



Jackson/Teton County Housing Department  
Housing Supply Plan 2018-2022  
August 2018

“Stabilizing our community by providing healthy housing solutions”

## How We Got to Now: 2012 Comprehensive Plan to 2018 Housing Supply Plan



This document outlines the rolling 5-year Housing Supply Plan, which includes:

- developing government-owned property for workforce housing,
- purchasing land for workforce housing development,
- implementing capital programs that will preserve existing housing stock and catalyze new ideas for increasing new supply,
- educating the community to increase understanding, and
- developing and implementing technical assistance programs that support or result in increased workforce housing.

The plan consists of six distinct parts:

1. Community Indicators, Pipeline + Goals;
2. Budget;
3. Capital Projects;
4. Capital Programs, which include both production and preservation;
5. Zoning and Planning; and
6. Education and Communication.

## Community Indicators

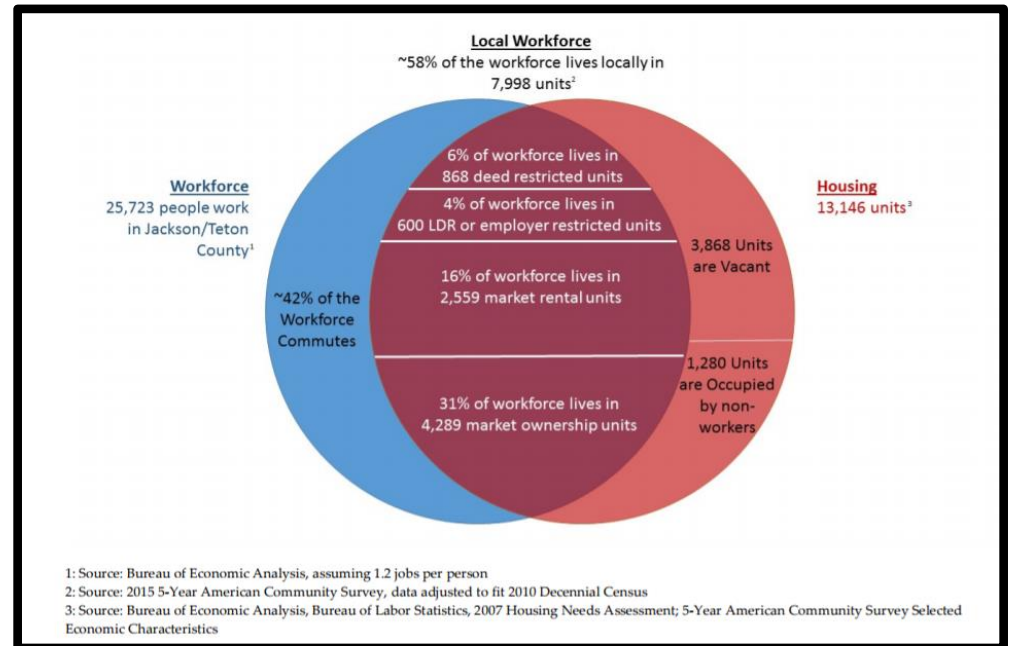
Annually, the Jackson/Teton County long range planning department releases an indicator report that presents and analyzes 19 indicators related to our community's three Common Values (growth management, ecosystem stewardship, and quality of life).

Key indicators from the 2018 report include:

- The percentage of the workforce living locally rose 1%, from a low of 57% in 2014, to 58% in 2015, and to 59% in 2016.
- In 2016 the median home sale was \$785,000 and the median income was \$91,400. This means the median home sale was 859% of median income (333% is considered affordable).

While one concern is that the resort character, as measured by the economic growth indicators listed below, is outpacing our community character, data from 2016 shows a higher percentage of resident workforce, higher median incomes, and more housing stock being used by the workforce.

- Economic growth indicators: Since 2012, Teton County has experienced a 3.5% annual job growth, 2.2% growth in Summer Effective Population, 2.1% growth in Shoulder Season Effective Population, 3.4% growth in Winter Effective Population, and 2.9% growth in Vehicle Miles Traveled.
- Community character indicators: Since 2012, Teton County has experienced a 1.1% growth in residential units, 1.2% growth in permanent population, a -0.9% growth in median income.



The Engage 2017 efforts to provide more workforce housing in the Town of Jackson through zoning incentives and allowances will help create the opportunity to build workforce housing. Providing the incentive to do so may require reductions in parking requirements and additional subsidy

## Intake Form Data

Beginning in January 2018, the Housing Department is requiring all households that wish to apply for restricted housing to complete its online Intake Form. This form serves multiple purposes, including data collection so that the department and community can have a better understanding of the types of units desired by the local workforce. In November 2016, the Housing Department led a meeting with the Jackson Hole Community Housing Trust (JHCHT), Habitat for Humanity, and the long-range planning department for the purposes of determining what questions to ask households seeking workforce housing. The ultimate goal, as laid out in the HAP, is to have a one-stop shop for any household who wishes to apply for workforce housing. While we are not there yet, ensuring that the Intake Form includes questions that both JHCHT and Habitat seek answers to is a necessary step to reaching this goal.

