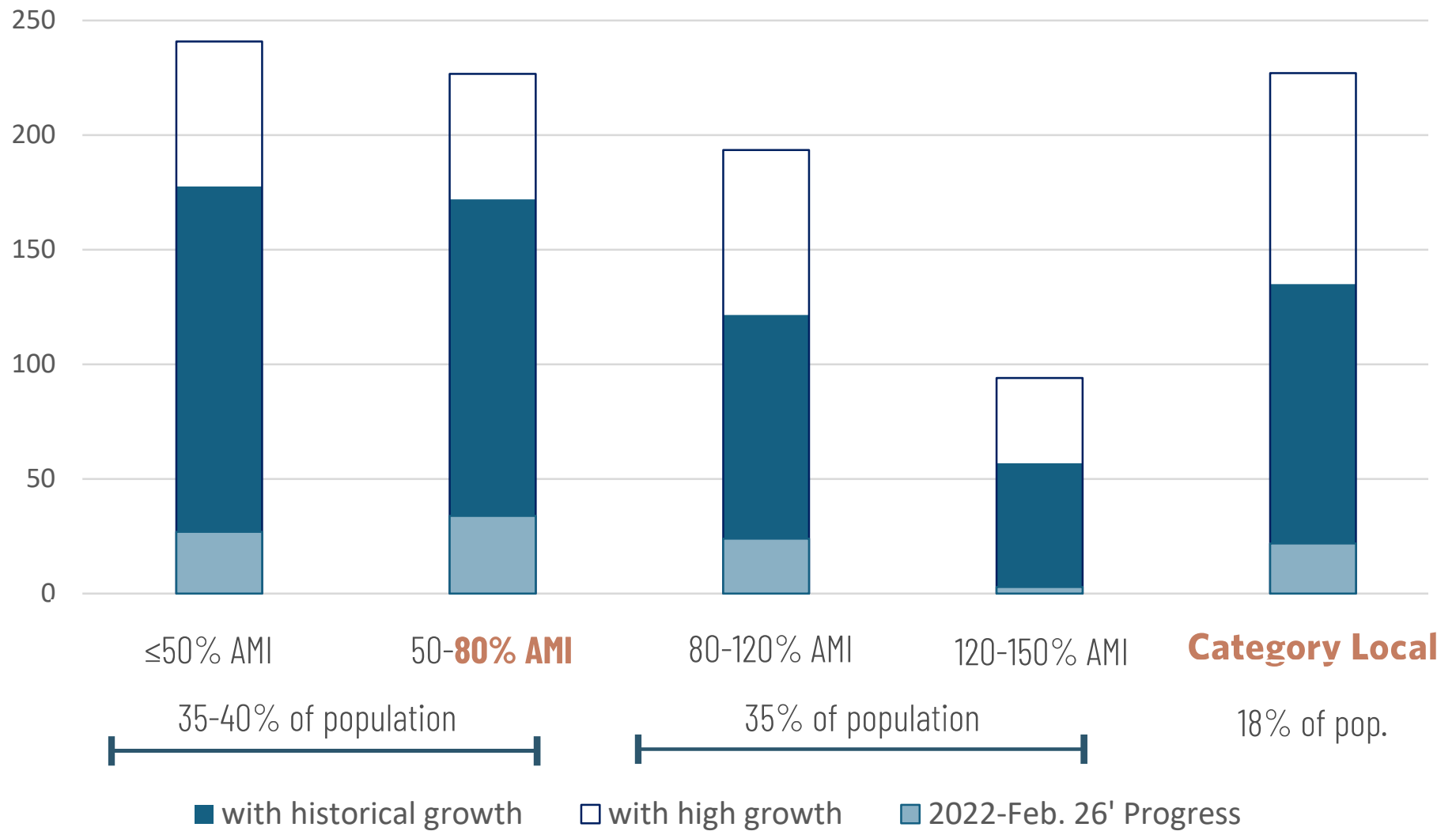
McCall, Cascade, Donnelly,
Meadows Valley

excludes cost-burdened

KETCHUM NEEDS COMMUNITY HOUSING AT EVERY INCOME LEVEL

2

10-Year Housing Unit Need by Household Income Level



Source: U.S. Census Bureau: ACS 5-year Estimates, 2019, 2021; HUD FY2024 50% VLI Income Limits, BCHA Income Limits: 4PP Household

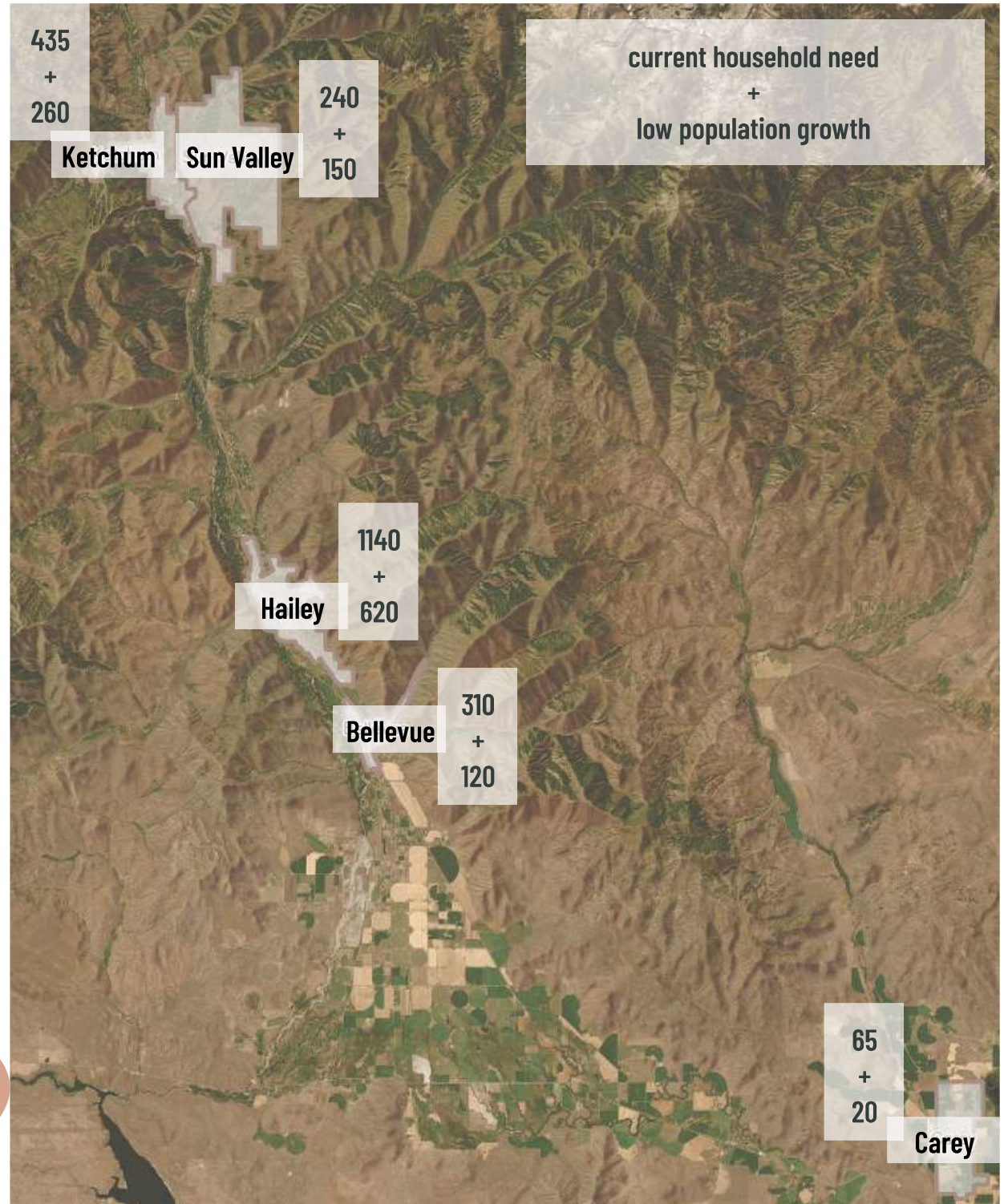
THINK REGIONALLY - ACT LOCALLY

3

2032, % housing funds
used countywide **20%**

FY2025 **6%**

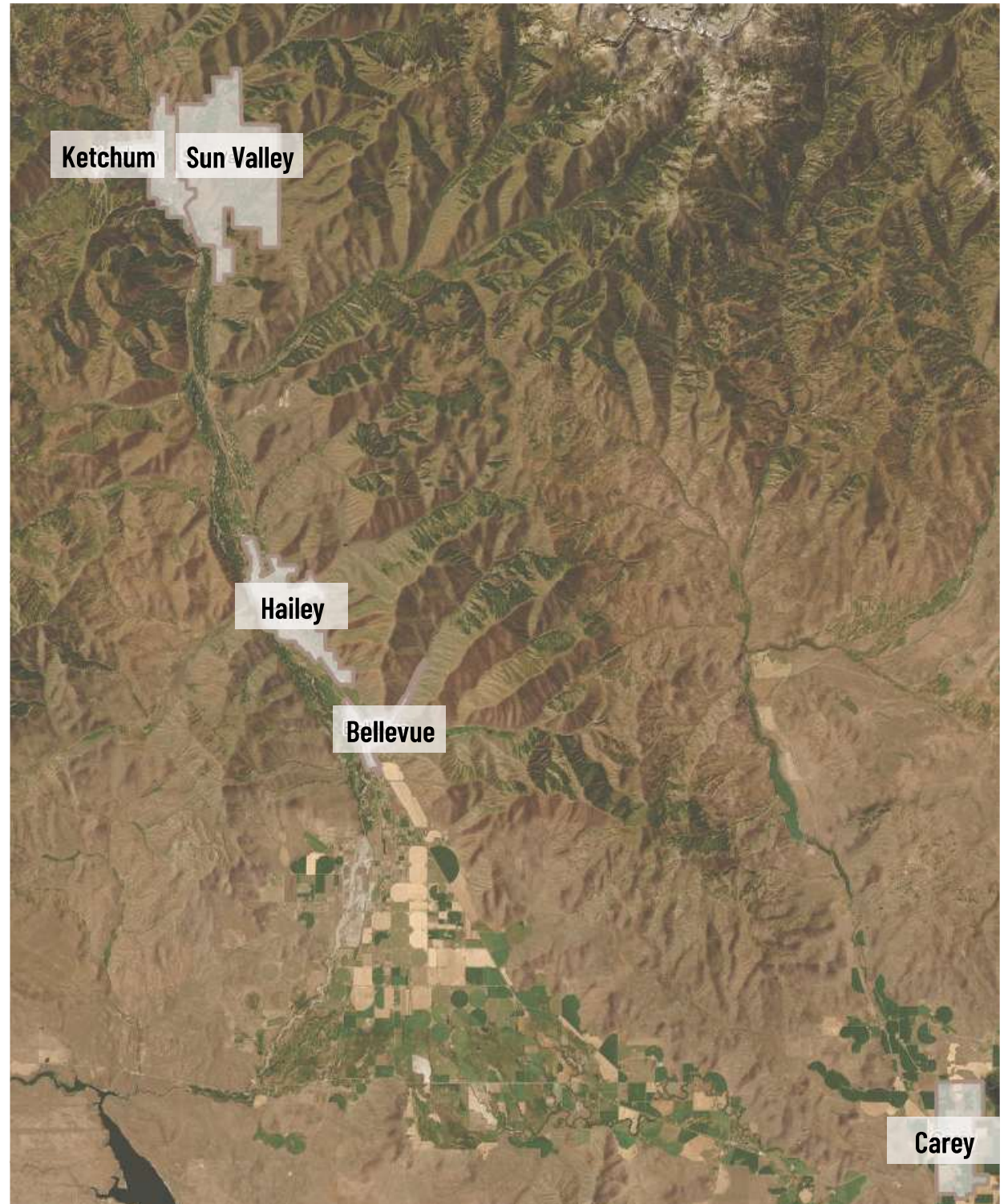
"People say they are for affordable housing, 'But it needs to be someplace else.' Attitudes need to change about who actually lives in affordable housing."
- Community Homeowner



WHERE DO PEOPLE WORK?

