

## **DOCUMENTATION OF COMMUNITY DISCUSSIONS AND ONLINE SURVEY: HOUSING MITIGATION LAND DEVELOPMENT REGULATIONS (LDRS)**

### **COMMUNITY ENGAGEMENT GOAL**

The goal of this community engagement effort was to solicit perspectives on several issues related to affordable housing in the Town of Jackson and Teton County. Town and County staff and decision makers were eager to learn what, if any, changes the community would like to see to land development regulations (LDRs) and affordable housing rules and regulations. Toward this end, Town and County staff took a three-pronged approach to community engagement: hosting a Spanish-language meeting, hosting an English-language meeting, and developing two online surveys. Although the formats of these efforts were tailored for each context, each sought to gain further insight into what the community desires regarding LDRs and rules and regulations for affordable housing and, most importantly, why they prefer what they prefer. The format of each engagement effort is summarized below. The remainder of this report captures the key themes and outcomes from all three avenues of the community engagement process.

### **ONLINE SURVEYS**

On September 19, 2017, Town and County staff posted two online surveys to solicit input from community members who either prefer not to attend meetings, cannot attend meetings, or simply prefer to provide their input online. Staff prepared separate surveys to gain input on the affordable housing LDRs and the affordable housing rules and regulations. Notification that the surveys had been posted and invitations to complete the surveys were emailed to the Town and County email contact list on September 21. The surveys were open until October 11 at 5 pm. A total of 96 people completed the survey on rules and regulations, and 197 completed the survey on LDRs.

Each survey explored several policy questions that had been identified following the community engagement efforts earlier in the summer of 2017, along with several options or alternatives to address each policy question. Additionally, for each policy question, each survey included a narrated video summarizing the policy question, the different policy options, and the potential tradeoffs of the options. Respondents were encouraged to first watch the video and then indicate which policy option they thought would best address the policy question. They were also asked to share the motivation for their responses.

### **SPANISH-LANGUAGE MEETING**

The Town of Jackson and Teton County have a large Latino population that has typically not been invited to engage when it comes to planning and housing issues. Staff worked with influencers in the Latino community and the Teton County Library to recruit people via email, personal visits, and phone calls to attend a Spanish-language meeting to gather feedback on housing LDRs and rules and regulations. A native Spanish-speaking facilitator led a meeting on Monday, October 2 from 6:00 p.m. to 8:00 p.m., and about 40 people attended.

Participants discussed two questions in both small groups and in plenary: 1) What should the requirements be for those seeking affordable housing? and 2) What should the process be for building affordable housing units and selecting people to live in them? Participants considered not only their own views on these policy questions, but also the potential negative impacts of their preferred policy approach.

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## ENGLISH-LANGUAGE MEETING

In order to gather feedback and spark community conversation, Town and County staff held a community meeting on October 9 from 6:00 p.m. to 8:30 p.m. at the Snow King Lodge. Participants were recruited in a variety of ways, including:

- Newspaper advertisements
- Facebook campaigns, including sponsored advertisements
- Email campaigns to those who subscribed to the Engage 2017 Updates list
- Educational presentations to various non-profit organizations and advocacy groups
- Office hours for people to talk one-on-one with topic experts
- Word of mouth

Roughly 80 members of the community attended this meeting, in addition to members of the Town and County Planning Commissions, Town Council, and the Board of County Commissioners who attended to listen to the community conversations. After a brief presentation to set the stage and to summarize the key issues, participants self-selected into one of two categories: those who were familiar with the issues, had watched the online videos, and/or had completed the online survey; and those who were not familiar with the topics and had not watched the videos or completed the survey. Participants were then invited to complete two worksheets—one for LDRs and one for rules and regulations. Each worksheet listed all of the policy questions for that topic, and participants were asked to select their preferred policy option from a set of colored cards with the policy options written on them. The result for each worksheet was a colorful “package” of policy preferences. Additionally, participants were encouraged to consider and write down the advantages of their select package of policy preferences and the potential downsides or disadvantages of their selections.

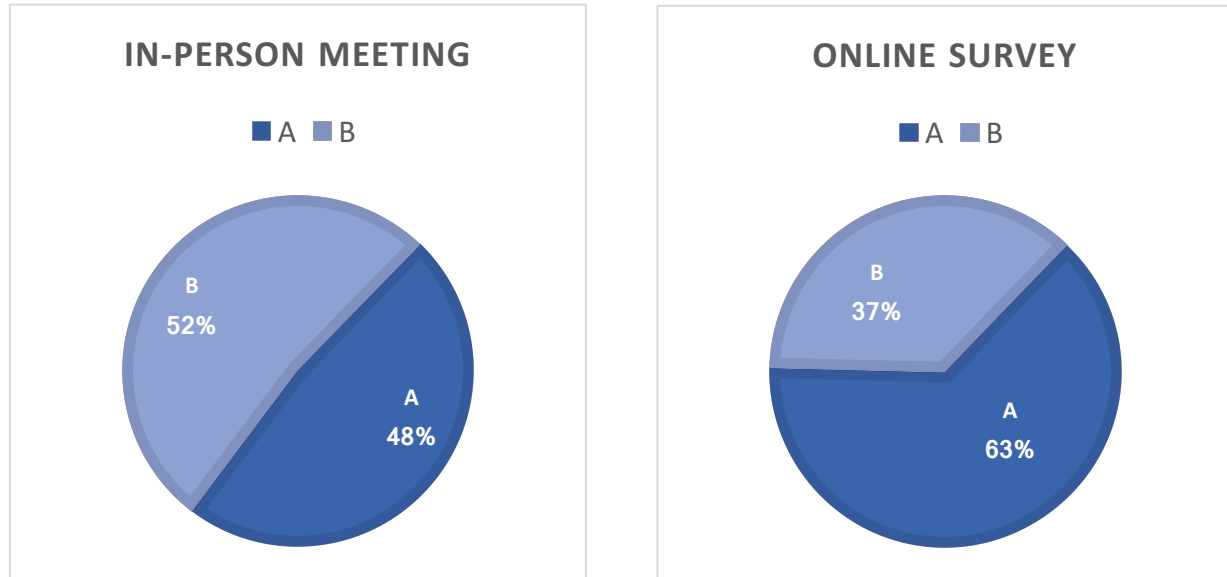
During the meeting, some participants expressed frustration at the activity, citing the complexity of the topic, the technical nature of the policy response options, and the sheer volume of policy questions and options available for discussion. Nonetheless, roughly 50 worksheets were completed for each topic, and several people indicated that while they did not complete a worksheet, they anticipated going home and completing the online survey instead, as it would allow more time for careful consideration of all the options. In the 44 hours between the end of the English meeting and the closing of the online surveys, an additional 17 respondents completed the survey on rules and regulations and 28 respondents completed the LDR survey.

## KEY THEMES: HOUSING MITIGATION LAND DEVELOPMENT REGULATIONS LDRS

- Employers should contribute to affordable housing in some manner; however, employee housing may not always be appropriate as it ties people to a specific job, rather than employment in general.
- Investing in the community and people who live and work here full-time is critical.
- There is more development and growth than the community needs or can sustain.
- Employers should be responsible for housing employees, particularly seasonal employees.
- Seasonal workers are important to the economy, but may have different needs than full-time, year-round residents.
- Many middle-class citizens do not qualify for affordable housing but also cannot afford a market-price house.
- While new development is often responsible for growth, it may not be the answer in all cases to increasing the pool of housing.
- There are a multitude of challenges associated with income-based affordable housing qualification that often leave out the people in the middle.
- Those who spur the growth should be responsible for mitigation; this can mean developers or employers.
- The provided housing should be livable, but not luxurious or fancy.
- New development needs to house their own employees, either on-site or off-site, depending on the context.
- Offering too many exemptions or variances or applying them subjectively will weaken any land development regulations that are meant at curbing its impacts on local housing.
- Applying new regulations to developments that have been approved but not built will complicate the development process and possibly have unintended consequences; however, stalled projects should not be allowed to be grandfathered in forever.
- Employees who add value to the community should be a high priority for housing.
- Any changes to the LDRs should support the community before development or growth.

## SUMMARY OF DATA AND RESPONSES HOUSING MITIGATION LDRS

### POLICY QUESTION 1: WHAT SEGMENTS OF THE POPULATION SHOULD HOUSING MITIGATION BE FOR?



- Full-time, year-round employees (in one job or multiple jobs that add up to full-time, year-round employment)
- Answer A plus full-time, seasonal employees only here for a season (the status quo)

### WHAT MOTIVATED YOUR THINKING OR APPROACH WHEN ANSWERING THIS QUESTION?

#### Supporting People in the Valley / Building Community

- Help those who stay in the valley year-round.
- There should be community support and return of support.
- Employers should house seasonal employees.
- Housing should be made available to permanent residents of the county.
- A person who has made the decision to obtain a job that contributes to the year-round service needs for this community should have access to housing.
- People who make the commitment to be here year-round deserve affordable housing. Seasonal employees should be housed by their employers.
- Full-time people, dedicated to living in Jackson should get the first option. They are more involved in making Jackson their home.
- We will always have a seasonal workforce issue as we are a seasonal community, but what we are really trying to accomplish is stable, long-term housing for folks who want to really contribute to the community.
- Community members who will invest more in the community should have access to housing.
- Although I think it is critical to house seasonal workers as well, keeping and maintaining full-time year-round staff is crucial in building this community.