The information provided here reflects the data collected from January through June 2018. A full report that includes detailed reporting and analysis will be released by the Housing Department later this year.

Key takeaways from the Intake Form data collected to-date:

- Most households earn less than 120% of median income and over 50% of all households earn less than 80% of median income.
- 71% of households are one or two people.
- 34% of households include at least one child. Single-parent households account for 8% of households.

Median Income Distribution by Household Size							
Percentage of Median Income							
HH Size	0-50%	50-80%	80-100%	100-120%	120-140%	140-200%	>200%
1 person	57	111	44	13	3	1	0
2 person	24	40	22	34	14	14	2
3 person	5	19	12	18	2	6	0
4 person	5	12	10	16	7	12	0
5 person	9	3	2	2	3	2	0
6 person	2	3	0	0	0	0	0
7 person	0	2	1	0	0	0	0
<b>Total</b>	<b>18.77%</b>	<b>36.17%</b>	<b>17.59%</b>	<b>15.22%</b>	<b>5.53%</b>	<b>6.32%</b>	<b>0.40%</b>
# of Households Reporting in Each Income Range							



## Goals

The 2015 HAP assessed the current condition of housing in the Town of Jackson and Teton County, established projected housing supply and need, and identified what will have to be done to close the gap. The numbers presented were estimates meant to inform policy decisions and to help the community understand what direction it needs to take to increase the resident workforce and were based on the 2014 Regional Needs Assessment and Census data.

The plan estimates that the community needs about 280 units annually. Of those 280 units, 30 result from catching-up from our current deficit, 200 are the result of employment growth (measured at 2.1% annual growth; last year we saw 3.5% job growth), and 50 are the result of the pending retirement of baby boomers.

The proportion of units needed based on income ranges in the HAP does not match the initial Intake Form data collected. Staff believes that this may indicate a need to broaden the reach of the Intake Form and will work to do so this year.

Annual Workforce Housing Stock Need Based on 10-Year Projection									
					Ownership				
Rental									
60 units per year					80 units per year				
		Rental	Ownership				Ownership		
	Ownership	20 units per year	20 units per year	50 units per year			25 units per year		Ownership
	10 units per year					Rental		Rental	30 units per year
						15 units per year		10 units per year	
<50% AMI <\$49,250 for family of 4		50-80% AMI <\$78,800 for family of 4		80-120% AMI <\$118,200 for family of 4		120-150% AMI <\$147,750 for family of 4		>150% AMI >\$147,750 for family of 4	

## Pipeline + Goals

As of January 1, 2018 over 700 residential units were in the pipeline. Of those units, we anticipate that at least 280 will serve as workforce housing.

Highlights as of January 1, 2018:

- 31% of units that have received a building permit are restricted
- Almost 60% of all units that have received development plan approval are restricted<sup>1</sup>
- Around 45% of units that have received sketch plan approval are restricted<sup>2</sup>

Comparing the pipeline with our estimated annual workforce housing stock need based on 10-year projections, the largest gaps are units serving households earning <120% of median income. No units for households earning <50% of median income have been built in the past two years.

In 2018, the Town Council approved the 174 North King Street Project which will serve 30 low income households earning <60% of median income.

<sup>1</sup> Single family homes are not required to submit a development plan and therefore are not included in these numbers.

Pipeline as of 1/1/2018			
Project	# Units	Restriction	Rent/Own
<b>Sketch Plan Approvals as of 1/1/2018</b>			
Teton Science Schools	4	Employer	Rent
60 Rosencrans - Hidden Hollow	96	None	Own
60 Rosencrans - Hidden Hollow	45	Workforce	Both
60 Rosencrans - Hidden Hollow	27	<120%	Own
Webster Laplant - JHMR Dorms	24	Employer	Rent
Shooting Star West	9	None	Own
Center Street Hotel	4	<120%	Rent
Sagebrush Apartments	32	Workforce	Rent
Sagebrush Apartments	58	None	Rent
<b>Total Sketch Plan Units</b>	<b>299</b>	<b>Total Restricted</b>	<b>136</b>
<b>Development Plan Approvals as of 1/1/2018</b>			
Sporting Club Townhouses	6	None	Own
Sporting Club Employee Housing	4	Employer	Rent
Hidden Hollow	8	None	Own
400 W Snow King (Parks & Rec)	21	Employer	Rent
Grove Phase 3	8	<80%	Own
1255 W Highway 22	4	None	Own
1255 W Highway 22	16	Master Lease	Rent
Pine Glades PUD	16	None	Own
<b>Total Dev. Plan Units</b>	<b>83</b>	<b>Total Restricted</b>	<b>49</b>
<b>Building Permits Issued as of 1/1/2018</b>			
Town Hill Lofts	4	<120%	Rent
Grove Phase 3	12	<80%	Own
Hidden Hollow	18	<120%	Rent
Hidden Hollow	18	Workforce	Rent
Hidden Hollow	19	None	Rent
Hotel Jackson	4	<120%	Rent
Kismett II	2	<120%	Rent
Kismett II 2:1 Bonus	1	Workforce	Rent
Kismett II 2:1 Bonus	1	None	Rent
3950 S. Antelope Ln	3	ARU	Rent
Redmond Street Rentals	26	<150%	Rent
Marriott Hotel	4	<120%	Rent
3275 W Village Drive	2	<120%	Rent
265 E Broadway	1	<120%	Rent
Apartments	15	None	Rent
Detached Single Family Dwelling	165	None	Own
Attached Single Family Dwelling	20	None	Own
<b>Total Building Permit Units</b>	<b>315</b>	<b>Total Restricted</b>	<b>94</b>
<b>Total Units</b>	<b>697</b>	<b>Total Restricted</b>	<b>279</b>

Since 1994, about 80 units of workforce housing have been built per year. Our current demand based on job growth, retirement, and catching up to our resident workforce goal is about 280 workforce units per year.