4

- 15% of Bluebird employees worked in Hailey at move-in, most transitioned so only 5% now
- Employees state they want flexibility in where they work
- Difficult to determine precise work location or who is served:
 - BCSD
 - Mountain Rides
 - Forest Service
 - Landscape / construction / trades / cleaners / nanny-shares
 - The Advocates, The Space, BCRD
 - Sterling Urgent Care
 - Clearcreek Disposal
 - Sun Valley Guides
 - The County

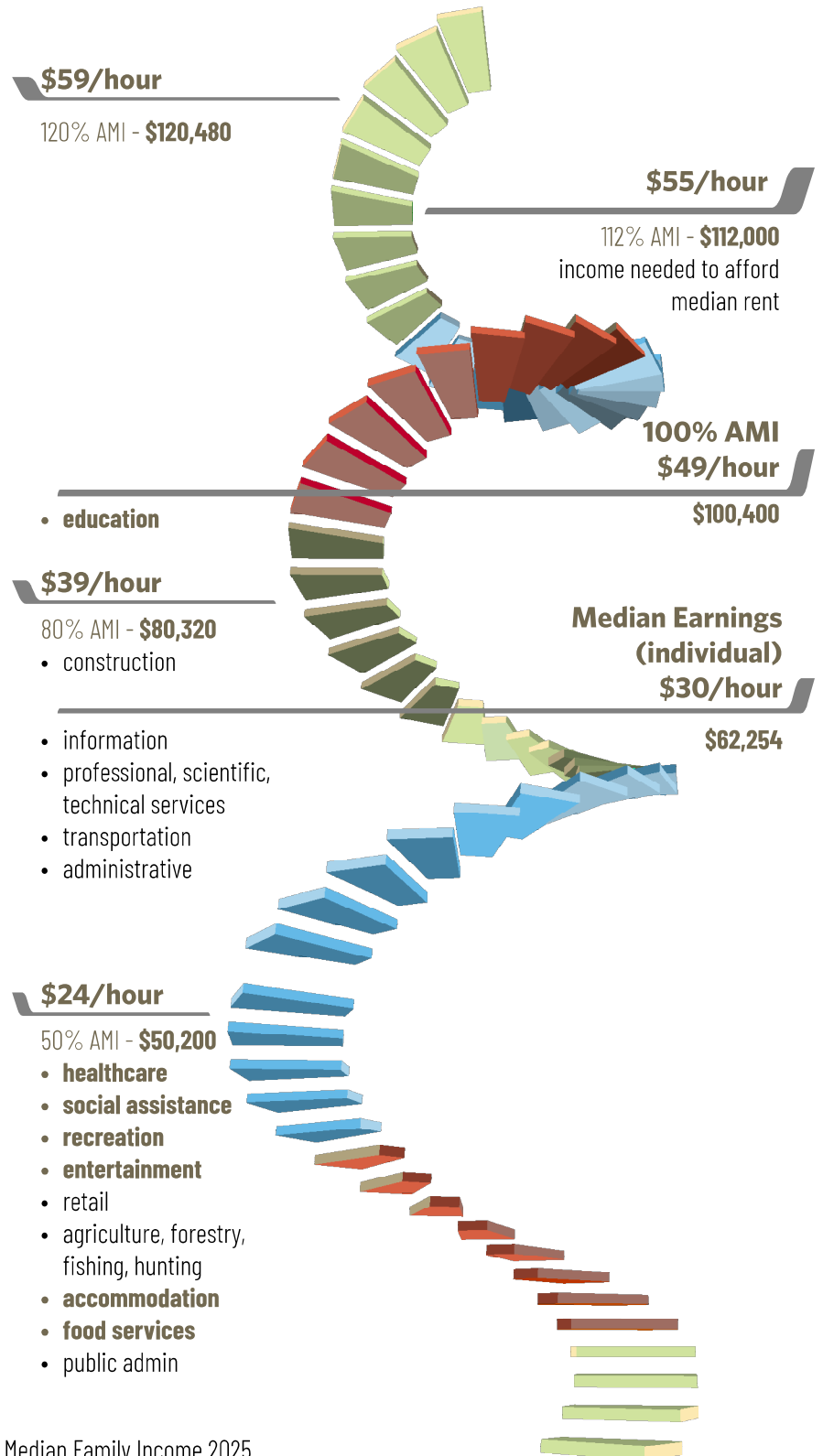


ONLY UPPER-INCOME HOUSEHOLDS CAN REALLY AFFORD THE 'MARKET'



BLAINE COUNTY MEDIAN EARNINGS BY INDUSTRY, ESTIMATES (FULL-TIME, YEAR-ROUND)

44% of households



THE COMMUNITY NEED

QUALITATIVE DATA

5



coordination

- shared vision
- non-duplication of efforts

housing access

- resource navigation, application support + primary point of entry
- first/last months rent + security deposit

housing stability

- emergency financial assistance
- landlord-tenant mediation

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

2010-2019



-335

rentals

~22% of 2010 households

+39%

seasonal/STR



The population is aging, with fewer children and more seniors - especially in the North County.

SOURCE: 2020 Decennial Census; 2023 5-year ACS and Root Policy Research; BCHA Community Housing Masterlist 2025

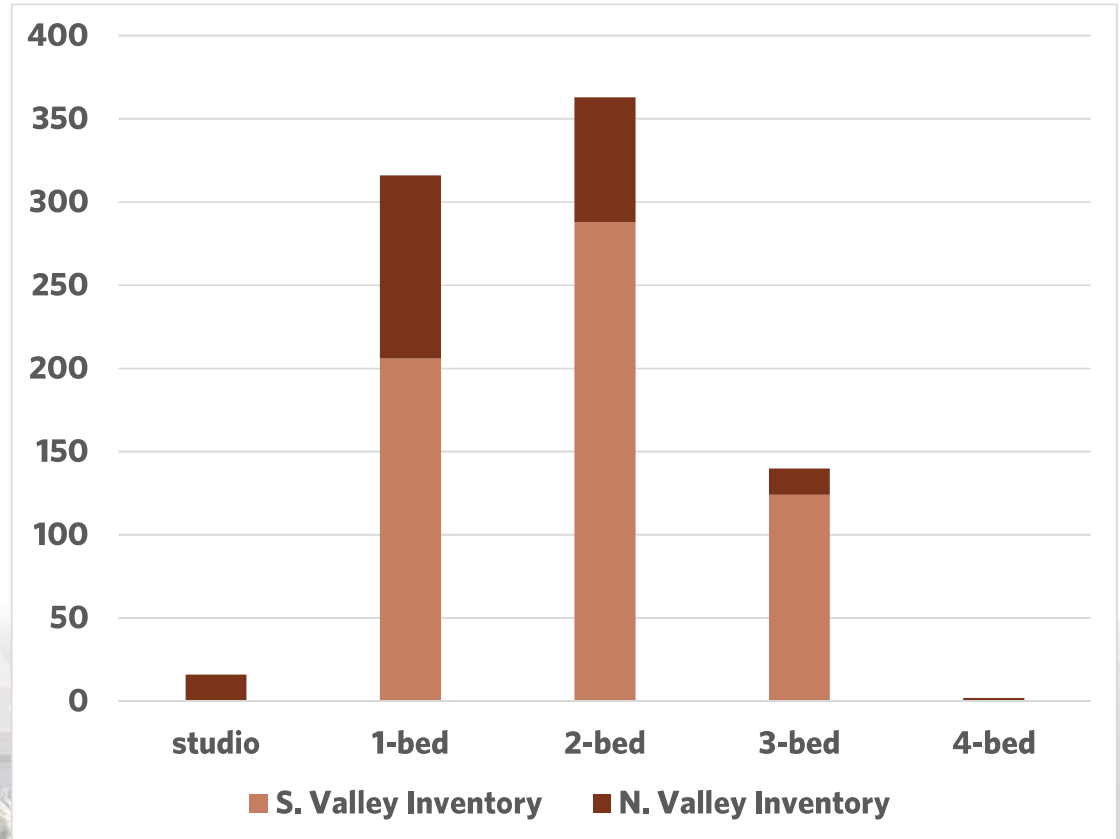
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Blaine County
 Median Age
40.4 → **45.5**
 2010 2023

North Blaine County
 Median Age
47.2 → **57**
 2010 2023

1/2 # of kids in Ketchum under 10 2010-2024

Community Homes by size (2024)



Ketchum's housing need allocated by unit size.

Informed by existing community housing inventory, BCHA's waitlist, and preference survey

	Recommended Goal	Community Housing added since 2022	Remaining
studio	15%	16	83
1-bedroom	30%	59	139
2-bedroom	25%	27	138
3-bedroom	25%	4	161
4-bedroom	5%	0	33
		106	554



Families and local workers are being displaced by wealthier, older residents.

RESIDENT INCOME
(IN AVG ADJUSTED GROSS INCOME)



\$80,000



\$260,000



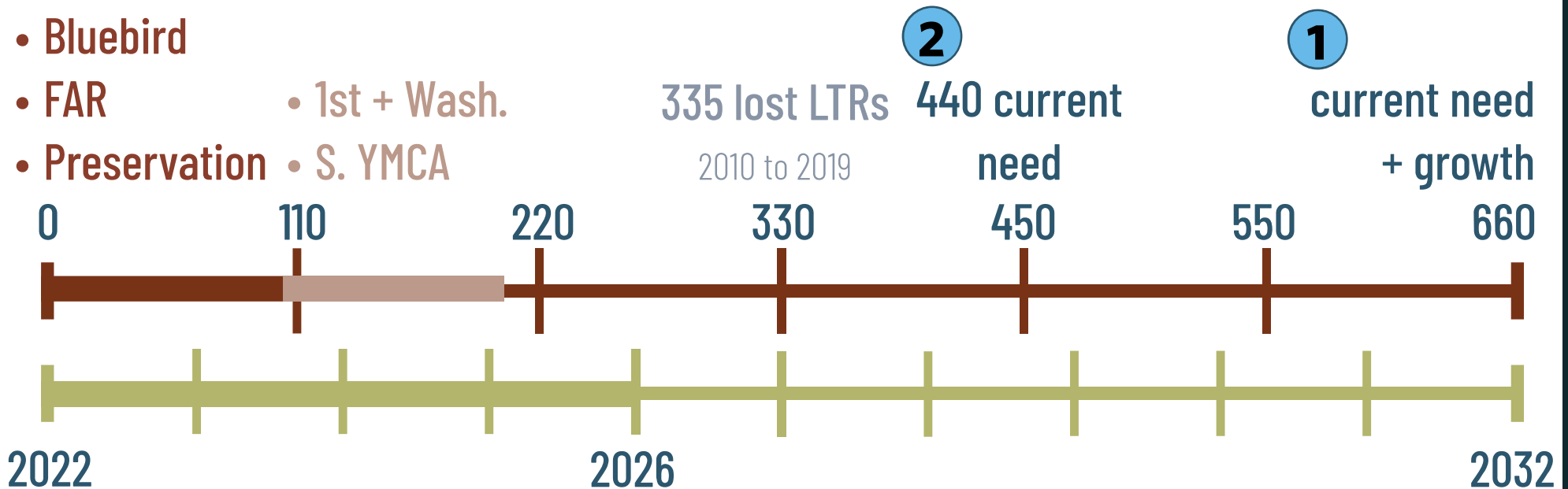
2.5x # of seniors
2010-2023

DOES COUNCIL SUPPORT AT LEAST 550 NEW OR PRESERVED COMMUNITY HOMES BY 2032?