- It is important to house those who commit to the community.
- The community should be preserved; seasonal employees are not committed, contributing community members.
- Housing as many workers in the community as possible should be our goal. We need to close the loop holes for developers to get out of providing workforce housing with new and redevelopment. Fees in lieu only mean we do not get the housing we need.
- Year-round employees tend to be more engaged in the community, become members of organizations, and hope to set roots in the community.
- Housing for permanent residents should be provided. If we expand the types of businesses that must provide housing we may be able to offset not requiring housing for seasonal.
- Stability for key community workers provides stability for the town and for families.
- Preference should be given to long-term citizens who have been a part of the community for an extended amount of time.
- Full-time employees contribute to a sense of community.
- It is important to build community.
- The most important thing is to create community through housing. Seasonal workers are very important, but should be handled through employee housing, similar to JHMR.
- Year-round employees tend to be more active and contribute to the community.
- We need to accommodate those committed to the community.
- Year-round employees have a longer-term impact on neighborhoods.
- The full-time, year-round employees are the people who have made Jackson their home. They are invested in the community and they care about the overall health of the community.
- The focus should be on housing the community members who invest the most time back into the area.
- It is important to contribute to the stability of the community.
- If the government is giving someone a break, it should be to people who are vested in the community.
- The Town and County should not provide subsidies to tourism-based businesses.
- Full-time, year-round employees are more likely to be invested in and influence the culture of the valley. They retain and create a cultural memory and represent professions that are more essential to the community.
- Preference should be given to members of the community who have lived here. Funds should not be used to subsidize business that depend on low-paid seasonal workers.
- Less turn-over is good for the whole community!

### **Housing Cost and Availability for Full-time Workers**

- I am a full-time employee who will need to leave the valley due to lack of housing. My work provides a housing stipend, but it is nowhere near an amount that is practical in this community.
- I have lived here my whole life and am trying to provide for my family and it is hard to find housing that we can afford as a family with two adults working full-time. I think that seasonal positions should provide dorms.
- I work full-time for the town of Jackson.

- I is very hard to find affordable housing; most paychecks go to bills just to live and work here.
- I am a full-time, year-round employee with a job affected by seasonal employees and their housing.
- Housing should be prioritized for people who work and live in Jackson year-round. I am a full-time, year-round employee; my future here depends on finding stable, affordable housing.
- Affordable housing will always be a limited commodity, so it should be fully allocated to residents who have to be here full-time for their jobs.
- I have been a local resident for 17 years, and am a head of household working two full-time jobs—one as an entrepreneur.
- I think it should be a priority to develop housing for full-time employees while also recognizing the need for housing for seasonal employees, but housing for seasonal employees should be provided by the employer.
- There are more full-time employees that need housing.
- I am a full-time, year-round employee who is having a lot of difficulty finding housing. I understand that seasonal employees are needed as well, but there are many more housing options and roommate situations for them than there are for full-time employees.
- Full-time residents should be the first priority.

#### **Traffic**

- Traffic is impossible; everybody is understaffed in high season. We need housing solutions that are walkable to jobs in town.
- Traffic on the Village Road is terrible.

#### **Broader Community Needs**

- I am motivated by the economic needs of community and the lack of inventory.
- There is a dire housing need for all local employees.
- After 20 years living and working in Jackson, it is clear that no subsidies are provided for those who do not help themselves. Jackson does not accommodate most seniors, as the older population cannot provide services like others.
- There should be more support personnel in all areas of the community. People are giving up important jobs here because they cannot afford housing.
- Infrastructure workers should be the priority.
- There is a lack of housing for everyone, not just locals who live here year-round.
- I do not approve of the insular "locals only," "close the gates" attitude.
- There is a housing crisis that is negatively affecting the economy and the community.
- The community needs full-time employees, whether they work one or more jobs

## **Fairness and Equity**

- I believe everyone should have access to affordable housing.
- All employees need affordable places to live, whether they are full-time, part-time or seasonal.
- We need all workers: seasonal and full-time, year-round employees
- All types of employees are critical to our tourist economy.

## **Employer Needs**

- My organization employs many seasonal workers, and it is very difficult for them to find housing. This often results in us missing out on potential employees who cannot accept a job without being offered housing options. There may also be performance issues that occur at work if employees end up living in their cars or couch surfing.
- Most businesses can function without seasonal workers.
- Food and beverage industries depend on seasonal employees.
- Housing being available for seasonal employees would make it easier for me to hire employees.

## **Employer Responsibility**

- Housing should be provided by organizations/businesses for the employees who need it. Whether or not that business charges market rate is up to them.
- The public should not pay to have seasonal employees housed; the employers should pay for this.
- Seasonal housing should be provided by employers.
- Employers should be required to provide housing for 100% of their employees.
- Full-time, year-round employees need to be the focus of housing mitigation. Employers, Jackson Hole Mountain Resort as an example, need to be responsible for supplying housing for their seasonal employees.
- Seasonal employee housing should be provided by private employers.
- Most people I know cannot afford to buy, and many cannot find affordable places to even rent. Most of the businesses that increase the amount of people in town also use seasonal employees. Those businesses should also need to help provide housing for those employees since it increases rent and housing prices for all, regardless of whether they are seasonal or year-round.
- Tax payers should not be paying for seasonal employees' housing. Businesses should be responsible for building and obtaining housing that they can then rent to employees.
- Employers should pay the cost.
- Resort, dining, and entertainment businesses for seasonal visitors should plan and budget for their own employment needs.
- Seasonal workers without housing cause challenges for our community. Worker 'campgrounds' are not a good solution for us. I think employers should be responsible for housing the employees they need, or they should pay higher wages so the employees can afford to rent here. I don't have a lot of faith that businesses will start paying higher wages, so it seems appropriate for local government to step in and ask for housing mitigation requirements at development. I would like to see our community move away from the type

of jobs that require seasonal workers to an economy that supports year-round employment. Can we shift from resort to something else?

- Businesses should house their seasonal workers.

### **Creating Incentives**

- You should be a full-time employee in order to receive full-time benefits. That could motivate more people to be full-time employees and build a life here rather than just stay a season and leave.
- Having housing for more long-term employees would motivate them to stick around.

### **Need More/Different Policy Options**

- There should be an option C: Should the government be involved in mitigation?
- This town benefits enormously from the labor of full-time, seasonal employees that come for a season (or return for many summer or winter seasons). None of these scenarios is conducive to signing a lease.
- The 65% housing for the workforce is unattainable. There should be very little lodging, commercial, or government development for years to come which should help with workforce housing!
- It is a joint effort. Both seasonal and full-time employees are important.
- People staying here are the priority and those businesses that benefit from seasonal employees should be addressing that issue. That said this should not be an either/or but should address both, with multiple solutions.

### **Importance of Seasonal Workers to the Economy/Community**

- Some jobs are seasonal here in our tourist driven industry.
- As a seasonal destination, we need to provide temporary housing for seasonal workers. A large segment of the workforce is seasonal.
- Our town's businesses rely on SEASONAL TOURISM. They need SEASONAL workers to fill these jobs. They need to be able to house these SEASONAL workers for the times they are busiest. The people sleeping in their cars and camping up Curtis are NOT hired for year-round employment.
- Seasonal employees must be housed in Jackson (no college kid will come here for a summer and live in Alpine), so if you go the route of mitigating for full-timers only, you MUST provide a market tool for employers to build season housing that makes sense (dormitories or efficient apartments).
- Need to focus mitigation on the greatest community need; seasonal workforce is a business need.

### **Different Needs/Drivers for Seasonal Workers**

- Seasonal employees are not looking for long-term housing solutions. Most are willing to split a home or apartment with several people because it will only be for a few months.
- Seasonal workers may or may not be US citizens. They have no investment in the community. Seasonal employees typically want the cheapest housing and will double up to save money. I would prefer to give housing go to those who are here year-round, probably paying more than they can afford, especially year-round residents who have been here for



more than 3 years. When they vacate the rentals they are in, they become available to seasonal workers.

- What happens to the seasonal housing when it is a low season? Does it sit empty?
- I think in terms of what every community needs, not just Jackson. We could still survive as a town without such a robust seasonal workforce. It may mean we have fewer services to offer the visiting public, but we would survive as a town.
- We house our seasonal employees already.
- Finding seasonal rentals is not easy, and the seasonal workforce is important for maintaining the tourism economy in Teton County.
- There is a much greater need for employees for 8 months of summer/winter versus the 4 months of mud season.
- The large, unsustainable workforce sleeping on Shadow and Curtis Canyons and Mosquito Creek is a problem.
- It seems there will always be a seasonality to Jackson's workforce. There is a huge demand for housing in the summer. We should have solutions for that issue, as well as for families who are living here full-time.
- Seasonal employees hold no attachment or regard for the region, so they should not be a priority for housing.