<sup>2</sup> Single family homes are not required to submit a sketch plan and therefore are not included in these numbers.

## Budget

The Housing Supply Program is funded by Town and County general fund dollars and fees paid by developers in-lieu of building the required workforce housing generated by their development. The Jackson/Teton County Housing Authority (JTCHA) also owns assets that it can sell or develop when directed by the Town Council and Board of County Commissioners.

In 2016, the JTCHA sold the Mantey Property for \$2.1M. Those funds were then used to fund a portion of the Redmond Street Rentals Project.

Currently, JTCHA owns two properties: 1) 260 West Broadway, which is a commercial property that is currently listed for sale for \$895,000; and 2) the 5-acre Raines property on Moose-Wilson Road that is vacant.

- Staff recommends continuing efforts to sell the West Broadway property.
- For the Raines property, staff recommends a rezone of the property to allow for the development of workforce housing. A more detailed discussion of this potential future project is provided on page 12.

Supply Program Fund Balance: FY18/19		
Source	Description	\$
Teton County	General Fund	\$2,000,000
Teton County	Existing Mitigation Fees	\$2,421,613
Town of Jackson	General Fund	\$1,548,526
Town of Jackson	Existing Mitigation Fees	\$174,872
<b>Total Existing</b>		<b>\$6,145,011</b>
Teton County	Projected Mitigation Fees	\$500,000
Town of Jackson	Projected Mitigation Fees	\$50,000
<b>Total Existing + Projected</b>		<b>\$6,695,011</b>

Supply Program Proposed Expenditures: FY18/19		
Project/Program	Description	\$
Land Purchase	Land acquisition for workforce housing development	\$4,000,000
Capital Programs	ARU Fund, Down Payment Assistance Fund, Restriction Fund	\$2,000,000
<b>Total Proposed Expenditures</b>		<b>\$6,000,000</b>
<b>Estimated Balance</b>		<b>\$695,011</b>

## Capital Projects

### Current Projects, 2018/2019

Four capital projects are currently underway (table in Appendix A provides per unit pricing and affordability):

- 1) Redmond Street Rentals – a partnership with the Jackson Hole Community Housing Trust that will provide 28 rental units. The Town and JTCHA provided a total of \$5,700,000 in funding for this project. Public investment is estimated at \$203,571/unit. Once the long-term debt for the project is retired, the Town, JTCHA, and Housing Trust will share project revenues and expenses based on their project percentage, which is estimated at 55% public and 45% Housing Trust.
- 2) Grove Phase 3 – a partnership with Habitat for Humanity that will result in 24 low-income ownership units. The JTCHA provided \$1,128,000 in land for the project and Teton County will provide up to \$1,300,000 in funding for infrastructure at the site. Public investment is estimated at \$101,167/unit.
- 3) 400 West Snow King – employee housing for the Town and County that will result in 26 rental units. The total project cost is \$4,100,000 with \$2,900,000 coming from the 2016 SPET and the remaining \$1,200,000 from the Town and County general funds. Public investment is estimated at \$157,692/unit.
- 4) 174 North King Street – a partnership with Westmount Development Group that will result in 30 low-income rental units. The Town of Jackson provided approximately \$2,000,000 in land for the project and Westmount is seeking Low Income Housing Tax Credits (LIHTC) to fund the balance of the project cost. LIHTC allocations will be announced in January 2019. Public investment is estimated at \$66,667/unit, assuming LIHTC allocation. The “fill the box” 2 for 1 workforce housing tool is being used to develop this site.

Current Projects		
Project Name	# Units	C/O
Redmond Street Rentals	28 (26 new)	Q3 2018
Grove Phase 3 Ownership	8	Q4 2018
TCPR Rentals	26	Q4 2019
Grove Phase 3 Ownership	8	Q1 2020
174 N. King Street Rentals	30	Q2 2020
Grove Phase 3 Ownership	8	Q1 2021

Public investment in these projects is approximately \$14,228,000 for 108 units, 54 of which are guaranteed to serve households earning less than 80% of median income.