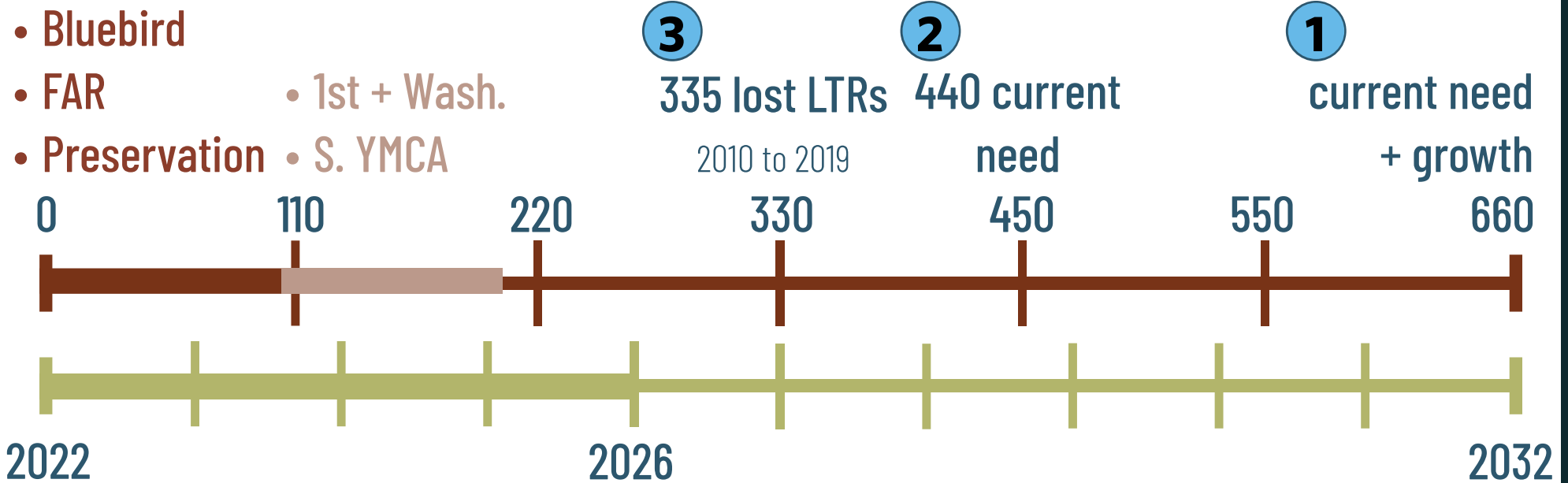
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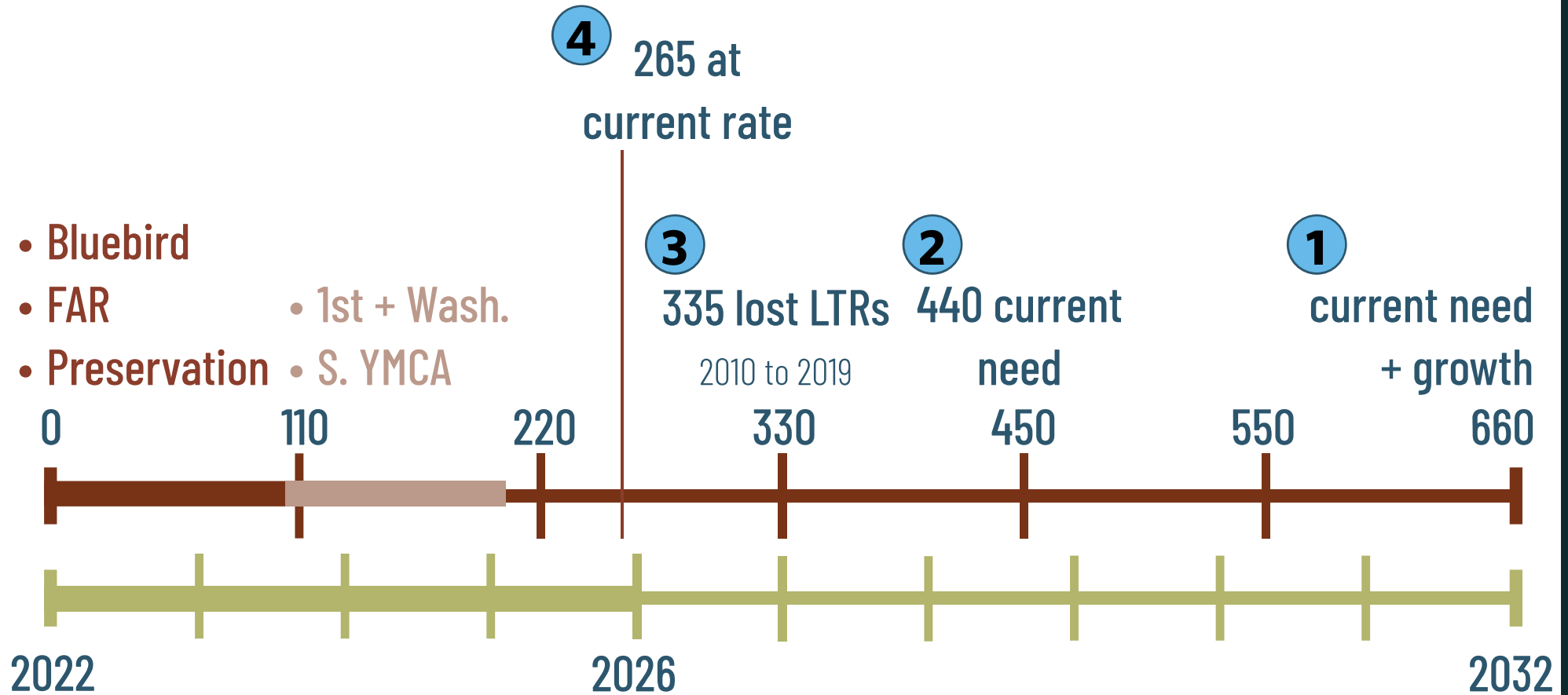
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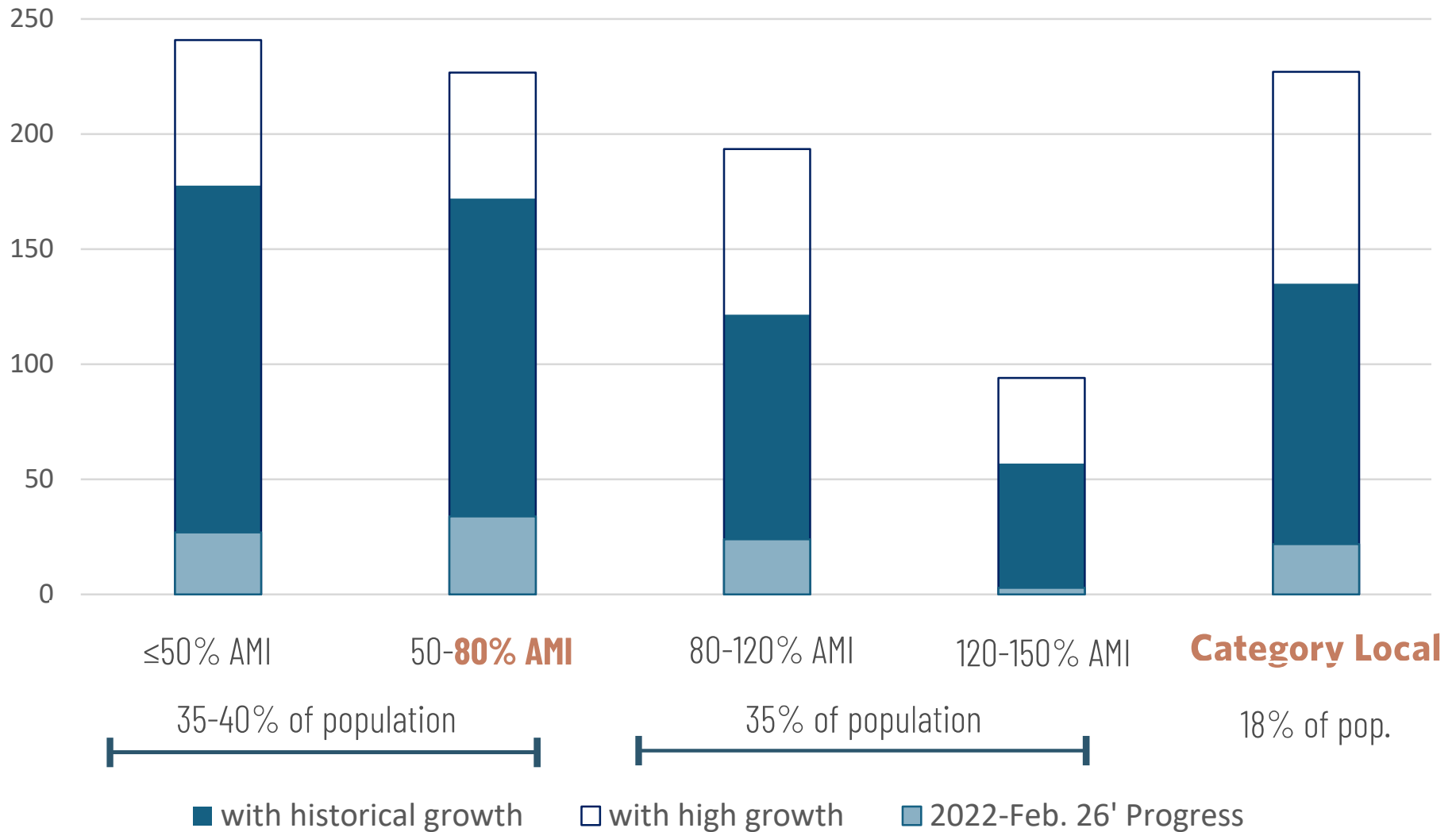


DOES COUNCIL SUPPORT AT LEAST 550 NEW OR PRESERVED COMMUNITY HOMES BY 2032?



DOES COUNCIL SUPPORT DISTRIBUTING EFFORTS TO ALIGN WITH NEED ACROSS INCOMES??

10-Year Housing Unit Need by Household Income Level



Source: U.S. Census Bureau: ACS 5-year Estimates, 2019, 2021; HUD FY2024 50% VLI Income Limits, BCHA Income Limits: 4PP Household

DOES COUNCIL SUPPORT 20% OF HOUSING FUNDS SPENT COUNTYWIDE?

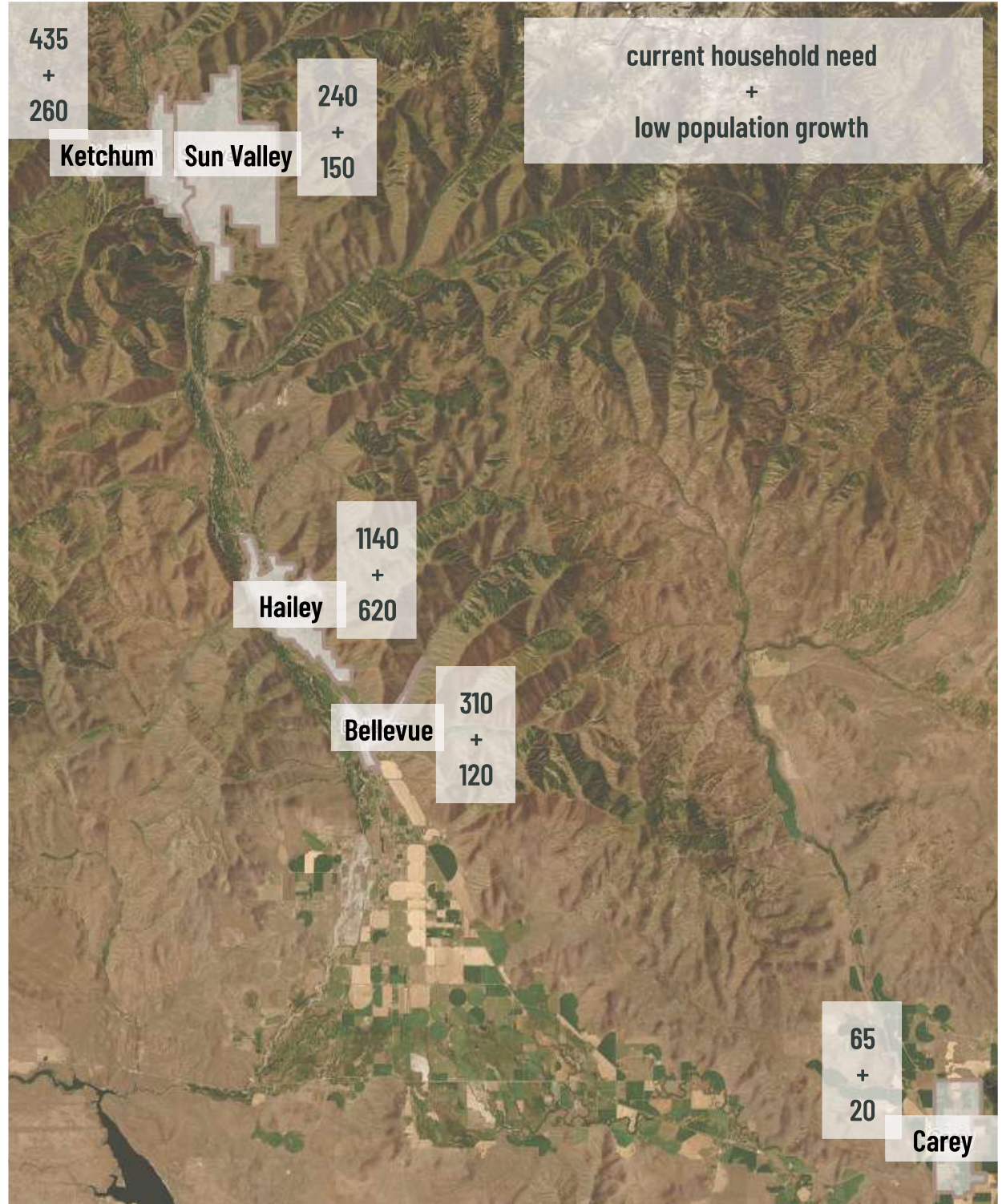
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2032, % housing funds used countywide

20%

FY2025

6%



DOES COUNCIL SUPPORT CURRENT PRIORITIZATION OF LOCALS?

Local Employee

A person who meets the definition of Employee as defined herein and for their work with one or more Local Employer(s) as defined herein.

- Employee: A person who is employed or offered employment and is working for a minimum of 1,500 hours worked per calendar year (average of 30 hours per week) for one or more employers (or self-employed). Exceptions to the minimum work hours include teachers and active-duty military personnel. Breaks in these employment requirements that do not disqualify applicants include temporary physical or mental disability, family medical leave, and education or training.
- Local Employer: A business whose business activity is primarily located within Blaine County, is licensed in Blaine County, and whose business employs person(s) physically working within Blaine County. Employers that create and manage short-term rentals are not considered a Local Employer.

Local Person with a Disability

A person who meets the definition of "Person with a Disability" and who either

- lived in Blaine County at least nine (9) out of every twelve (12) month period for the previous two years or
- was a Local Employee immediately prior to their disability.

Local Senior

A person 65 years or older who meets at least one of the following definitions:

- was a Local Employee for at least five of the six years prior to reaching age 65 (or older) and continued living at least nine (9) out of every twelve (12) month period in Blaine County since reducing work hours or retirement; and/or
- was a Local Employee for at least ten of the fifteen years prior to reaching age 65 (or older), and continued living at least nine (9) out of every twelve (12) month period in Blaine County since reducing work hours or retirement.

DOES COUNCIL SUPPORT THE RECOMMENDED UNIT SIZES TO SUPPORT A VARIETY OF HOUSEHOLD SIZES?