#### **Concerns about Appropriate Role of Government**

- I do not think that we should, as citizens, have to mitigate (supply) housing.
- Get government out of housing.
- Full-time people should find a way to use their own income and not the county's money to afford a home. We should find areas to be able to build affordable housing, trailers, or tiny homes where they are not in sight of people using the major road systems--like Ross plateau.

#### **Development and Growth**

- We need to stop growing.
- Over-development is the problem. Example: Marriot Hotel in downtown Jackson.

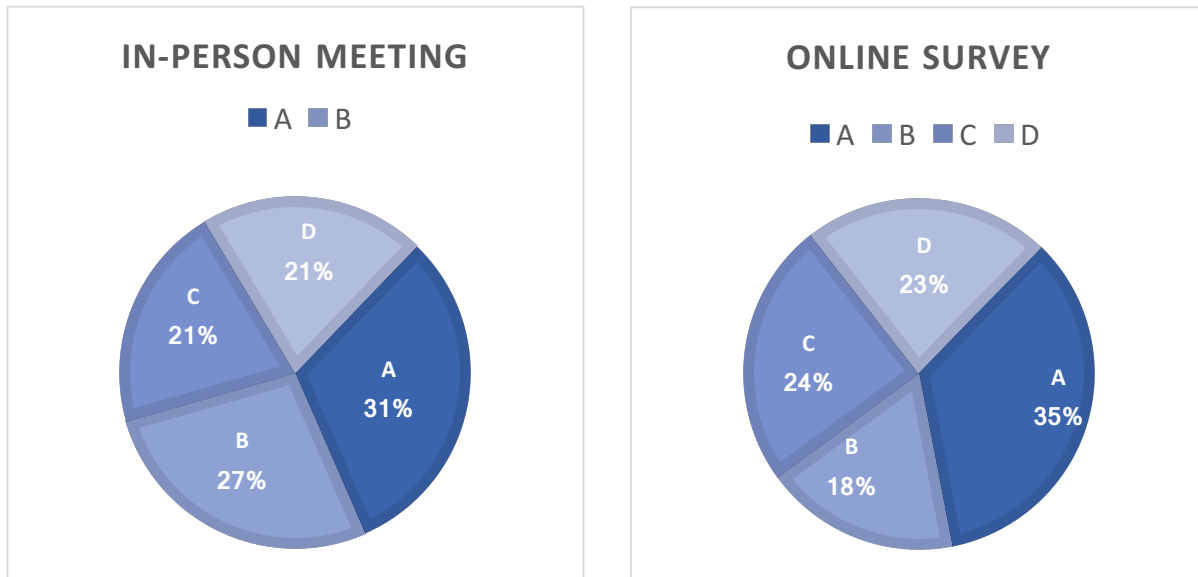
#### **Rent vs. Own**

- I think rentals can be for seasonal employees. There is such a high demand for seasonal employees. Ownership should be for year-round employees, working 11 months out of the year 40 hours/week.
- I think it makes a big difference whether you are talking ownership vs rental. Ownership I believe should be for year-round but rental perhaps both.

#### **Other**

- This is my current position, and I want to live in Jackson currently and in the future.
- Full-time means at least 2080 hours in a given calendar year. Teachers should be required to volunteer or coach if they get a hand out.
- I met summer workers who have to camp in their cars for the summer.
- Many of my co-workers live in ID.
- I am full-time, year-round.
- You have to start somewhere. We need permanent solutions to these permanent problems.

## POLICY QUESTION 2: WHAT PORTION OF THE WORKFORCE GENERATION BY DEVELOPMENT SHOULD BE HOUSED THROUGH MITIGATION?



- Mitigate for 100% of the workforce that cannot afford housing (households making about 200% or less of median income)
- Mitigate for the lowest earning workforce households (for example, about 75% of workforce households make less than 120% of median income) (Status Quo)
- Calculate the mitigation using alternative Answer A or B, then reduce the mitigation requirement to avoid barriers to development
- Other

## WHAT MOTIVATED YOUR THINKING OR APPROACH WHEN ANSWERING THIS QUESTION?

### Concerns about Handouts/Appropriate Role of Government

- The taxpayers should not be funding a solution to this problem.
- No one helped me buy and upkeep my house. I realize it is expensive to live here but as a tax payer I do not feel it is fair that now I have to pay for someone else's housing. I have lived in Teton County for 40 years and my first job paid \$2.50 per hour.
- Get government out of housing.

### Employer Responsibility

- Mitigation needs to adequately fund housing for year-round jobs created by development. Seasonal jobs must be addressed by employers through dorms or other housing for that seasonal staff.
- This should have been the approach for the last 20 years. Good business owners already do this.
- New commercial growth should handle their need for employees. I do not believe that the health of our community needs more commercial development.

- Businesses should pay for housing their employees.

### **Community Building and Community Need**

- The lowest earners are more likely to be seasonally employed and more likely to leave town after a season to go back to school or to find better work in a more affordable area. The households making between 120% and 200% of median income are more likely to stay year-round and help build this "community.". You should address the entire demographic that is impacted by high housing costs.
- Allow employees to stay and grow here. People who leave are more often than not leaving for expenses.
- If you choose option 2B you end up losing a lot of the core of our community: young families trying to make it work, small business owners, non-profit employees and teachers/nurses.
- Focus on the greatest community need – full-time & <120%AMI; public services priority.
- I am thinking about the impacts of the different alternatives. I have friends who are educated professionals with good jobs in our community. They cannot afford a home, and yet they make too much to qualify for an affordable home. If we rely only on incentives to provide affordable housing for this segment of the workforce, do we risk pushing out our professionals? Does this in turn mean we become even more of a resort economy because we are subsidizing lowly-paid workers in the service industry? If our mitigation fees are so high that we discourage development, I worry that we will lose our local, entrepreneurial spirit. Will high mitigation fees result in more chain-businesses and drive small business owners out of town? We see this happening already due to land prices and current difficulties with finding/housing employees.
- Mitigation should be for those who are least able to approach free-market housing, since this is a group that is necessary to keep the Valley running. Community members who make more than 120% of median income are more likely to be able to find rentals and are in a better position to approach free market housing.

### **Fairness/Equality/Quality of Life**

- We need to help those with the greater barriers to entry into housing.
- The market will never be sufficient to cover this need! This community is SO wealthy, and a privileged few benefit incredibly from the tourist dollars that come in. That benefit should extend to those who are actually doing the work to support this economy.
- It allows the workers a more normal way of life.
- I am employed full-time/year-round and have been very fortunate with housing since I moved to the Valley 6 years ago. But I know far too many people who have been forced out of their rental because the rent was jacked up by 50% or more. Look in the newspaper, talk to restaurant or hotel workers. Customer service around town has dropped because everyone is over worked and under paid.
- The neediest should get housing.

### **Cost of Living/Affordability**

- Many residents are paid a fair salary due to the need of workforce, but are still unable to purchase a home.
- Everyone needs help in affording housing; prices of renting/buying are outrageous.

- There is such a gap between free-market housing and the actual limits on current affordable programs that it would be really interesting to see a 'gap' program to help those in the middle who have two decent jobs in town but still cannot afford a beat up 40 year old scraper of a home for \$650K. It is pretty dire and it could also create an opportunity for current affordable homeowners that are doing well and potentially over the thresholds to take a next step and make way for others in need of a home to own. That feels like the biggest need currently, which would open up a lot opportunities in current developments versus people who have no options.
- There is already an issue of people exceeding limits, but still being unable to afford housing because of the insane difference between the cheapest free-market home and an affordable home. This will also make housing families better. Having children often puts you in a category that you cannot really afford.

### Market Forces and Incentives

- Affordability is the biggest issue, and I think a lot of that has to do with when something is for sale it goes for an extreme amount of money and lots of times the buyer is not someone who will be staying here and working. There are lots of homes that are rented out for extreme amounts of money because there are no other options, so families are forced to try and pay this huge rent or try to buy at the high prices.
- Development for workforce housing should be provided variances if barriers prevent them from developing housing.
- This offers flexibility given market changes in the future.
- I believe we have become too focused on maximizing profit through business development and have forgotten about the people who work for those businesses. The quality of life has become low due to the cramped living space and high housing costs we have achieved through over-development without consideration for our workers.
- A is too ambitious and will discourage private builders.
- Developers have so many barriers to building low-income housing. No wonder they choose to build hotels, which might bring in more tourists and income, but just creates demand for more workers who cannot afford to live here!
- The free market used to take care of it until government intervened.
- Two concerns: subsidized housing should be for "starter" housing with incentives to move on as income and/or assets increase in order to free up housing for newer workforce.
- There are a number of issues with forcing new development to create housing. First, the developer is not creating new jobs, businesses are. Different businesses need different numbers of employees, irrespective of the amount of space they lease. For example, a landscape company has 40-100 people working for them, but they office out of a 10x10 garage. Pinning housing requirements on just developers does not get to the root of the problem.
- It is critical to account for the barriers in development.
- I do not think developers will voluntarily build market housing that is "affordable;" they want maximum profit. I think that we need to mitigate for all workforce so essential workforce (teachers, police, fire fighters, etc.) are not neglected, even though they may make more than the lowest earning workforce households.
- Saying there would be barriers to development with increased mitigation costs is a cop-out. The developers already are making money, they just want to make more. If not addressed in entirety, we are not solving the problem and the housing crisis will remain.