Proposed Projects, 2018/2019

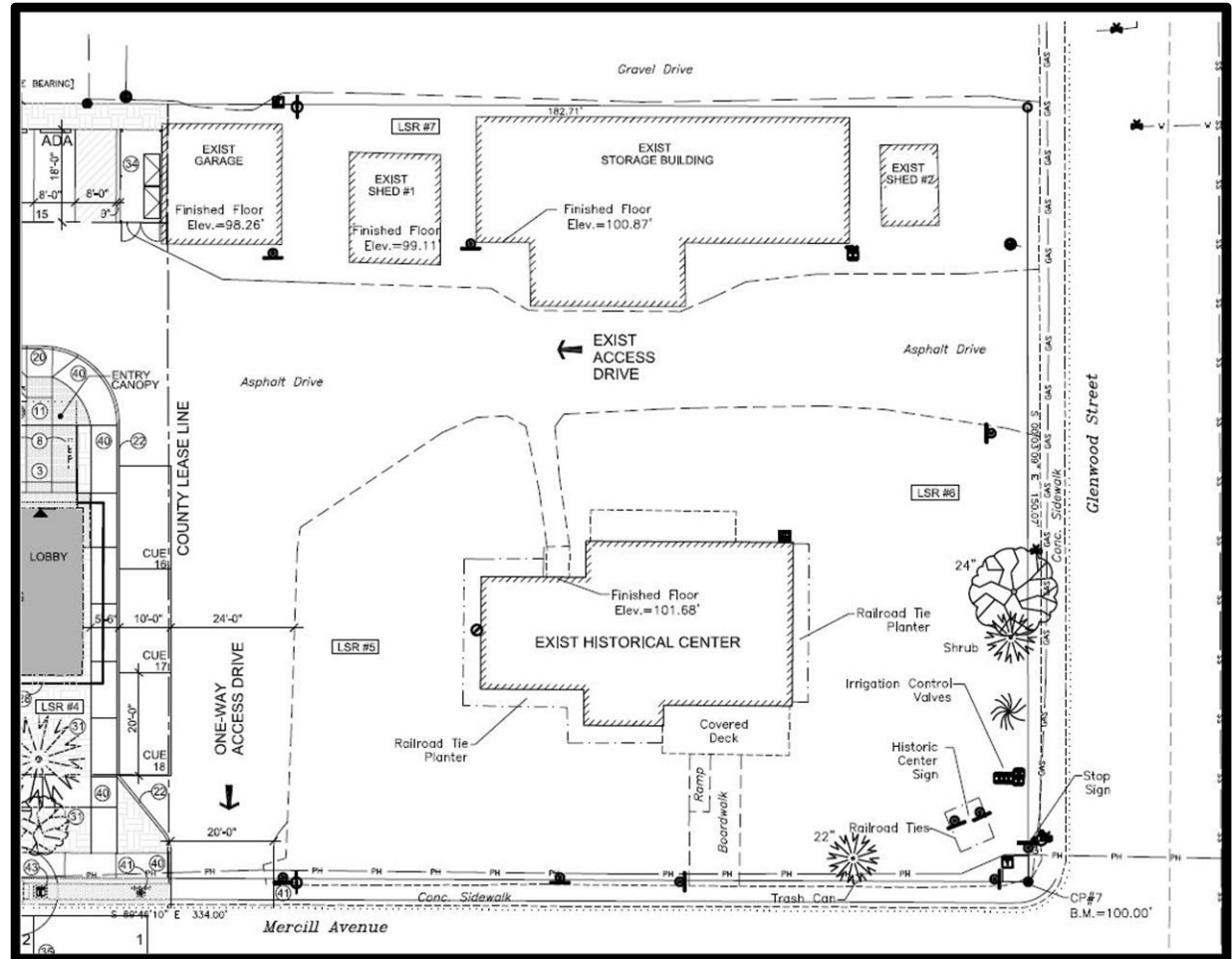
**105 Mercill Avenue.** This Teton County-owned property is located on the corner of Mercill Avenue and Glenwood Street. The western portion of the property was developed by Children’s Learning Center (CLC) and is owned by Teton County.

- CR-2 zoning will allow for the utilization of the “fill the box” workforce housing tool.
- The site is constrained by the drive aisle and lack of access to the alley on the west side of the property, but the opportunity for a shared parking program with CLC does exist. Parking will be the limiting factor for this project.
- Up to 8,000 square feet of commercial space may be located on site and could be beneficial from a parking perspective.

Staff anticipates a housing program that provides 20-30 workforce housing units.

Timeline

Develop RFP	2019 Q1
Release RFP	2019 Q1
Award Project	2019 Q2
Project Complete	2021 Q3



**255 & 257 West Kelly Avenue, 360 & 380 South Jackson Street.** This Teton County-owned property has NH-1 zoning, which allows for the utilization of the “fill the box” workforce housing tool.

Preliminary analysis indicates that the County’s four lots could provide up to 30,000 square-feet in workforce housing, based on height limits, parking, and setback requirements.

An opportunity exists for the County to partner with the adjacent property owner to the north, which could allow for up to 140,000 square feet of workforce housing to be constructed. Staff continues to negotiate with the northern property owner and if an agreement cannot be reached by the end of the year, staff recommends moving forward with a project on the County-owned land only.

Timeline – County land only

Develop RFP	2018 Q4
Release RFP	2019 Q1
Award Project	2019 Q2
Project Complete	2021 Q4

Timeline – Partnership

Term Sheet	2018 Q3
Develop RFP	2018 Q4
Release RFP	2019 Q1
Award Project	2019 Q2
Project Complete	2022 Q4



4 lots owned by Teton County

**Karns Meadow Tract 4.** The Town of Jackson owns this property, which is located on the east side of Karns Meadow, across from the Fairgrounds on Flat Creek Drive. The property is not yet platted.