	Recommended Goal	Community Housing added since 2022	Remaining
studio	15%	16	83
1-bedroom	30%	59	139
2-bedroom	25%	27	138
3-bedroom	25%	4	161
4-bedroom	5%	0	33
		106	554



DOES COUNCIL SUPPORT FURTHERING THESE GOALS?

6



coordination

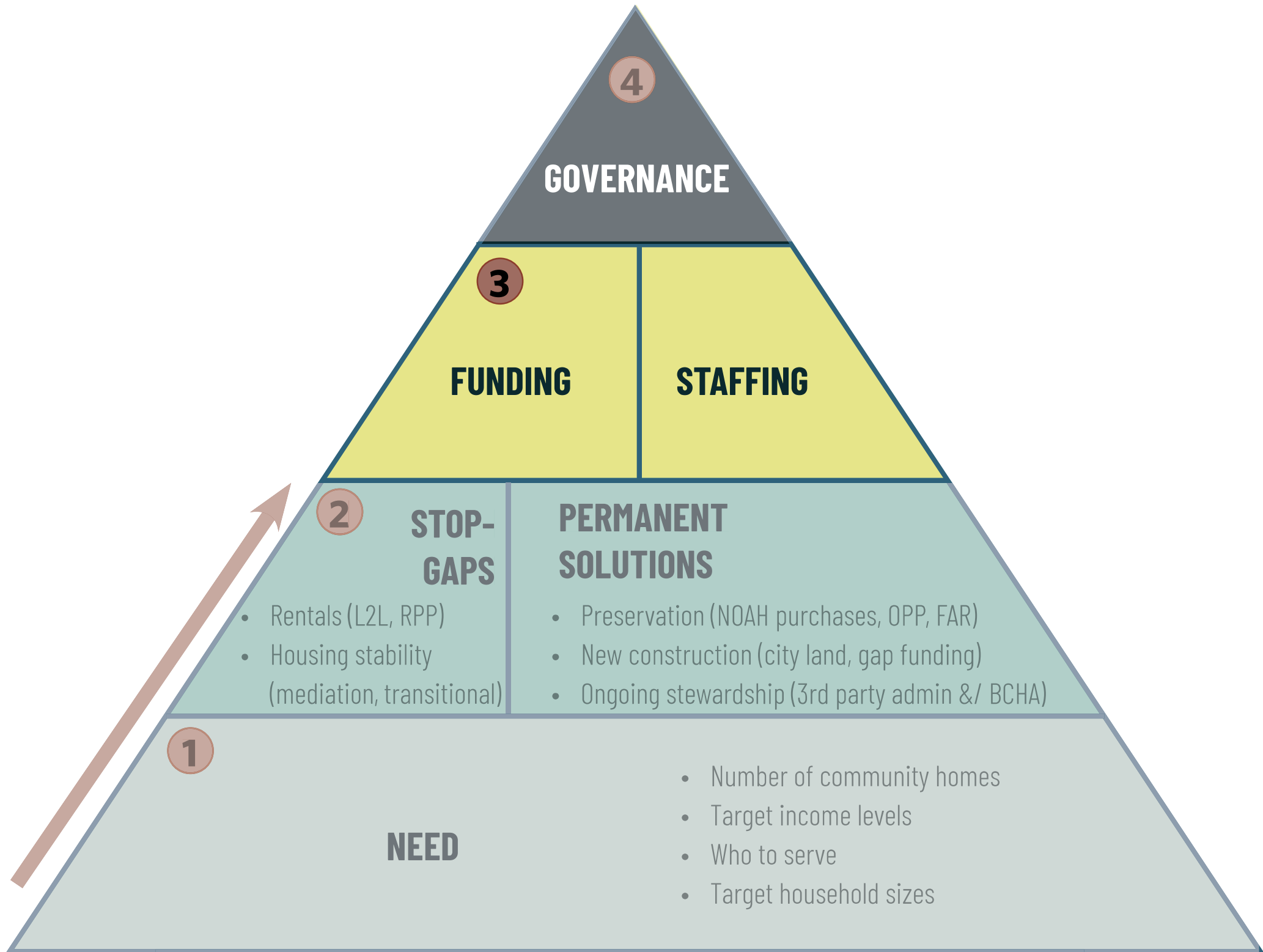
- shared vision
- non-duplication of efforts

housing access

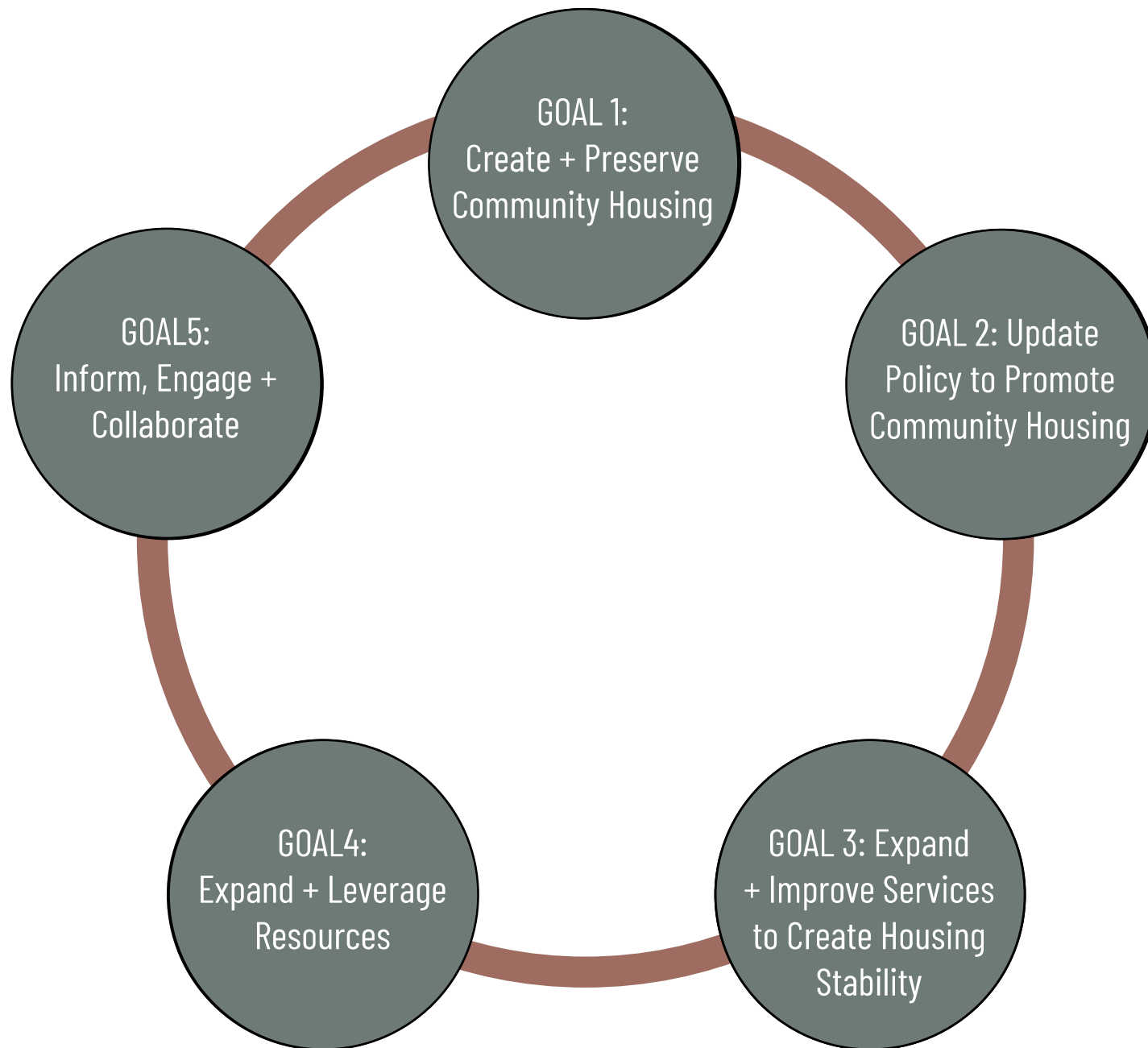
- resource navigation, application support + primary point of entry
- first/last months rent + security deposit