- I think lower barriers and letting the market step in will create efficiency and supply. Low-cost land also needs to be a component.
- What about people who have owned a free-market home for 20 years and in that 20 years have managed to buy two other homes and rent these out?!
- Provide zoning incentives to provide for the other categories.
- Go to any university and look at the large-scale apartment complexes that are shooting up everywhere. If we could get a large tract of land, we could get the private sector to come in and take care of some of our rental problems. As far as home ownership, we probably have to commute for that, unfortunately.

### Challenges with Income-based Strategies

- Most households have to work many jobs to be able to live here. They sometime surpass the set limit and cannot afford to buy a home.
- People making 200% of median income CAN afford housing. It is the rest of us who cannot.
- My husband and I were able to buy a free market home in Jackson, as hospital employees. We are nurses who work hard; not everything should be a handout. It is a fine line, but we did not take vacations, get new clothes, cars, or luxury goods for years trying to make it work. 120% seems fair and adequate and if folks are not willing to struggle to live in Jackson a little then this is not the right town for them. Life is not a handout, and if you make 120% of median income, then there are ways to make it work.
- I just do not think that income should be tied to a housing requirement. Incomes vary so much based on how many people are in the household and if the job is seasonal or if the person is a trustafarian, etc.
- The median household income is skewed because the second-home owner who claims residence due to no state income tax. The majority of people who truly live and work here make far less than 200% of the median! These are the folks whose kids are in school here!
- It seems to me there has to be some variety for income levels as there currently are several categories as income increases.
- The mitigation need should reflect the actual number of employees added.
- Throughout the US, people have to adjust their housing requirements to the region's quality of life. People making 200% of the median can afford some housing in Jackson - if not to purchase then to rent - so they should not get special treatment.
- We need to prioritize affordable housing based on a combination of income AND profession/job.
- If you focus on the lowest wage earners you will miss an important segment of the population. Market housing will always be too expensive for the majority of workers, especially in a service-based economy.
- With a median home cost of about 1.3 million per your graph that puts median home cost at about \$650K but this is paid for by workers' wages. So, I would like for you to use actual \$\$\$ amounts as of a specific date.

### Land Use, Natural Resources, and Development

- Single-family residential is not the most efficient use of space inside town limits. Rather than destroy natural resources with new development, we should look hard at recycling the space and homes that are currently in existence and ask ourselves if that is the most efficient use of space.

- The more you build, the more devices are needed so you never solve the problem of development.
- Inhibiting new development is a good thing.
- It seems this should be our goal though it likely will never be completely obtained. If some development is stymied so be it. This town is growing too fast as it is. You can never undevelop what has been done, so we should take it slow and be thoughtful and create housing HERE for those who want it.
- Never reach 100%, already too much development.
- The Comp Plan intended to house 65% locally. Some barriers to development are not necessarily a bad thing.
- We need to stop growing.
- Prior development has consumed our entire supply of housing. Therefore, future development must fully pay for its impacts.
- As a community, we need to SLOW growth. More hotels, motels = the need for more employees.
- No employees should equal no development (self-balancing).
- We are already maxed out.

### Thoughts on Specific Policy Options

- 2A is too expensive for developers and does not take into account existing developments that did not have to "pay in" but still cause housing problems. 2B is the model that has been used, and it does not work. 2C should be tried and town/county should be on the same page.
- There is not a magic bullet solution for this type of issue. I would say option B is the closest you can get, but the problem is that the dramatic cost shift in the Valley leaves many who are above the 120% of median income without options for housing which could lead to the hollowing out of this segment of the population.
- Another alternative is to eliminate mitigation, but the free market will not solve this problem alone and would push us further into the character of a resort community. C seems to give the Town the greatest flexibility, with the focus on maximizing mitigation revenue, while minimizing barriers to development.

### Concerns about the Question

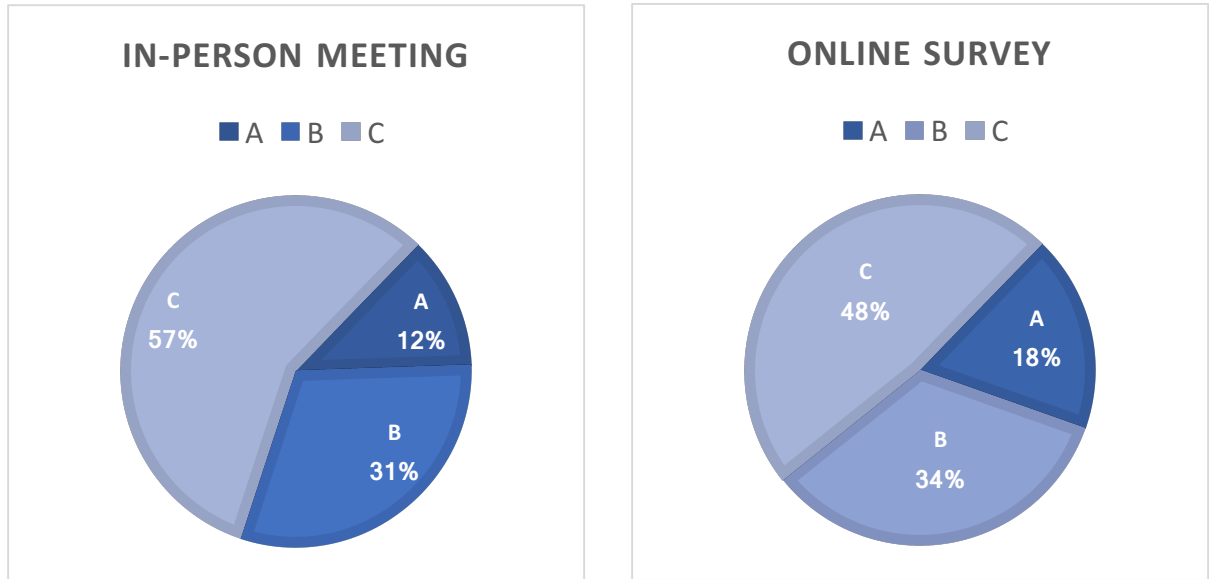
- I had to re-read this question 7 times. I have a master's level college degree. Who is coming up with the language? The Latino community will probably not understand this question if I am having a hard time comprehending what you're asking.
- Survey writers manipulated the options.
- I did not really understand the question.

### Other

- Longevity in the community and in the workforce is important.
- If people, other than necessary workforce, cannot afford to live here, they should not live here. Therefore, we should have the least possible mitigation.
- The other options will just continue the cycle of people having to quit and move because they cannot afford to live here.

- More people will be served with less red tape.
- Perhaps reduce the amount that housing is subsidized, based on income level.
- We need to engage the private sector in the process.
- Again, no straightforward solution, multiple scenarios should be undertaken using resources of local government and businesses.
- Even though you make a decent wage, you still cannot afford to live here.
- It is a good compromise.
- My current housing experience motivated me.
- Everyone does not deserve a home.
- I have friends who could not afford to live in Teton County so they moved to Victor, then moved back when they had saved enough money to live in the county. I have rented for 15 years saving money to buy and I just did. I do not see the problem in that.
- I think we need a balanced approach.

### POLICY QUESTION 3/4/5: HOW SHOULD THE MITIGATION REQUIREMENTS BE IMPOSED?



- Inclusionary requirement for year-round employees and employee generation requirement for seasonal employees applied progressively through the approval process (status quo)
- Answer A, except that the inclusionary requirement would be applied to lodging development in addition to residential development.
- Employee generation requirement for year-round and seasonal employees applied progressively through the approval process.

### WHAT MOTIVATED YOUR THINKING OR APPROACH WHEN ANSWERING THIS QUESTION?

#### Fairness

- The demand occurs at construction, not at plat approval. It is inappropriate to have an exaction prior to the nexus generating the rule.
- Progressive would not work, and it would turn into more politics. All should plan to pay with their project costs up front.
- Not sure I understand this, but if I am interpreting correctly, C spreads the mitigation cost over a greater number of groups: lodging and other commercial groups, all of which contribute to increasing demand for housing.
- It is not fair to impose all of these hefty "fines" to newer developers when you have existing large business owners that have not paid the same "share" into the cost and have caused the existing problem. Work with private and non-profit housing developers, and the town/county should provide the land/infrastructure and let them build.
- Everyone uses the grocery; everyone needs basic services, and these require employees and they already exist (they are not new developments) but new houses will require more services.
- It is a fair and feasible option.