An environmental assessment (EA) is currently underway for the entire Karns Meadow property – of which this is a very small portion. The assessment will consider housing at this site. Once the results from the EA are received, and assuming the analysis suggests that housing is an appropriate use at this site, staff recommends that Town plat the property as three lots and zone it NH-1 to match the surrounding neighborhood.

NH-1 zoning allows for the utilization of the “fill the box” workforce housing tool.

Timeline

Complete Environmental Assessment	2018 Q4
Plat Property	2019 Q1
Develop RFP	2019 Q1
Release RFP	2019 Q2
Award Project	2019 Q3
Project Complete	2021 Q4





Future Projects, 2019-2022

**3590 North Kennel Lane (Raines).** This 5-acre JTCHA-owned property is located on Moose-Wilson Road next to the Aspens Complete Neighborhood, mass transit, and close to Teton Village. It was purchased in 2006 using SPET funds for the development of affordable housing. At the time of purchase, the Affordable Housing PUD tool existed. A moratorium on PUD-AH development was put in place on May 6, 2008 and the tool was removed by the BCC on March 26, 2010.

The property is currently zoned Neighborhood Conservation (NC) and is surrounded by Business Conservation, NC, and Auto-Urban Commercial (AC) zoning. As it is currently zoned, the property allows for a single-family residence.

A zoning update is scheduled for FY19/20. Staff recommends that the BCC rezone the property to allow for workforce housing development.

- If zoned Suburban, a maximum of 20, quarter-acre lots could be created with up to one house allowed on site (20 units).
- If zoned AR, an AR subdivision that allows for one house and two ARUs per 7500 SF lot could result in a maximum of 29 lots (87 units).
- If zoned AC, dormitory use is by-right and could result in a maximum of 150 rooms.

If the BCC does not rezone the property, staff recommends swapping the land for more appropriately zoned land. If a land swap is not possible, staff recommends selling the property and using the sales proceeds for future workforce housing.



Timeline	
Rezone	2020 Q2
Develop RFP	2020 Q3
Release RFP	2020 Q4
Award Project	2021 Q1
Project Complete	2023 Q3

## Public Lands Inventory, Land Acquisition, & Other Opportunities

The model set forth in the 2015 HAP is predicated on purchasing land, partnering with the private sector to develop workforce housing on that land, and preserving existing housing stock. Since the HAP's adoption, staff has focused on developing Town and County owned property, while also looking for potential property to purchase.

A Town/County lands inventory has been conducted (Appendix B) and staff has identified properties as potential locations for future workforce housing development. Staff recognizes that some of these options are potentially controversial and will require other considerations and that others simply may not be a fit for workforce housing.

Staff has also been pursuing nontraditional opportunities to develop workforce housing. These are at the concept level.

- Workforce Housing State Park – If built, this would be the first of its kind in the nation. Preliminary project partners include the Bridger-Teton National Forest Service; Wyoming State Parks, Historic Sites & Trails; Wyoming Pathways; Teton Village Association; and the Housing Department.
- Farmstead – This agrihood would create a mixed-use development that incorporates farming, education, and workforce housing. This project is in the early stages and could include partnerships with the Jackson Hole Land Trust and Slow Food in the Tetons.

### Recommended Next Steps for FY 18/19:

- Consolidate ownership in the Maple Way & Simon Lane corridor to maximize development potential.
- Work with other Town and County staff to master plan 400 West Snow King Avenue and include 55 Karns Meadow Drive in this process.
- Organize a working group of regional employers – U.S. Forest Service, St. John's Medical Center, Teton County School District, Town of Jackson, Teton County, Jackson Hole Mountain Resort, Snow King Resort, and the Jackson Hole Chamber of Commerce to discuss opportunities to coordinate and partner with one another to create more workforce housing.
- Acquire land for future workforce housing development.
- Continue pursuing nontraditional opportunities to create workforce housing.

## Capital Programs

### Proposed Programs, 2018/2019

Three capital programs are identified for possible implementation this year. Staff will work with the Housing Supply Board (HSB) and legal to develop each of these programs and determine their viability.

#### ARU Revolving Loan Fund

Purpose: Increase workforce housing by catalyzing Accessory Residential Unit (ARU) development in the Town of Jackson.

This five-year pilot project is a strategy for achieving the community’s stated goal of housing a minimum of 65% of the workforce locally and will ultimately help to increase workforce housing supply and diversify the housing options available to our resident workforce. This will also provide owners with an opportunity to more efficiently utilize their property and may result in the loss of fewer existing workforce units to leakage or redevelopment. Staff will work with local lenders (banks), the HSB, and legal to develop the program.

#### Timeline

Develop Program	2018 Q3-Q4
Implement	2019 Q1

#### Down Payment Assistance Fund

Purpose: Preserve existing housing stock by providing down payment assistance to local, working households.

This fund will provide a portion of the down payment required to secure a mortgage in return for a share of the equity appreciation on a pro-rata basis with the homeowner. Staff will work with local lenders, the HSB, and legal to develop the program.