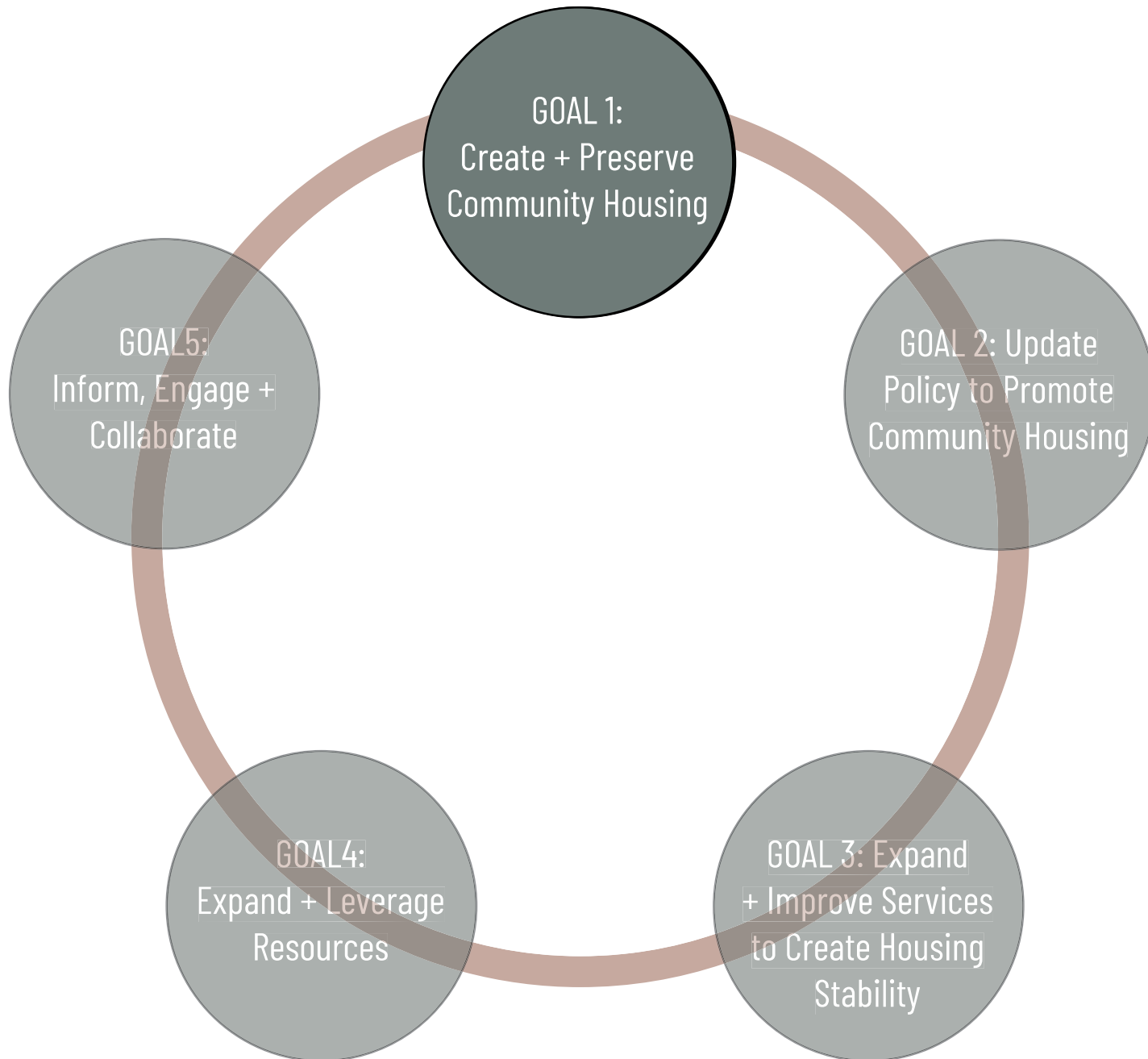
housing stability

- emergency financial assistance
- landlord-tenant mediation

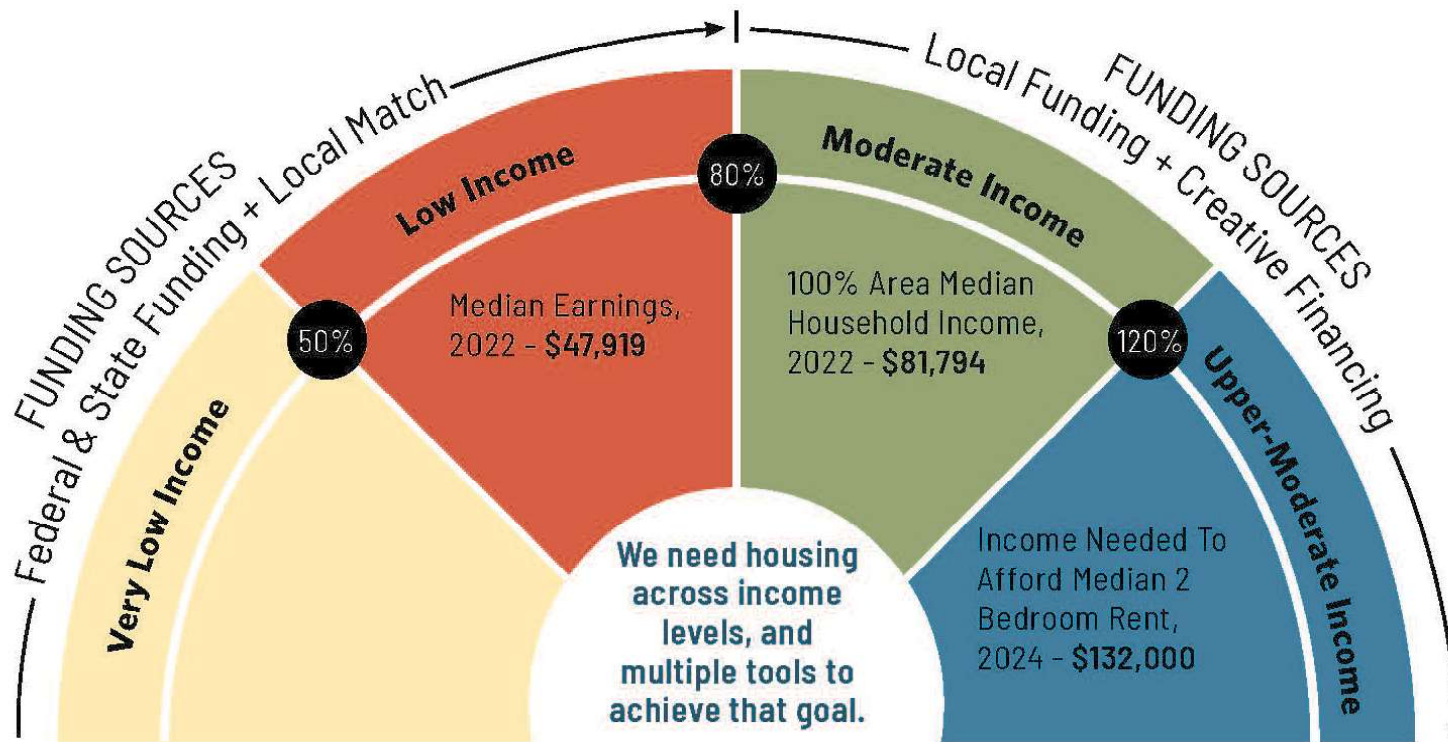


HOUSING ACTION PLAN, A HOLISTIC APPROACH





ALIGN TOOLS & FUNDING SOURCES WITH INCOME LEVELS



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

TOOLS

Low-Income Housing Tax Credits

Zoning Incentives To Increase Housing Supply

New Construction On Publicly Owned Land

BCHA Portfolio

USDA & HUD Funded Developments

Conversion Incentive For Long-Term Rental

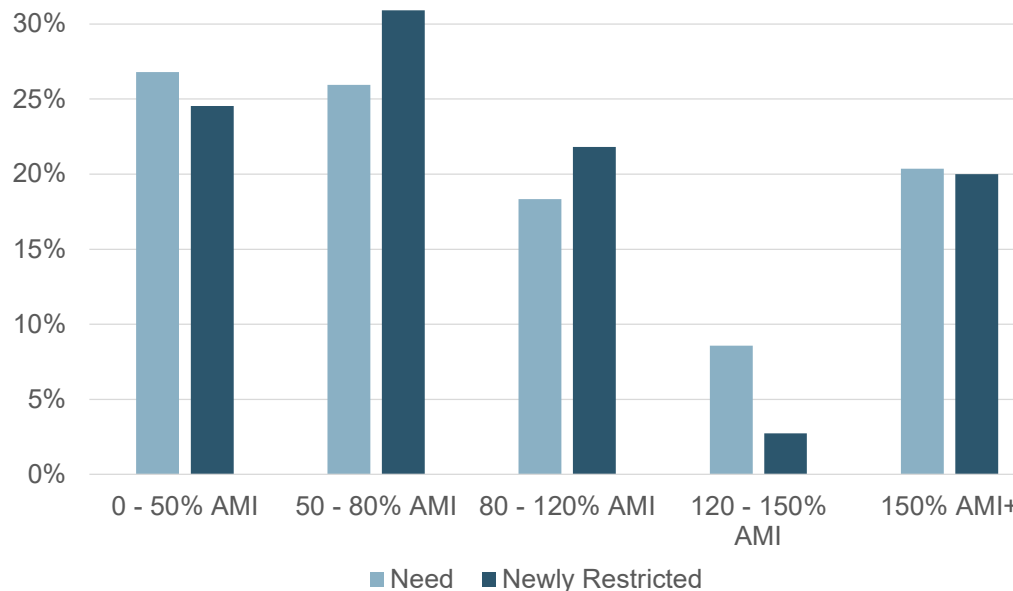
Category Local Deed Restriction Purchase

ALIGN TOOLS WITH INCOME LEVELS

	>\$26-67/hr >80% AMI	\$27-67/hr 80-120% AMI	\$41-78/hr+ 120% AMI +, Cat Local+
Bluebird Village	+48		+3
Density Bonus Program		+24	
Strategic building purchases		+8	+6
Lift Tower Lodge	+9		
Ownership & Preservation Program			+6
TOTAL NEW HOMES	+57	+32	+15



Efforts to-date align with meeting needs across incomes

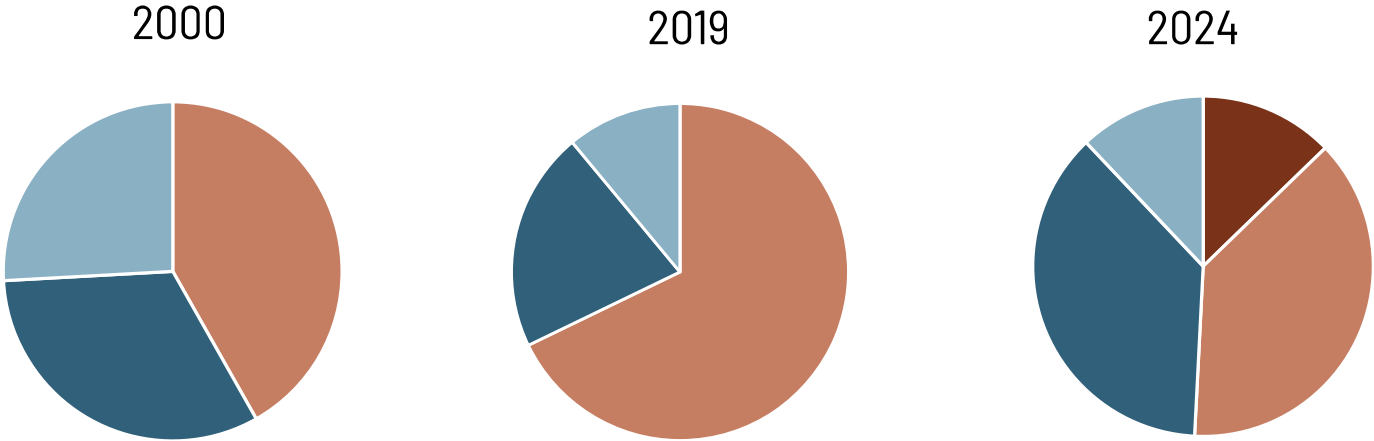


CHANGE IN KETCHUM OCCUPANCY BUT DIFFERENT DEMOGRAPHIC

2032, occupied housing stock **60%**

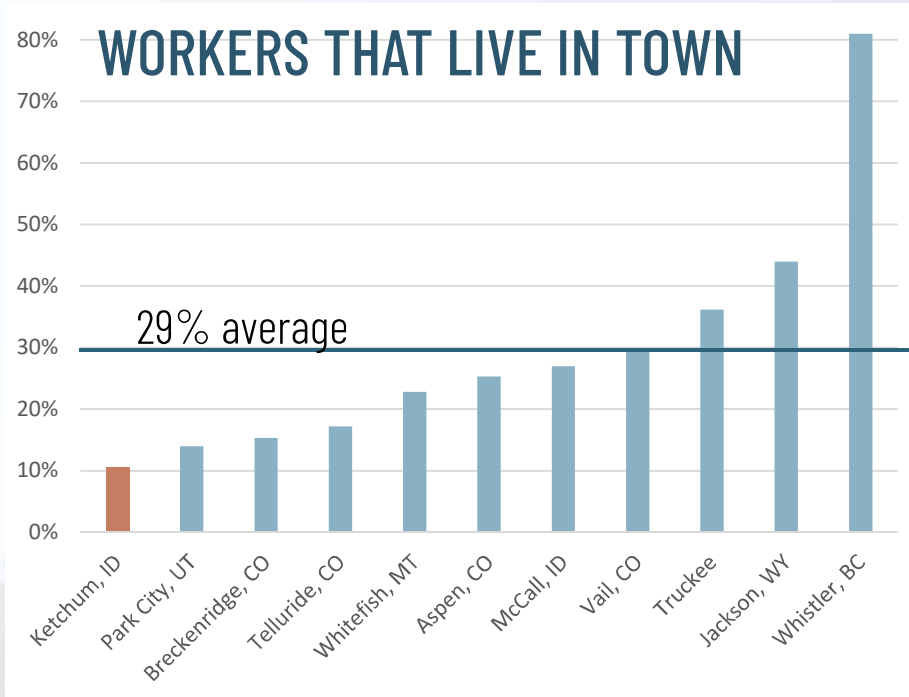
3-year Progress **52%**

- Long-term rental
- Owner occupied
- Seasonal/STR
- STRs 2024

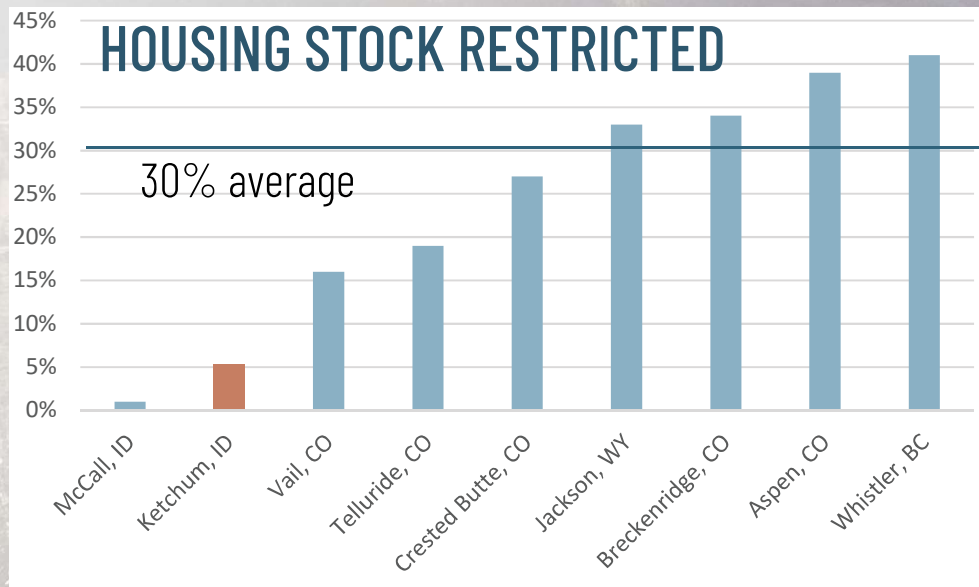


Source: U.S. Census Bureau, ACS 5-Year Estimates

MINOR CHANGE IN WORKERS ABLE TO LIVE IN TOWN



Source: U.S. Census Bureau, ACS 5-Year Estimates



Source: Direct correspondence with local governments

% of workforce lives in town by 2032

40%

3-year Progress

+3.5%

% of homes restricted by 2032

30%

3-year Progress

+2%



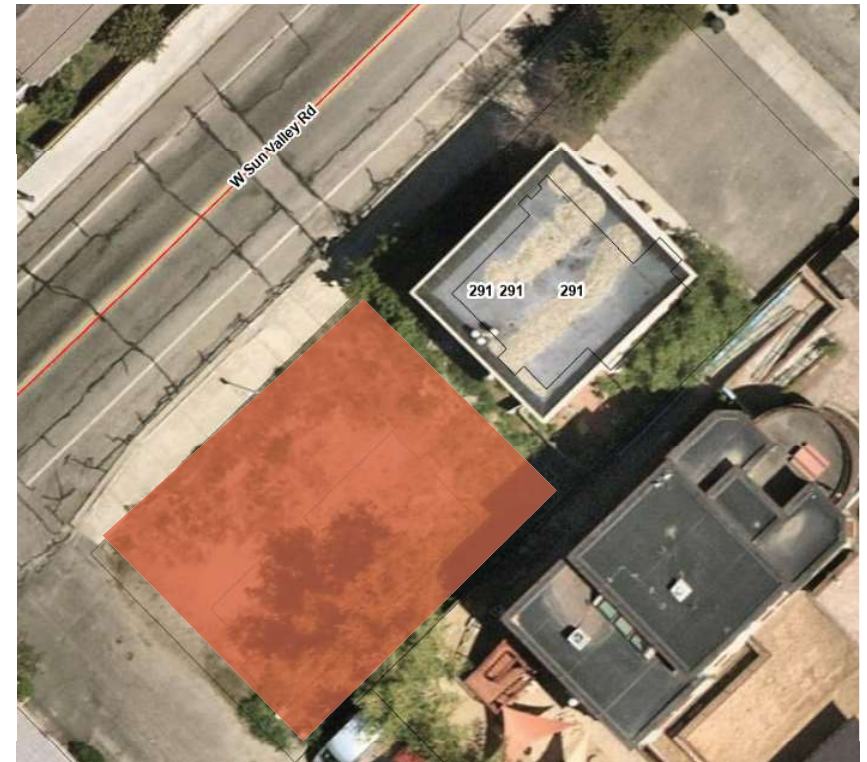
REASSESSING MIDDLE-INCOME FUNDING GAP

DEEP DIVE LATER

FINANCIAL FEASIBILITY STUDY

- Learning from RFPs at 1st + Washington, South YMCA + Lift Tower Lodge
- Greater political support
- Informational + planning tool

SEEK DEVELOPER (RFP) ABNORMAL CITY PARCELS + NEWLY PURCHASED LAND, LIFT TOWER LODGE, OR OTHER?