### **Employer Responsibility**

- Employers need to pay more to solve the affordable housing issue. This option is fairer; it spreads around who has to pay for affordable housing.
- More businesses should contribute.
- Lodging development generates employees and they should mitigate for it.
- Having the tourism industry pay forward for our work force housing is critical.
- Businesses should bear the cost of housing employees.
- I feel this is the only way to get the amount of affordable/employee housing needed in this community. If a company, especially a hotel, that creates many jobs, does not want pay, they cannot play. We already have too much of a gap between the amount of jobs/businesses to people and it will only get worse without major changes.
- Lodging, commercial and government entities require many more workers than completed residential subdivisions and should plan to contribute toward that housing. Residential development is cyclical and draws in temporary workforce.

### **Employer Needs**

- I need seasonal employees to conduct business.

### **Concerns about Calculating Employees**

- All people who work in our resort industries need to be calculated into how much housing is needed to staff that business.
- The number of employees needed should be accurately calculated and should be a priority.
- Employee-generated requirements drives up the cost of goods and services and is difficult to track over time.

### **Development and Tourism**

- Impede new development.
- I think everyone needs to be conscious of jobs needed/created with new development, whether it is residential or non-residential.
- "If you build it, they will come...". We already have too many people living here and not enough space to (affordably) house them. With our limited space for residential development and high cost of living the cost of rent or housing is a large reason for our transient community. If we want to change the dynamic of our community, we need to provide appropriate housing when there is new development to anticipate the increased need.
- More development and more tourism lead to housing needs. There should be a moratorium on money spent to promote tourism until all hotels house their workers.
- Building new lodging developments= more tourists=more workers needed.
- B fails to consider other employee generating commercial development.
- All development increases the need for employees and so should be directly tied to workforce housing mitigation efforts.
- This was confusing. I chose B because I thought it was saying that lodging should be required to help with housing mitigation and therefore short-term lodging is what drives the crisis and there is a need for long term housing solutions.

- Place a moratorium on lodging/ industry development until a minimum percentage of the workforce has been housed. For every new hotel room built we need .5 rooms for workforce to live.
- Teton County is at full employment. New development needs to be able to provide housing for any new jobs created.
- If you want development, you need to build to accommodate for those increased impacts to the job and housing market.
- The inclusionary requirement should be applied to commercial and lodging development as well as residential.
- Commercial development will only respond if there are requirements.
- I think that in this area it is important to think of the impacts that large developments may have, especially in the tourism industry, that create many lower paid jobs, This puts a pinch on housing so it should be reasonable that it is factored into any of the larger-scale, tourist-based developments.
- Most opportunity to increase mitigation on non-residential development.
- I think everyone needs to be conscious of jobs needed/created with new development, whether it is residential or non-residential.
- This option seems to more equitably distribute mitigation across all sectors and could also level the playing field between commercial and residential development and incentivize housing development over commercial. NO NEW HOTELS without significant housing development. Why is that so hard to understand? Especially a big corporate, deep-pocketed hotel company. If they want access to our market, make it extremely worthwhile to our housing crises/shortage. Current zoning for allowable hotels would cripple our infrastructure if they were all built.
- Second Home Development and lodging development have had a huge negative impact on the housing supply for locals, and those types of development need to fairly cover their true impacts on the community moving ahead.

#### **Dissatisfaction with Status Quo**

- The status quo is not working.
- We need more than is happening now, even if it slows our overheated economy.
- Currently the available housing is a lot more luxurious, yet not lived in throughout the year. That is not efficient.

#### **Question Has the Wrong Focus or Wrong Options**

- None of the above. Mitigation should be required by lodging, commercial and government entities, NOT residential developers other than employees required for the permanent development.
- We need more housing, not more jobs.
- I really do not agree with any of these options. What happens if you have put conservation easements already on your property? Are you still responsible for building housing?
- I did not answer because I think the focus should be on year-round employees only.
- Most requirements are being waived when new projects are built, so really the key is to establish reasonable requirements and then ENFORCE them. Lodging adds lots of workforce, therefore they should help bear the burden.

- This question needs to be looked at again. I do not like the options, as it does not seem to represent the earlier question of who should be included in the housing mitigation, part-time, seasonal, full-time (with year-round or multi seasonal/part-time employment).

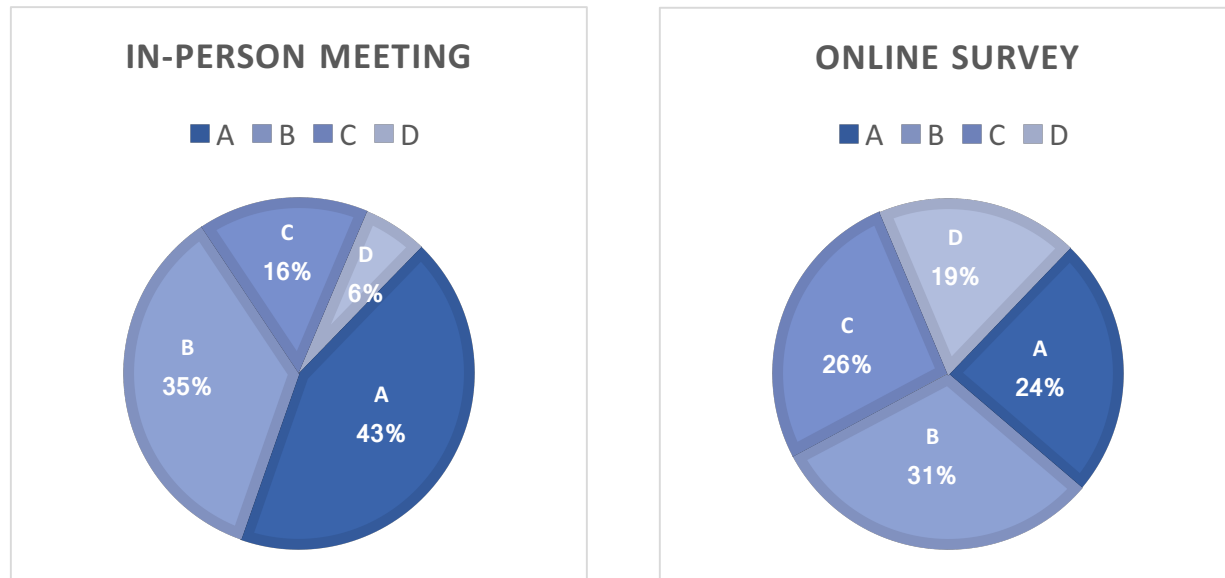
### Thoughts on Specific Policy Options

- Option A sort of works, but only for a few lucky ones. We need to try something different and option C looked good.
- Too many actual employees are not housed. With b/c, the requirement is too general.
- Need to combine A<B<C creativity, collaboration with a set of incentives.
- C, but mitigation only for full-time, year-round employee generation.

### Other

- I do not think affordable housing is the solution to the town problem; it is merely a Band-Aid.
- Fire the town council and let the market decide.
- There is enough economic power in Jackson Hole to provide for these additional requirements. It may be less convenient, but it is fairer.
- You are leaving out unintended consequences.
- I am not willing to vote for something that you do not know will work.
- Everyone has a stake in this issue.
- We need to reduce the cost to average homeowners who are building on their lots.
- Ensure the full-time residents are served first.
- There should be flexibility throughout.
- Get government out of housing.
- We need all-hands-on-deck approach.
- Job growth is outpacing residential development. Demand for employees is therefore being driven by all sectors of economy, not just residential development.
- There should be a plan in place for people who live here year-round and for people who only plan on being here for a season.
- It should not be imposed.
- This seems very complicated so I stuck with the status quo.
- Lodging should definitely be included.

## POLICY QUESTION 6: WHAT TYPE OF HOUSING SHOULD BE PROVIDED THROUGH HOUSING REQUIREMENTS?



- Residential units with occupancy limits (maximum people by number of bedrooms), minimum features (bedroom, kitchen, bathroom, storage, etc.), and minimum size (minimum square feet by number of bedrooms)
- Answer A plus allow lodging units (but not campsites) for seasonal employees
- Answers A or B plus maximum size and feature standards
- Other

## WHAT MOTIVATED YOUR THINKING OR APPROACH WHEN ANSWERING THIS QUESTION?

### Micro Homes

- Micro homes are the wave of the future.
- I lived in a 160-square foot tiny house with my wife and baby for 1.5 years.
- Small living is the way of the future. Never cap the size that people want to build. This is America. If people want to build an 8000 square/foot house, let them. But if I want to build 200 square feet, let me, too. Even if it is just on a temporary land use permit.

### Dorms

- Dorm style units are great for employees living here less than 6 months. More than that and they should have more livable conditions.
- Dorms/lodging units are not flexible. They cannot be used in the off-season to house a family. They perpetuate our reliance on seasonal workers. Where large employers are required to provide residential units, they can use these units for seasonal employees, full-time, or families.