#### Timeline

Develop	2018 Q3-Q4
Implement	2019 Q1

#### Restriction Fund

Purpose: Increase new workforce housing stock and preserve existing workforce housing stock.

This sinking/revolving fund is a strategy for workforce housing preservation and creation. By purchasing restrictions on new units, the public can avoid the role of developer and still take advantage of new, appropriate developments. By purchasing restrictions on existing units, the public can preserve existing workforce housing stock and protect community character.

#### Timeline

Develop Program	2018 Q3-Q4
Implement	2019 Q1



## Future Programs, 2019-2022

Two programs focused on ARUs are identified for implementation in future years. Per the LDRs, ARUs may be occupied by three types of occupants: 1) a member of the local workforce; 2) a family member of the landowner; or 3) an intermittent non-paying guest of the landowner. Staff will work with partners, the Housing Supply Board, and legal to develop these programs.

### Standard ARU Program

The program is a collaboration between the housing and planning departments and will result in a streamlined process for developing ARUs on properly zoned land.

Next Steps: Develop program working with planning department to identify possible process efficiencies and standard ARU design guidelines and/or plans. Research similar approaches used in other communities.

#### Timeline

Develop Program	2019 Q4-2020 Q1
Release RFP	2020 Q2
Award	2020 Q3
Implement	2020 Q4

### Historic ARU Program

The Jackson Hole Historic Preservation Board receives requests to move or demolish historic cabins regularly. This collaboration between the JH Historic Preservation Board and the Housing Department will create opportunities to save these historic structures by partnering with local landowners to place cabins as ARUs on properly zoned properties within the Town of Jackson. The ARUs will then be used for workforce housing.

Next Steps: JHHPB will submit a text amendment to the Town of Jackson to make an allowance for a slight increase in the size of an ARU so long as it meets certain criteria set forth by JHHPB.

#### Timeline

Text Amendment	TBD 2019
Develop Program	Q4 2019
Implement	Q2 2020



## Zoning & Planning

The Town and County’s planning departments’ work on updating land development regulations and mitigation rates significantly impacts the Housing Supply Program.

### Town Zoning Updates

The current zoning in Character Districts 3-6 is almost 25-years old. Since the second quarter of 2017, planning staff has been working to update this zoning to achieve the vision set forth in the 2012 Comprehensive Plan. The Town Council adopted the new zoning in July 2018.

### Joint Housing Mitigation Updates

Housing requirements on new developments have been in place since 1995. The purpose of this update is to ensure new development is providing housing that is in line with current trends and community goals. The Town Council and County Commission adopted new mitigation requirements in July 2018.

### Teton County Zoning Updates

In 2019 the County planning department will begin to update zoning in the Aspens Character District to implement the desired future character for the area as described in the Comprehensive Plan.

Historically, about 58% of all workforce housing units have been built through zoning allowances and incentives.

Historically, about 27% of all workforce housing units have been built through mitigation requirements.

### Timeline

Aspens Zoning	2019 Q1 – 2020 Q2
Hog Island	2021 Q1 – 2022 Q1
Business Park	2021 Q1 – 2022 Q1
Wilson	2021 Q1 – 2022 Q1



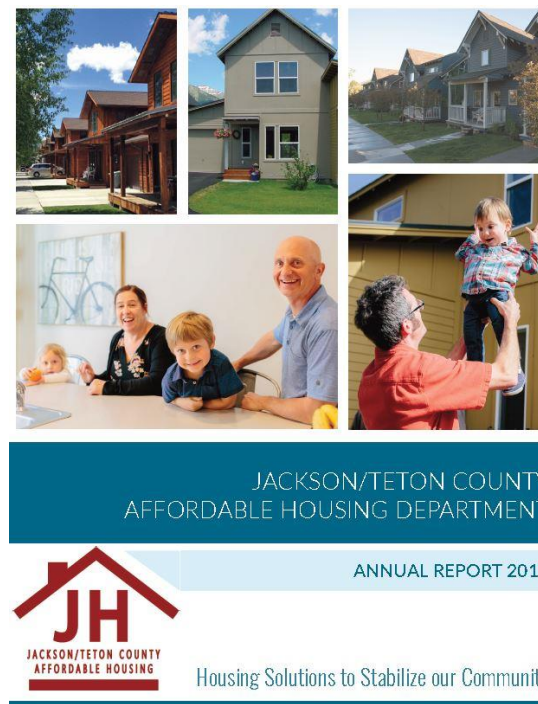


## Education & Outreach

Education and outreach programming are essential elements for the success of the Housing Supply Program. The department regularly provides educational presentations for employers and their employees and housing 101 and supply presentations to civic and business groups. Over the past year and a half, the department has increased its online presence through social media, a new website, and increased email communication with homeowners and tenants.