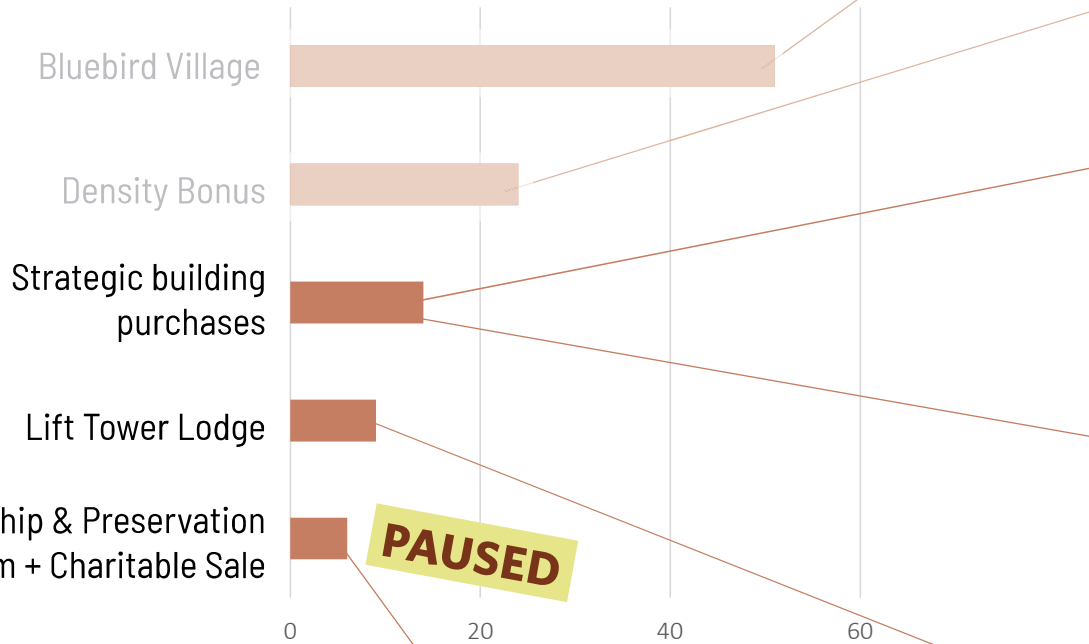
PRESERVATION STRATEGY

2032, new
community homes

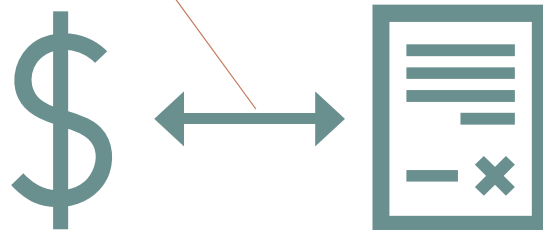
660

3-year
Progress

16%



PAUSED



NEED PROGRAM ADMINISTRATOR TO GUARANTEE INTEGRITY



DEEP DIVE LATER

**BLAINE COUNTY
HOUSEHOLDS ON WAITLIST**

10%

**OUT OF COMPLIANCE OWNERS,
RENTERS, LANDLORDS ANNUALLY**

5-10%

SCALEABLE SERVICES

**Salesforce
+ team**

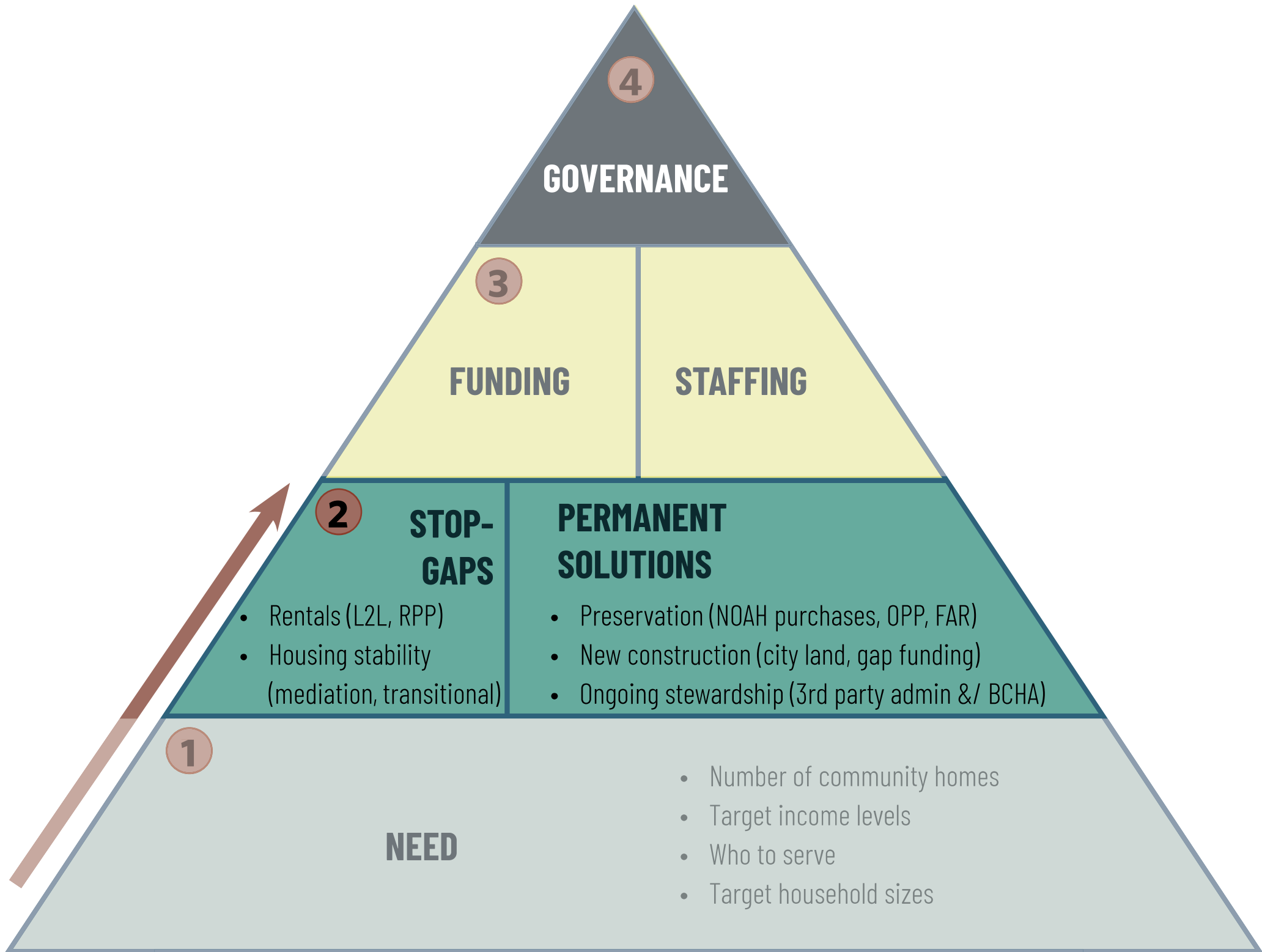


PER UNIT COST COMPARISON ACROSS EFFORTS, PERMANENT AFFORDABILITY

2032, new community homes **660** 3-year Progress **16%** = remaining homes **553**

	FAR Exceedance	New Construction w/ LIHTC	New Construction, modular, no LIHTC, city land, estimate	OPP, average	NOAH, Preservation Purchase
per apart. / condo	\$1,600 annually	\$60,000 to \$80,000	~\$50,000 to \$200,000	\$160,000	\$220,000
cost for 553	~\$900,000 annually	~\$38.7 million	~\$70 million + ~\$900,000 annually, depending	~\$88 million + ~\$900,000 annually	~\$120 million ~\$900,000 annually, depending





4

GOVERNANCE

3

FUNDING

STAFFING

2

STOP-GAPS

- Rentals (L2L, RPP)
- Housing stability (mediation, transitional)

PERMANENT SOLUTIONS

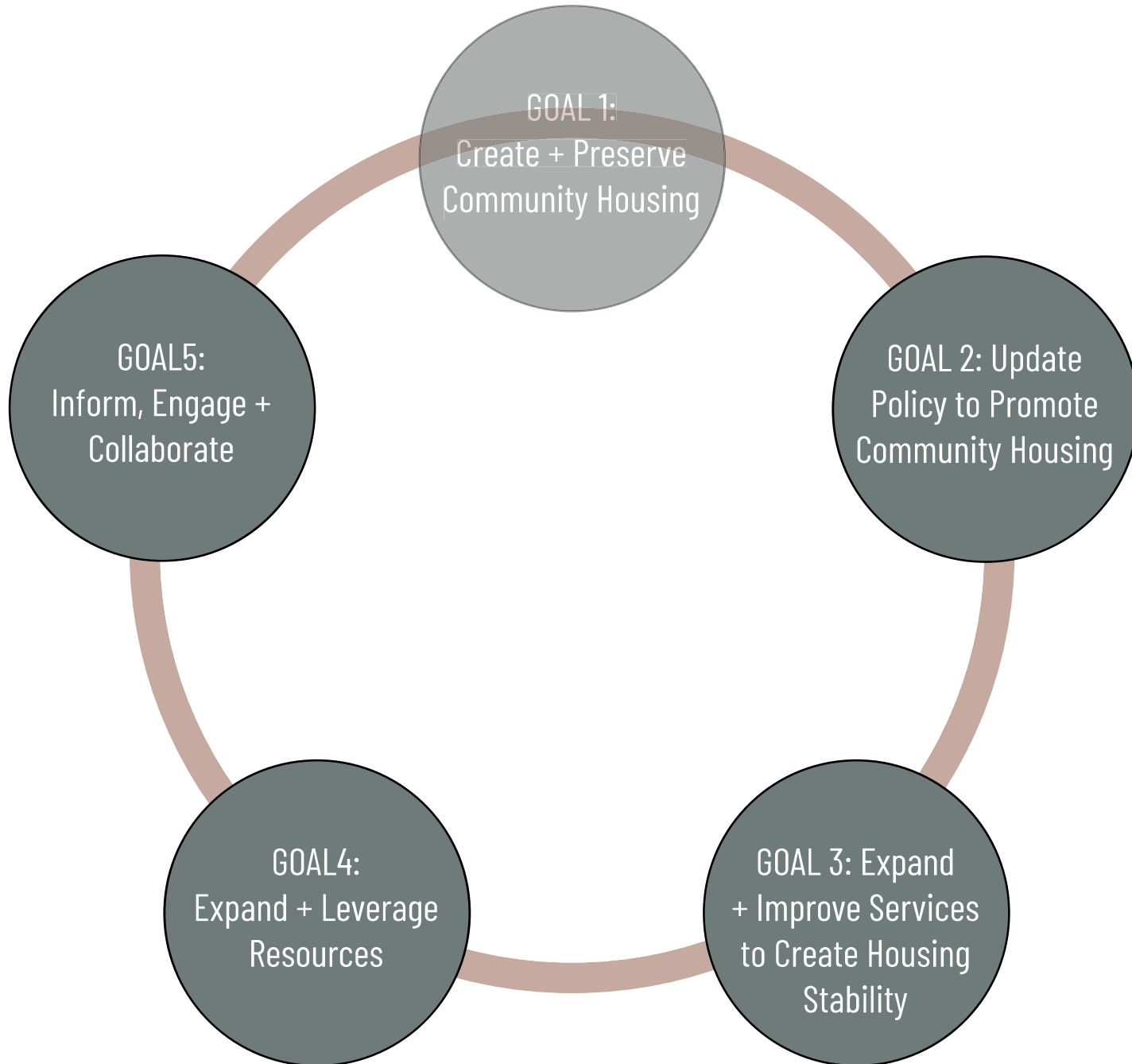
- Preservation (NOAH purchases, OPP, FAR)
- New construction (city land, gap funding)
- Ongoing stewardship (3rd party admin &/ BCHA)

1

NEED

- Number of community homes
- Target income levels
- Who to serve
- Target household sizes

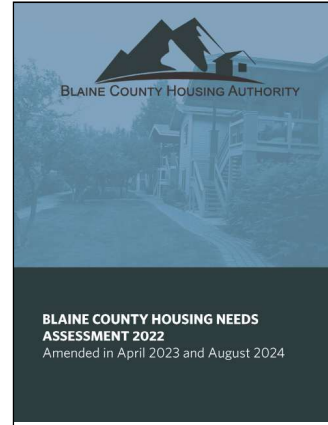
HOLISTIC APPROACH



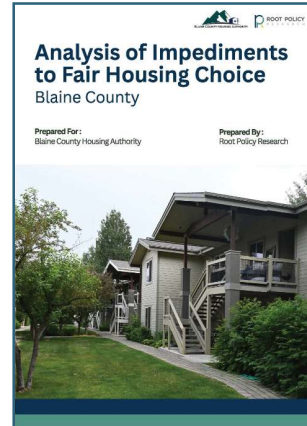
LEARNING FROM LOCAL DATA

GOAL 2: Update Policy to Promote Community Housing

Housing Needs Assessment



Analysis of Impediments to Fair Housing Choice



Employee Generation Nexus Study



informed decision making

GOAL 2: Update
Policy to Promote
Community Housing

FAR EXCEEDANCE PROGRAM

DEEP DIVE LATER

A development incentive in zoning code to create community housing.