### Unique Needs Regarding Seasonal Housing

- Seasonal housing has different needs than full time.  
We should not limit ourselves by not allowing lodging units for seasonal workers. For many folks, this is all they want or need and so should be one of the tools in our toolbox. We

should definitely limit size and features. This is subsidized housing after all. it does not need to be the Taj Mahal.

- If you are going to ask the lodging and service industry to carry more burden, then it is necessary to give some benefit to them in order to house seasonal workforce, as long as funds are not disproportionately allocated to this area.
- Seasonal employees have a different lifestyle, typically do not have dependents or families, and consequently have different livability requirements.

### Needs for Families and the Community

- I have a large family and smaller spaces make living hard especially with kids on top of each other all the time. I think single-family homes with green area is important.
- People who live in these houses have families.
- It seems like fewer and fewer affordable housing owners are able to move to free market homes. They sell and leave the area instead, as the jump has become too large. I want housing that meets the needs of a single person, a couple, and a family. All levels are important to the community.
- Seasonal employees are often in town to take advantage of the benefits of Jackson. They do not need the kinds of facilities that year-round employees would need. Again, seasonal workers add very little value to the community since they're not committed, so they should not be catered to as much as year-round employees need. Maximum sizes will ensure that employees will move to make room for newer residents when they are able.
- There should be limits on the number of people in a residential units, so that the neighborhood character is protected. Recently, a business put 16 seasonal employees in a residential house.

### Livability

- Livable space is the most important thing. I want people to be innovative in creating housing. We need to make sure you have oversight over the units that are built; it needs to stay affordable into the future. I do not want sub-standard housing.
- People will not want to continue living here if they are not provided with a livable residence. Minimum requirements MUST be upheld. Too many people are living in terrible conditions just to experience life in Jackson just to leave after a season.
- This goes back to quality of life. If an employee has an affordable/uncrowded roof over their head, that no longer remains a stress issue and they can now focus on job performance or other needs.
- Better livability is important
- It has to be livable, not 6 per bedroom, but also flexible.
- Livability is important. We also want people to remain in the community, so why make it so they cannot stay?
- Is a broom closet acceptable for seasonal employees? My feeling is that a minimum level needs to be defined and for whom and when. An RV/camp site is different from a house.
- When designing the said living quarters, keep in mind quality of life and the reason why we live here. Be prepared for storage issues with small living spaces.

### Concerns about Luxury

- It seems fair to encourage livability but not luxury, especially when it involves my hard-earned tax dollars given to the government.
- Rental units only for all of the above. No subsidized residential housing.
- When I worked in the park, the employee housing was basically old hotel rooms (up at Flagg ranch). There were not a lot of things like a kitchen, but there were employee meals provided and there was a laundry facility. I think adding those types of requirements into lodging unit requirements would suffice.

### Thoughts on Specific Policy Options

- If you go the route of market-based seasonal housing, the only answer is A.
- Option A is the most human-friendly of the three. You have to remember that these are houses for people, not just units for occupants.
- I agree with 6.A. but providing more of a home and less of an apartment.
- This feels more appropriate than a square-foot based approach; maximum size limits: density bonuses exchanged for less rigid workforce housing seems a very dangerous path to go down and maximum requirements may be necessary to protect the public investment and ensure the scope of the housing program is protected.
- Option C was not a great option for my current situation. We live in an affordable house and have to because we cannot move into free market. It is not luxurious but functional for a growing family as we continue to plant ourselves within the community another 10+ years.
- B seems like a good balance that includes multiple types of employees while protecting against abuses.

### Growth and Development

- We as a community need to address the bigger picture of growth: the electeds are doing a band-aid approach.
- Limiting growth is the answer.
- We need to stop growing.

### Employer Responsibility

- Employers have to take responsibility. It is not fair to the general public to subsidize their seasonal housing needs.
- I do not think the working people of Teton County need to pay for other employees in the Valley. The businesses need to be able to house 2/3 of their employees, especially if they are seasonal!

### Parking / Traffic

- Parking has to be factored into planning. As we increase density, we are simply pushing more and more parking out onto the streets. There is not enough parking being considered in development. When you only allow one vehicle per bedroom, you are not taking into account a couple who both needs a vehicle for work. Asking them to only rely on public transportation is not realistic, especially if you are an emergency services provider.
- Impose parking maximums to reduce traffic pressure.

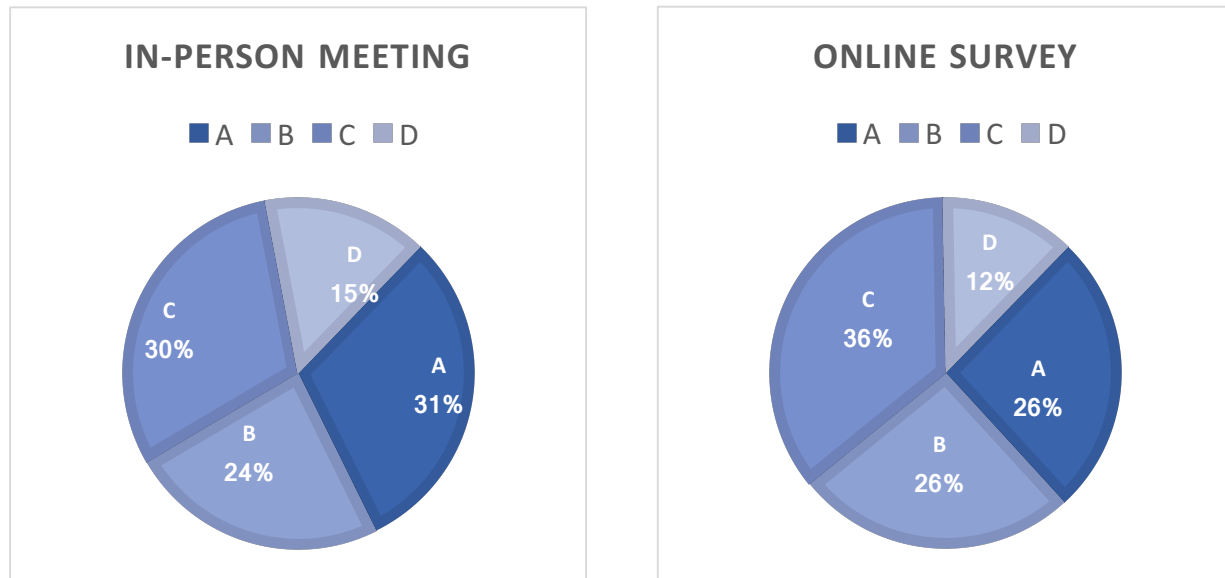
### Concerns about the Question

- Who wrote this questionnaire?
- I have read your housing studies that say people would rather rent but that is not the case locally. I have seen scores of 30-40 somethings leave the Valley because they want to buy. The models above only apply to rentals. You should not assume that long-term workers want to rent for their entire lives.

### Other

- Experience as housing staff and 20 plus years in Jackson workforce.
- You need to start thinking outside the box as it is going to take all sorts of housing/lodging options to make all this happen. Campsites, dorms, villages all need to be on the table. Basic livability is something the employer should ethically consider.
- Get government out of housing.
- Public-supplied housing should be rental only.
- Need consistency for full-time and seasonal.
- Prioritize year-round employees, not seasonal.
- How impossible it is to get a storage unit, park your camper on the street, fit your bike in your house.
- Allow flexibility, but meet building/fire code.

**POLICY QUESTION 7: WHAT METHODS FOR PROVIDING HOUSING MITIGATION SHOULD BE ALLOWED AND PREFERRED?**



- Prioritize location through clear preference for any on-site unit, off-site unit (new, existing, or credit), land dedication, or payment of a fee
- Prioritize production through clear preference for any new unit, any existing unit or credit, land dedication, or payment of a fee
- Create a clear preference for new on-site unit, new off-site unit, any existing units, use of a banked unit, land dedication, or payment of a fee (closest to status quo)
- Define allowed methods without preference for new units (on-site or off-site), existing units, banked units, land dedication, or payment of a fee

**WHAT MOTIVATED YOUR THINKING OR APPROACH WHEN ANSWERING THIS QUESTION?**

**New Development**

- We should prioritize new units for development in near-complete or complete neighborhoods.
- I think any new building, especially hotel/motels, should have to have one floor of employee housing either for themselves or to rent to other employees in the Valley.
- Either option that pushes strongly for new housing and/or on-site housing, land dedication or paying a fee, is acceptable.
- Tough question to wrap my head around. integrating the housing into new developments should be a serious goal, but any efforts toward workforce housing is better than none. If fees are to be allowed to continue at all they need to be increased dramatically as they are not paying for enough of their share. I believe it is an easy way out right now.
- It should prioritize developer construction of new units.

**Existing Development**

- I do not want to see any "new development" built that further destroys natural resources. The emphasis needs to be placed on recycling property or sites for the betterment of housing options.



- B should be the current priority. After enough units are built to at least cover a percentage of the people needing homes, we should then switch to option C.
- Use what you have to begin, then consider building new.