Annually the Housing Department will publish four reports:

1. Intake Form Report. The Housing Department released a new online intake form in January 2018 that all prospective homeowners and tenants are required to complete annually to remain eligible for Housing Department units. Data collected from the form will be synthesized and used to inform the Housing Supply Program. The data will also be provided to the community in the third quarter of each year.
2. Restricted Housing Stock Portfolio. The Housing Department will release an annual Restricted Housing Stock Portfolio that will detail all restricted units in Teton County. The first portfolio will be released in the third quarter of this year. Subsequent updates to the portfolio will be provided in the second quarter annually and released online.
3. Apartment Annual Report. The Housing Department will collect data about residential rental units in the community, including market and restricted units. This data will be published in the second quarter of each year.
4. Housing Department Annual Report. During the first quarter of each year the department will release an annual report detailing the department's work during the previous year (January-December).



Appendix A: Current Capital Projects

Current Capital Projects					
Project	# Units	Public \$	Public \$/Unit	Own/Rent	Income Ranges Served
Redmond Street Rentals	28	\$5,700,000	\$203,571.43	Rent	<150%
Grove Phase 3	24	\$2,428,000	\$101,166.67	Own	<80%
400 West Snow King	26	\$4,100,000	\$157,692.31	Rent	<120%
174 North King Street	30	\$2,000,000	\$66,666.67	Rent	<60%

Total	108	\$14,228,000	\$131,740.74
-------	-----	--------------	--------------

## Appendix B: Town & County Public Lands Inventory

Potential Workforce Housing Opportunities on Existing Town/County Land					
Address	Size	Future Zoning	Owner	Other Info	Recommended Next Steps
TBD	TBD	CR-1, CR-2, CR-3, NH-1, NM-2	JTCHA, ToJ, TC	Future land purchase, location TBD.	Acquire appropriately zoned land on which workforce housing can be built.
105 Merrell Ave	0.52 acres	CR-2	Teton County	CR-2 zoning will allow for the utilization of the "fill the box" 2 for 1 workforce housing tool.	In early 2019, release an RFP to develop workforce housing on the site.
255 & 257 West Kelly Ave, 360 & 380 South Jackson St.	0.68 acres	NH-1	Teton County	CR-2 zoning will allow for the utilization of the "fill the box" 2 for 1 workforce housing tool. Potential to partner with an adjacent landowner exists.	Release an RFP to develop workforce housing on the site in late 2018.
Eastern Portion of Karns Meadow Tract 4	0.65 acres	Suburban	Town of Jackson	An EA is currently underway.	Assuming EA suggests that housing is an appropriate use at this site, rezone to NH-1 and release RFP to develop workforce housing in early 2019.
3590 North Kennel Lane	5 acres	NC	JTCHA	Current zoning allows for a single-family residence.	Rezone to allow for the construction of workforce housing or sell/trade property.
955 Maple Way	0.12 acres	NH-1	Town of Jackson	Purchased for new road alignment. No plans for new alignment exist today. New zoning requires minimum of 3 units.	Consolidate ownership to maximize development potential.
930 & 940 Simon Ln	0.24 acres	NH-1	Town of Jackson	Purchased for new road alignment. No plans for new alignment exist today. These two lots are adjacent and offer an opportunity to build at least 6 new units.	
915 Simon Ln	0.12 acres	NH-1	Town of Jackson	Purchased for new road alignment and roundabout. No plans for new alignment/roundabout exist today. New zoning requires minimum of 3 units.	
410 Scott Ln	0.21 acres	NL-2	Town of Jackson	Purchased for new road alignment and roundabout. Potential executive housing w/1 ARU.	
55 Karns Meadow Drive	5.75 acres	P/SP	Town of Jackson	START Facility. Potential for 26 units based on current design.	Include site as part of the master planning process for 400 West Snow King Avenue.
400 West Snow King Avenue	6 acres	P/SP	Town of Jackson	Public Works, TC Parks and Rec housing and maintenance. Opportunity to master plan the property for all future uses.	Master plan site this year and bring recommendations to Town Council.
305 West Snow King Avenue	17.5 acres	P/SP	Town of Jackson	Fairgrounds. Lease expires in December 31, 2026.	2020: Master plan site.
270 W Deloney Ave	0.32 acres	P/SP	Town of Jackson	Parking lot - potential to build parking garage, housing	After parking study is complete, analyze efficacy of redeveloping site to include housing.
230 W Deloney Ave	0.48 acres	P/SP	Town of Jackson	Parking lot - potential to build parking garage, housing	
195 E Deloney Ave	0.45 acres	P/SP	Town of Jackson	Parking lot - potential to build parking garage, housing	After parking study is complete, analyze efficacy of redeveloping site to include housing.
9800 S Highway 89	2.4 acres	2019	Teton County	Future Fire Station. Potential for 5-10 housing units.	
125 Virginian Lane	3.72 acres	P/SP	Teton County	Library - potential to build parking garage, housing	After parking study is complete, analyze efficacy of redeveloping site to include housing.
140 E Simpson Ave	0.21 acres	OR	Teton County	Parking lot - potential to build parking garage, housing	With current zoning, highest and best use is to sell and reinvest funds into housing - whether employee or community workforce.
2110 Hidden Ranch Lane	0.34 acres	NL-1	Town of Jackson	Park exaction. Potential executive housing w/1 ARU.	Sell, pay parks fee, and invest the remaining revenue into future workforce housing development.