Methods

1. Build community housing on-site*
2. Build community housing off-site
3. Acquire and restrict existing units
4. Convey land to city
5. Pay in-lieu fee per sf*



GOAL 1:
Create + Preserve
Community Housing

GOAL 2: Update
Policy to Promote
Community Housing

GOAL 3: Expand
+ Improve Services
to Create Housing
Stability

GOAL 4:
Expand + Leverage
Resources

GOAL 5:
Inform, Engage +
Collaborate



HOUSING RESOURCE NAVIGATION



TRANSITIONAL HOUSING



LANDLORD-TENANT MEDIATION



GOAL 3: Expand + Improve Services to Create Housing Stability

3% County residents experiencing homelessness

excludes verbal or month-to-month leases + long-commutes

230

housed unhoused locals since 2023

SHELTER, 2022-23



TRANSITIONAL



15 HOUSEHOLDS

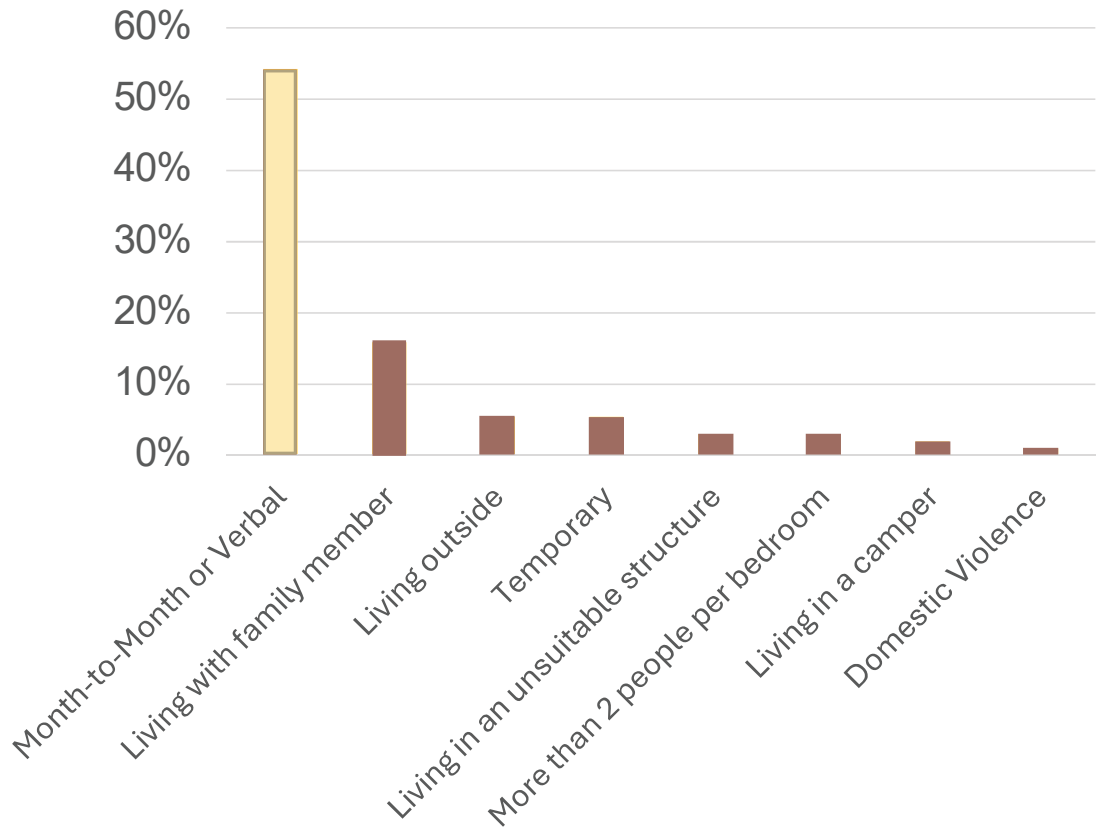


SOURCE: BCSD (145 children qualified and can only qualify for 1 school year, Superintendent estimates the actual number is double); BCHA Common Intake Form

CONFLICT RESOLUTION, PEACEFUL TRANSITIONS + REFERRALS

GOAL 3: Expand + Improve Services to Create Housing Stability

Forms of Instability amongst Blaine County residents seeking housing



89

people with improved housing stability, directly

80

people with improved housing stability, indirectly

GOAL 3: Expand
+ Improve Services
to Create Housing
Stability

STOP GAPS



LEASE TO LOCALS

- 64 people housed
- 35 properties converted from seasonal/STR
- About 18 properties remain long-term rented
- average cost \$12,300 per home

"I've lived in nine houses in the past six and a half years, all of which have either sold and become second homes or owners decided it would be more worth their time to rent their places short-term." - Max

RENTAL PRESERVATION

- 30 people housed to date
- 15 properties preserved for 3 years
- 31% to 79% of market rent
- Owners long term renting 2-22 years
- average cost \$18,300 per home



GOAL4:
Expand + Leverage
Resources

LAND + MONEY



1994

2021

2022

2023

2026?

DEEP DIVE LATER

IN-LIEU FEES

COVID-ARPA

FAILED LOT

**PRO HOUSING GRANT
SUCCESSFUL LOT**

NEW LOT

**~\$250k
annual
average**

**~\$2.5m
annually** **~\$1.5m
annually**

**~\$1m
annually**

**\$650k
1x**

**\$2.5m
1x**

GOAL5:
Inform, Engage +
Collaborate

INFORM DECISION MAKING + REDUCE DUPLICATION



LEARNING FROM PEER COMMUNITIES



PROFESSIONAL COALITION PARTICIPANTS

30-40



SPEAKER SERIES VIEWS

1,300+



NEWSLETTER SUBSCRIBERS

3,000

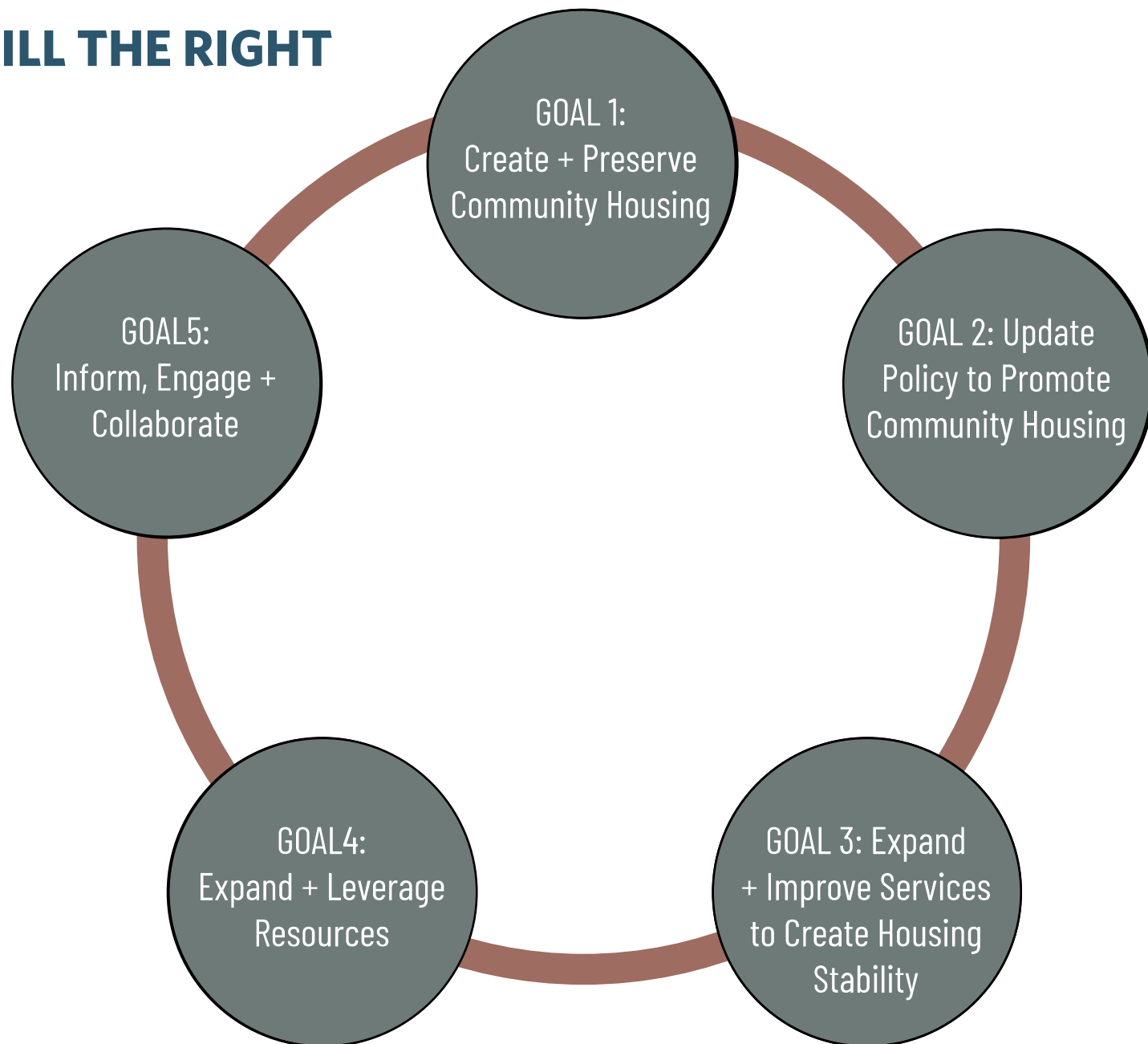


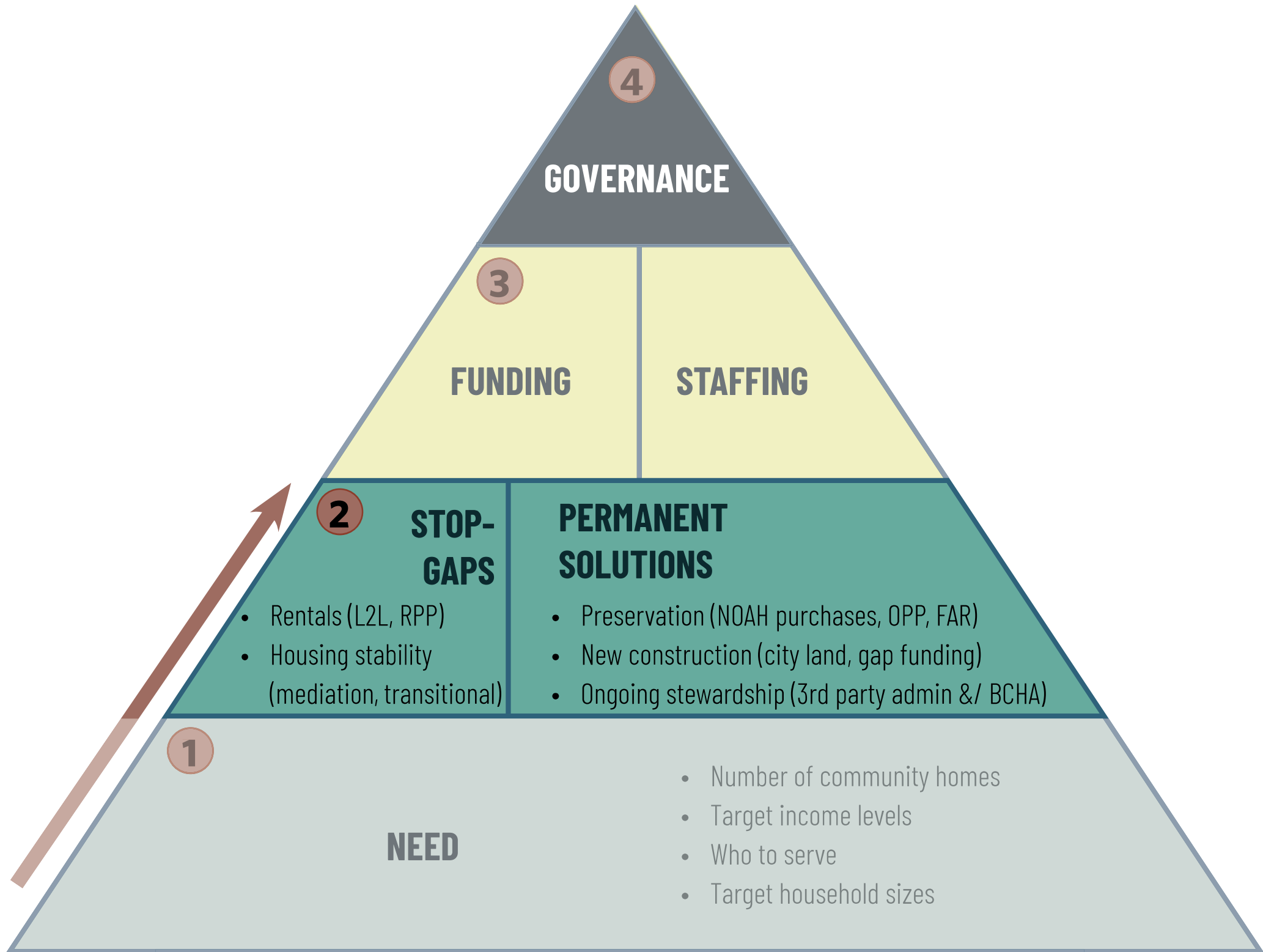
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DOES COUNCIL SUPPORT ADDRESSING THE COMPLEX CRISIS HOLISTICALLY?