### On-Site Development

- I feel that it might be better to not necessarily have on site units, as it may not make sense for the project but. Instead, pay into designed developments to create new units or acquire land for new units down the road.
- We need production with deed restriction however it can be done. On-site is best to fight NIMBY issues. Do not use credits that do not meet the current LDRs like Mountain Resort units that are floating and not available for clear compliance inspection and enforcement.

### Off-Site Development

- Off-site may be more appropriate if the development that creates the requirement is in a rural area of the County like Buffalo Valley. Part of the goal should be to reduce transportation impacts and locate as much workforce housing as close to Town as we can.
- Off-site development gives the developer more flexibility in where to put the affordable unit. Transportation matters. An off-site unit should be in a complete neighborhood in Teton County.
- I like the flexibility here, but think an off-site project should be restricted to a development of a complete neighborhood and the location is an upgrade infrastructure-wise or otherwise exceeds the minimums required.
- If the housing requirement and standards are being met, I do not think the housing necessarily needs to be on-site. Also, if there is land secured for workforce housing through the developer, it would allow for employees to be housed in the near future.
- It would be fine if a developer wants to build their units "off site" from where they are doing a development (if that is what is required of the developer).
- On-site makes no sense for offsetting commercial development as you are essentially putting a low wage worker in the basement of a building miles away from their peers who do not live downtown. Off-site is more financially viable and allows people to actually live in neighborhoods, next to services. There are no local services on the town square (grocery, non-fancy restaurants, parking, community spaces, etc.)

### Community

- Integration is not important. Urban commercial core location or at place of employment is important to reduce traffic.
- Again, there is an assumption that more housing mitigation is going to happen. I am tired of paying taxes to provide housing for increased development.

### Free Market

- lower the barriers and let the market decide how to provide the units or funds to build housing.

### Enforcement

- Again - the methods are similar, but the real crux of the matter boils down to actually enforcing any requirements. I have not seen the town of Jackson do that to date, so I am not sure that new regulations of any kind are worth it when variances are granted to almost everything.

### In-Lieu Fees

- Option D is attractive, but I fear that if only fees generated, actual housing creation may be too slow to be built.
- I want housing built, not fees collected
- Not really understanding this question, but I definitely do not think businesses should be allowed to pay a fee instead of creating housing.
- Fees only work if they keep pace with the real cost of providing housing of the type required by the development.
- Do not allow payment of fee.
- I think the fee in lieu of housing should be eliminated.
- I think the fee should be higher cost to developer than when built by developer. Having friends living in various developments, affordable unit mixed with free market seems more successful and should be encouraged through the costs to developer. Developments of only affordable units can run into underfunded HOAs if not managed properly.
- I would like to see the payment of a fee option go away, unless there are extenuating circumstances
- The fee shouldn't be an option.
- I am tired of developers "paying a fee" and not providing housing.
- business should provide employee housing rentals, especially for new lodging facilities, they should not be allowed to pay a fee in lieu of less employee units. These can be onsite or off-site, but need to be completed when their business is operational (not sometime in the future). Rental housing should be simple cost effective design, i.e. studio apartments, not fancy houses, or buildings with numerous different roof lines.
- If the fee is high enough that it balances the cost of building the new unit, this will not have the negative consequence as you state it. The problem is that fees have been too low.

### No Preferences

- Every property would have the same treatment as one on-site as one off-site, new or old.
- without a preference, I think it could lead to an unintended use of on- and off-site housing.
- People getting housing provided for them should not really get a choice of where it is.
- Prioritizing development has not worked for us in the past.

### Workforce Housing

- All new workforce housing should be rentals only.
- Build dorms! The National Park Service houses its workers.

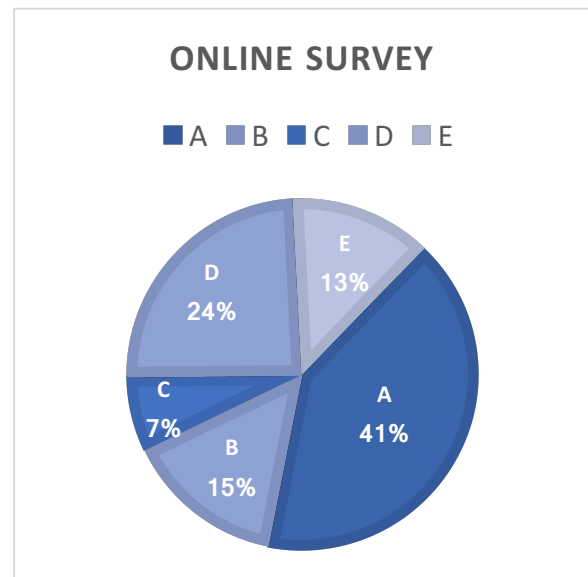
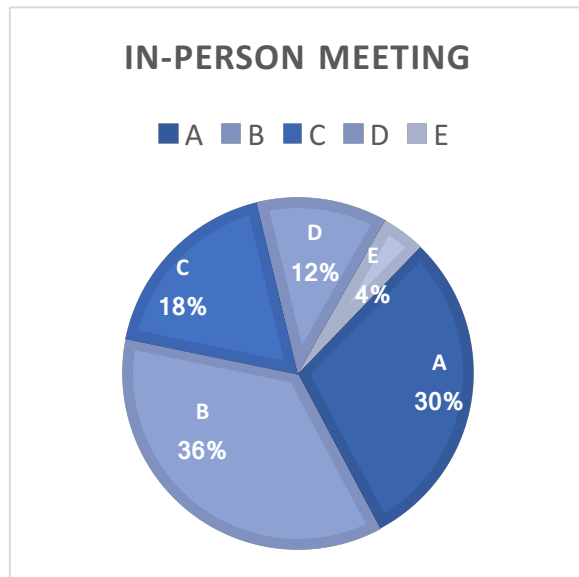
### Streamline

- Simple is better.
- Prioritizing and streamlining is needed.
- The option I chose seems to be the most straightforward, without loopholes, and achieves the objective.

### Other

- Stop sacrificing our Valley.
- Get government out of housing.
- Slow down the growth.
- Fire the town council and let the market decide.
- We should try something new!

## POLICY QUESTION 8: WHAT TYPES OF DEVELOPMENT SHOULD BE EXEMPT FROM MITIGATION REQUIREMENTS?



- Only exempt what legally has to be exempt (existing development, already mitigated development, development with no impact)
- Answer A plus residential units restricted to be workforce housing even if they are not restricted to be affordable
- Answer A plus nonresidential development with minimal impacts (agriculture, public/semi-public)
- All of the above (status quo)
- Other

## WHY SHOULD THIS TYPE OF DEVELOPMENT BE EXEMPT?

### Workforce Housing

- To help encourage workforce housing development.
- Because this has been helpful in the past to encourage workforce housing development.
- Restricted workforce housing serves as an incentive to build housing for community members. We should stay out of the way.
- Encourage workforce housing.
- Why can't anything be used for some type of employee housing? If something is already in place, and if there is no impact though, I do not see why those should not be exempt
- Blair Place works, Sagebrush will work. These are workforce housing.
- You cannot build workforce housing with any affordability if you are mitigating for more workforce housing. This is cutting off your nose to spite your face.
- If a unit is restricted to be workforce housing, it is then by definition only going to be occupied by workforce and therefore will have to be "affordable" or go empty. This is the kind of deed restriction that we should be focusing on.

### Affordable and Available Housing

- Because we need housing for our community.
- I am not sure I fully understand the question, but people building single family homes should not have to pay exorbitant fees for affordable housing when they can barely afford to pay local construction costs. Affordable housing fees are actually making owning a home harder for people on the bubble.
- Workforce housing needs to be affordable and accounted for, no matter how small of an impact.
- Development does not increase the housing needs of this community. If I built a new commercial building, 99% of the tenants would be businesses relocating from an older building or a more expensive building. Lodging is the only development that would directly increase the employment.

### Types of Development

- This development already exists and most likely has someone living in it.
- Live-Work units and ARUs should be monitored given the potential concerns over community benefits being misused.
- Since it is already there and there are no retroactive recourse, this should be the only type exempt.
- Sole proprietorship businesses should also be exempt, as they already live here and have housing.
- Agricultural and public spaces bring natural beauty to a human-used environment.
- Development that the community truly needs should not be discouraged by adding the cost of mitigation.
- We cannot jeopardize what has already been produced for mitigation by taking on a flaky pattern and process.
- ARUs should be exempt.
- Retirement facilities, schools, hospitals/clinics should be exempt.
- Single family and apartment residential development should be exempt.

### Existing Exemptions

- It already is. Do not reinvent the wheel.
- It is already restricted.
- Grandfathered exemptions.
- If already in place or approved, it is not necessary to change it.
- This is grandfathered in. Besides, I see no choice that would require mitigation for existing development.
- Because it is legally required

### Free Market

- Try to imagine what will happen if the government allows a free market to make housing decisions.
- Limiting development is stupid and unsustainable
- There should be less barriers.

## Incentives

- There should be incentives to encourage development.
- Incentives are important. We do not want to disincentivize private sector businesses that provide community needs like daycare and perhaps even hospitals.