## Appendix C: Housing Supply Program Gantt Chart

Housing Supply Program																				
Project/Program	FY17/18		FY18/19				FY19/20				FY20/21				FY21/22				FY22/23	
	2018		2019		2019		2020		2021		2021		2022		2022		2023			
	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Redmond Street Rentals			28 units																	
Grove Phase 3				8 units					8 units				8 units							
Housing at Parks & Rec Shop								26 units												
174 N. King Street (ToJ)	Award		Dev K		Credits	Groundbreaking			30 units											
105 Mercill Avenue (TC)					RFP	Award			Groundbreaking						20-30 units					
Jackson/Kelly (TC) - County Only					RFP	Award			Groundbreaking						30-40 units					
Jackson/Kelly (TC) - Partnership			LOI		RFP	Award			Groundbreaking											120k SF
Karns Meadow Tract 4 (ToJ)				E.A.	Plat	RFP	Award				Groundbreaking				9-12 units					
Online Intake Form	Launch		Update																	
Workforce Housing State Park																				
Land Acquisition																				
Agrihood																				
Intake Form Annual Report			Publish			Publish				Publish				Publish					Publish	
Restricted Housing Stock Portfolio			Publish			Publish				Publish				Publish					Publish	
ARU Revolving Fund			Develop		Implement															
Down Payment Assitance Fund			Develop		Implement															
Restriction Fund			Develop		Implement															
265 W. Broadway (HA)			Sell/Trade																	
Online Weighted Drawing Entry				Launch																
Consolidate Maple Way, Simon Ln																				
400 W. Snow King Ave Master Plan																				
305 W. Snow King Ave Master Plan																				
Regional Employer Working Group																				
Apartment Annual Reports						Publish				Publish				Publish					Publish	
Housing Department Annual Report					Publish				Publish				Publish					Publish		
Historic ARU Program				Text Amendment				Develop	Launch											
Standard ARU Program								Develop	RFP	Award	Implement									
Affordable Housing Easement																				
3590 N. Kennel Lane (JTCHA)									Rezone		RFP	Award							Groundbreaking	

## Appendix D: Frequently Used Terms

Area Median Income (AMI) – the midpoint of a region’s income distribution – half of households in a region earn more than the median and half earn less than the median.

Accessory Residential Unit (ARU) – these units are also known as guesthouses, backyard cottages, granny flats, mother-in-law suites, etc. and are allowed in all zones in the Town of Jackson. The LDRs require that persons residing in an ARU are either employed full time for a local business, related to the landowner, or a non-paying intermittent guest of the landowner. These units are typically less than 800 square feet in size.

Board of County Commissioners (BCC) – five-person board of elected officials who are charged with administering the Teton County government. The Teton County BCC is comprised of 5 individuals and are elected to four-year terms.

Housing Supply Board (HSB) – seven-person board that is appointed to three year terms and exists to provide expertise, support, and direction to the Housing Director for the purposes of guiding the Housing Supply Program.

Indicator Report – produced annually, presents and analyzes 19 indicators identified in the Comprehensive Plan as being important indications as to whether the community is living its values: Ecosystem Stewardship, Growth Management, and Quality of Life.

Jackson/Teton County Housing Authority (JTCHA) –three-person board that is appointed to five year terms and exists to hear appeals of the Housing Manager’s decisions, acquire and sell property, and take on debt.

Land Development Regulation (LDR) – rules that regulate any aspect of development and include zoning, rezoning, permitted use, special exceptions, prohibited use, zoning districts, zoning overlays, housing mitigation requirements, etc.

Low Income Housing Tax Credits (LIHTC) – the federal government’s primary program for encouraging the investment of private equity in the development of affordable rental housing for low-income households.

Median Family Income (MFI) – “median income” for the purposes of the Housing Supply Program – calculated annually by HUD using data from the American Community Survey and Consumer Price Index forecast published by the Congressional Budget Office to bring the ACS data forward from mid-year to the mid-point of the fiscal year when new limits are published. In Teton County, statistically valid one-year data from the ACS is not available, so five-year data is used. “Family” refers to the Census definition of a family, which is a householder with one or more other persons living in the same household who are related to the householder by birth, marriage, or adoption. One-person households and multi-person households of unrelated individuals are excluded from the calculation.

Mean Household Income – the average income earned by households in a region calculated by taking the income of all households and dividing by the number of all households. Mean household income is not used to determine affordability for any of the Housing Department programs.

Request for Proposals (RFP) – solicitations for specific workforce housing projects, typically on land owned by Teton County, Town of Jackson, or JTCHA. These are conducted throughout the year and the terms are crafted by the Housing Director and HSB, and approved by the BCC and/or Town Council.

Specific Purpose Excise Tax (SPET) – sales tax that provides a method by which the requesting local government can raise funds for a “specific purpose”.

U.S. Department of Housing and Urban Development (HUD) – the principal federal agency responsible for programs concerned with housing needs, fair housing opportunities, and improving and developing U.S. communities.

Workforce Housing Action Plan (HAP) – envisioned by Policy 5.4.a of the Comprehensive Plan; the HAP evaluates the costs and benefits of various housing tools, establishes a system for monitoring the success of those tools in meeting our housing goal, and establishes the roles that various entities will play in meeting the housing goal of the community. Adopted in November 2015 and serves as guiding policy for the Housing Supply Program.