8

ARE THESE STILL THE RIGHT GOALS?







WHAT IS THE NEED

1

PROGRAM OVERVIEW

2

FAR EXCEEDANCE

**MIDDLE INCOME NEW
CONSTRUCTION**

**OWNERSHIP &
PRESERVATION PROGRAM**

FUNDING + STAFFING

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GOAL 2: Update
Policy to Promote
Community Housing

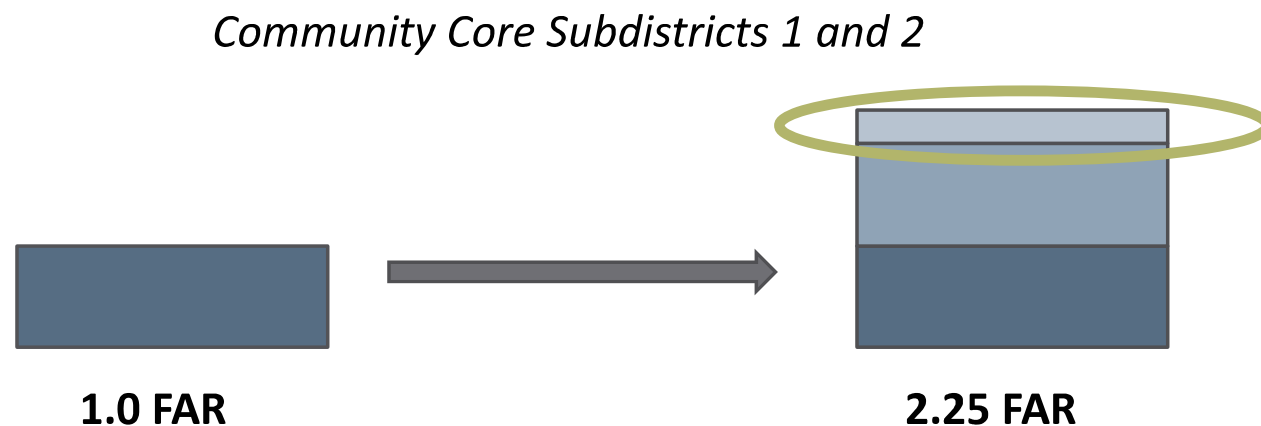
PROGRAM HISTORY + HOW WE GOT HERE

- **2006: FAR Exceedance Program Established**
- **2022: HAP Adopted, Update is an Identified Action**
- **2023: In-Lieu Fee Workshop**
 - Existing fee was far below calculation
 - Partial increase, with commitment to revisit fee annually
 - Structural changes to program to be addressed with broader code update
- **2025: Fee Raised to Recommended Calculation (\$762/sf)**
- **2026: Zoning Code Updates to Implement Comp Plan**

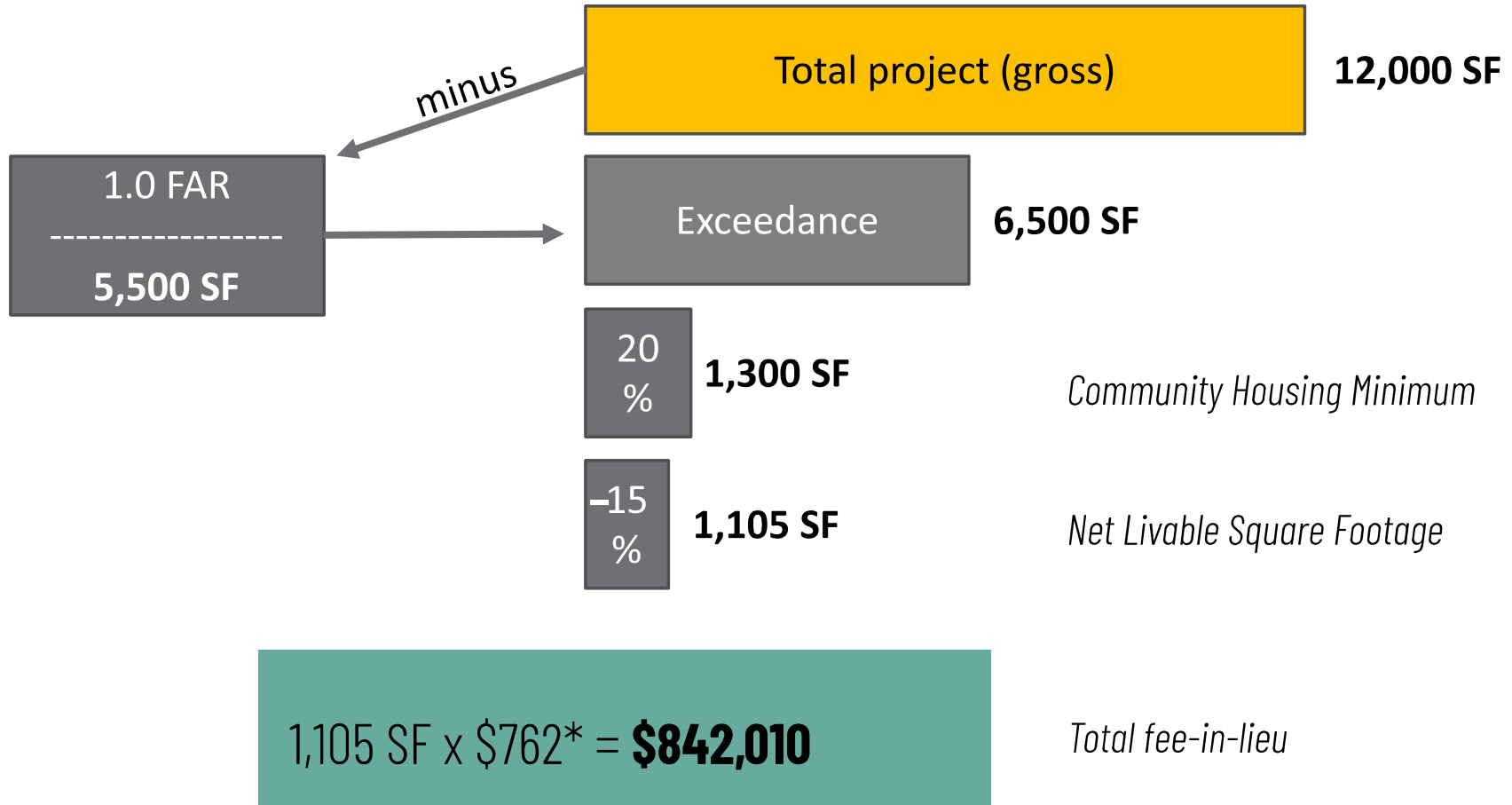
FAR EXCEEDANCE PROGRAM

A development incentive in zoning code to create community housing.

In some districts, floor area may be increased up to a maximum FAR in exchange for community housing contributions.

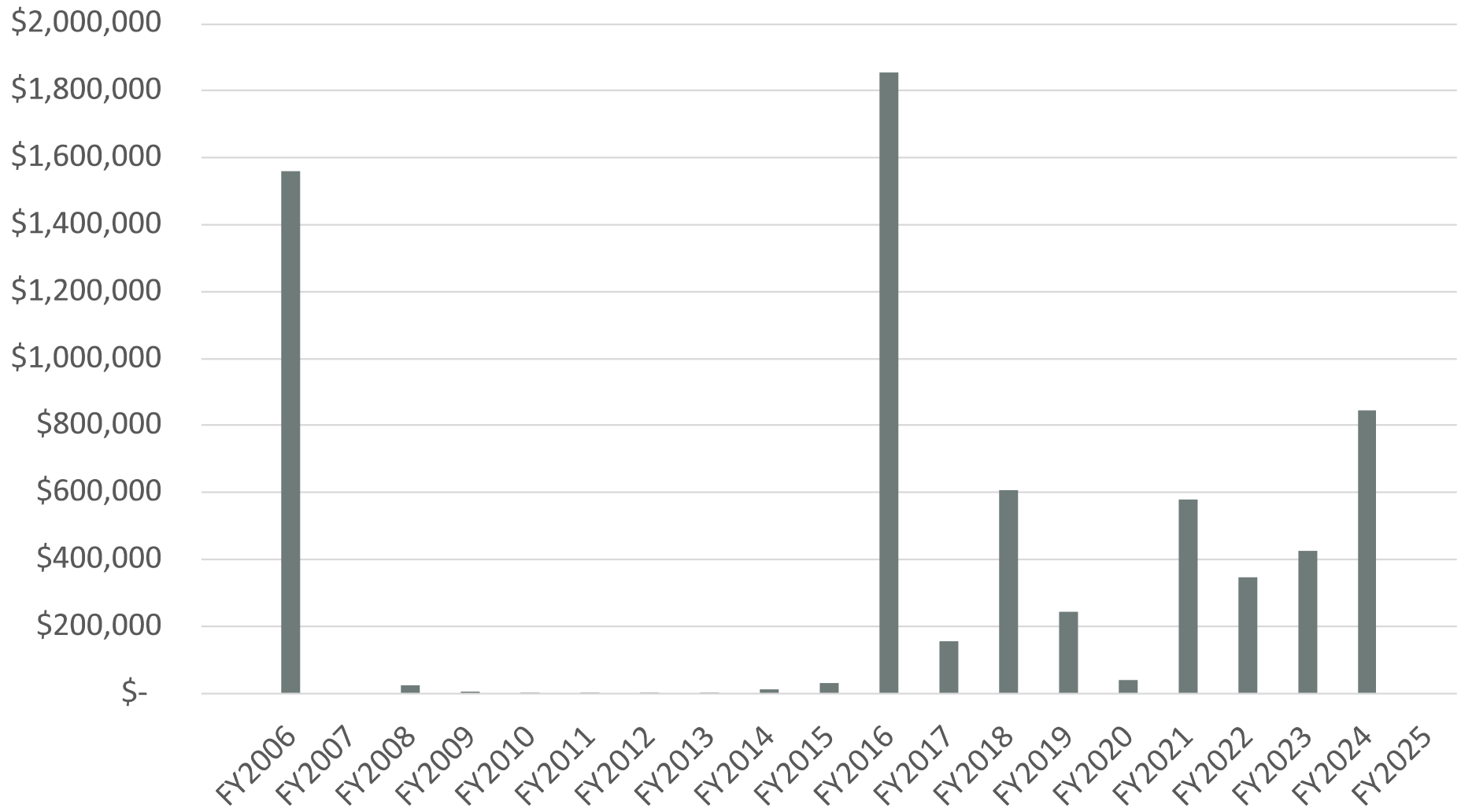


CALCULATION OF REQUIREMENT (CURRENT)



*\$762 / sf = current in-lieu fee

IN-LIEU FEE REVENUES



- In-lieu fees used as gap funding to support other community housing projects
- Supplements LOT (ongoing housing expenses)
- Revenues are variable (economic conditions, developer preferences)

AREAS FOR UPDATE + TIMING

Current Requirements

- Category 4 (80 - 100% AMI)
- No size/bedroom requirements
- No priority of methods
- No rental vs. ownership standards

Current Methods

- Build community housing on-site*
 - Build community housing off-site*
 - Acquire and restrict existing units*
 - Pay in-lieu fee per sf*
 - Convey land to city
 - Other proposals
- * "outright" options

Focus Areas + Considerations:

- Increase community housing floor area requirement ("give" vs. "get")
- Priority methods
- Outright vs. Discretionary
- Other income categories
- Unit Size Diversity (# of bedrooms)
- Livability standards
- Simplicity + clarity for public, applicants, administration

Timing:

- **Now:** Downtown (CC) Code Update
- **In the future:** Areas outside downtown