## Other

- Self-explanatory.
- Simplicity!
- Get government out of housing.
- I have a concern for anything that undermines the program.
- You are putting the cart before the horse.
- Mitigation is a failed concept.
- It allows for public use areas to be built.
- I think most developers only look out for themselves.

## WHAT MOTIVATED YOUR THINKING OR APPROACH WHEN ANSWERING THIS QUESTION?

### Business Contributions

- Businesses in this Valley need to step up and either pay their employees enough to be able to rent here and the land owners need to step up and not charge so much per square foot so businesses can pay their employees more.
- ALL businesses should help in mitigating.
- Most business are continuing to grow and need more employees so they also should be required to build rental properties. They should not be required to provide affordable houses for purchase.

### Simplicity

- Keep it simple!
- Simplicity. Never got anywhere with D.

### Community Impacts

- Because families keep moving away and we would have a stronger community if they stayed. They leave because housing is limited.
- We all have to swim in the same pool.
- Don not let housing strategies become barriers to realizing other community goals.
- If by "residential units" you also mean ARUs, the Town of Jackson is making enemies with its constituents if they think they can tell its land/home owners who can live in their ARU/property. At one point, we did rent out our home for a fair market value, but the Mayor and entitled town people alike have made us decide to remove it from the rental market: less headaches, less threats, overall easier for us, but Jackson renters lose out.
- Maximize community benefit.
- They are providing for our community needs.
- If I owned a house I would not want this new mitigation to affect me.

### Affordable and Attainable Housing

- I am considered workforce. Housing is a struggle and if my only option is to leave the Valley and commute in I would rather leave altogether.

- If the current units are not brought into compliance with the new requirements, those units will remain out of reach for most employees. Also, are our agricultural/ public employees the people we are trying to keep in our community? They are the service providers for our business and visitors.
- We need more housing for people already contributing to this community.
- It seems like it would ensure more units.
- Mitigation has caused the housing problem

### Enforcement

- If monitoring cannot confirm the proper use of these units, they should be excluded from exemption.
- It comes down to really enforcing requirements. All development - especially large scale - should have some mitigation required and included.

### Incentives and Free Market

- Get government out of housing.
- You need to incentivize workforce housing production in the free market. Requiring mitigation for workforce housing means less workforce housing and not having a chance at the 65% goal. It will only focus on the deed restricted which is only a fraction of the workforce housing inventory.
- There are already plenty of regulations and restrictions on development in town/Teton County
- Incentives will allow more free market development of affordable housing.

### Employment-Based Housing

- I chose the employee generation method for housing mitigation. If we are calculating employee generation for different types of development, then agriculture and public/semi-public will already be exempted if they truly have a limited employee generation.
- We do not have room for exemptions anymore. Requiring workforce housing without affordability restrictions is stupid. The workforce is not paid enough to afford the "appraisal" rates on property. It would be a ridiculous free-for-all, where businesses use their "employee" housing as a revenue source instead of a benefit.
- Put fewer restrictions on creating workforce housing.
- Public entities should be required to do some mitigation too - public entities are growing too and contributing to the affordable housing problem.
- We should focus on local workforce occupancy only in our deed restrictions and remove all other need-based restrictions other than maximum size, so that employers are forced to pay appropriate wages rather than rely on public subsidies of their workers.

### Development

- Mainly as development with no impact.
- Every bit of development creates jobs once it is finished. Most of these jobs will require affordable housing. If the development does not provide it, the cost will fall to the taxpayer.
- I do not want to see any new developments that destroy natural space.
- Even public development should be mitigated.
- Almost all development has impact, direct or indirect.
- Development does not increase employment. Look at the most recent IVA housing supply report. Employment increased 3.7%, but there has been very little new development.

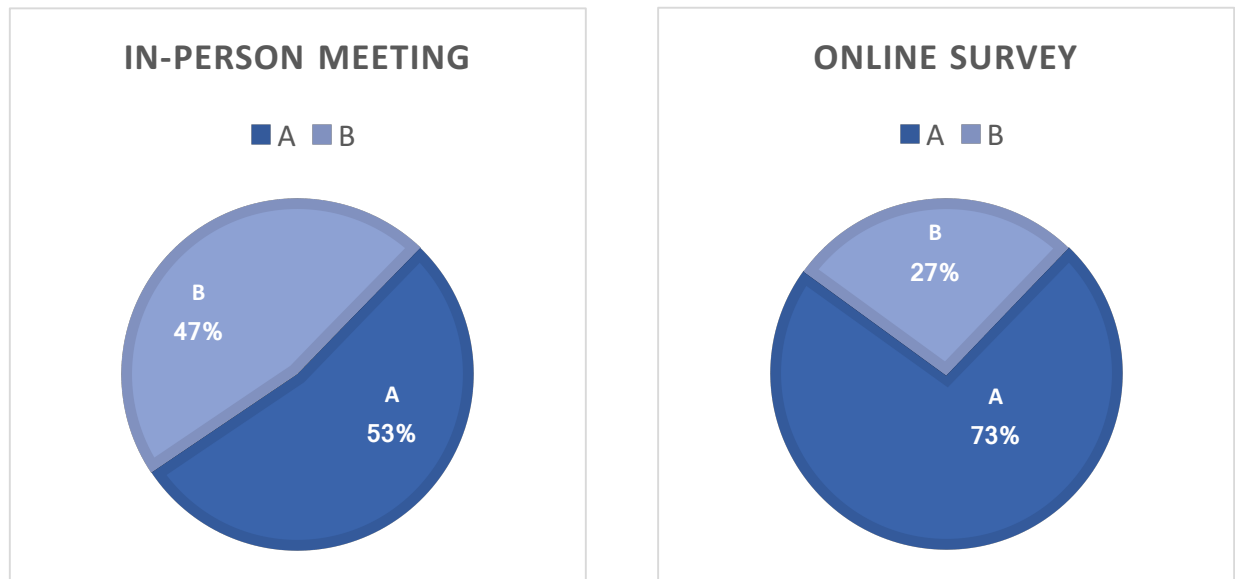
## Exemptions

- The amount and type of exemptions need to be reduced. The existing exemptions is part of what has created the problem.
- If we quit granting variances and exemptions, we would have far fewer housing issues than we do today.
- Education, community experience, knowledge of the legal study process to support any impact fee, etc.
- If you exempt residential projects, the developers will take advantage and will build more free market which is not needed. Too much oversight and potential for abuse can occur with any of the options.
- Perhaps later on more exemptions can be added. Teton County is already behind on meeting housing needs. We need to catch up before we start giving more exemptions.

## Other

- Realism.
- Fairness.
- I thought I might be able to give some real input here. But I see that's not the case.

**POLICY QUESTION 9: WHAT TYPE OF RELIEF FROM THE HOUSING MITIGATION REQUIREMENTS SHOULD BE ALLOWED?**



- Structured independent calculations (status quo in County)
- Structured independent calculation plus variance relief

**WHAT MOTIVATED YOUR THINKING OR APPROACH WHEN ANSWERING THIS QUESTION?**

**Consistency and Transparency**

- Sticking to guidelines.
- It would be straightforward with less subjective hardship findings.
- We should know what we are getting into.
- This is something that needs to be clear cut.
- Enforcement of existing policies is a good place to start.

**Variances and Exemptions**

- A variance provides additional flexibility.
- We can always amend structured relief if there are other exemptions identified that should be included.
- The variance process is routinely abused and has created inequities repeatedly over the years. I do not believe that the requirements of the law are followed, instead it is just another tool for applicants to increase the size of their projects or save them from bad decisions.
- Only if the variance has findings specific to mitigation and includes certain criteria to be able to apply for this variance.
- Every development will plead "hardship" to be allowed to bypass requirements. This really defeats having requirements at all, so there should be no exceptions granted.
- Adding variance relief would create unfair selections.
- The abuse of variance would be out of control and I feel would also open more doors for political corruption.



- As stated, legal requirements to allow applicants to present a variance is required and it already exists. Standards must exist to review any kind of development variance.
- Why have plans if we ignore them by granting variances?
- Stick to the rules in place. The employees suffer in the end if the requirements are not follow up on.
- I do not like 9.B and its potential for abuse of variance "hardship."
- Integrity of application of exemption and relief is key to acceptance of program. It also consumes less time, expense, and people resources.
- We cannot keep giving variances or breaks until our housing deficit is decreased.
- if the rules work, variance is not needed.
- Any government regulation needs an appeal process to prevent injustice.
- Variance relief can create "horse trading" and beneficial favors to some developers.
- Set up rules for housing requirements based on number of employees needed for summer; provide faster approval and do not give variances.

### Program Abuse

- For the integrity of the program we do not want it abused.
- There is too much room for abuse in B.
- The potential for abuse.
- If there is a tool for "flexibility/discretion" it will ALWAYS be used. There will be abuse.
- I would not want the program to undermined.
- Variances lead to abuse and manipulation by the politically connected.
- Protection of program integrity is important. I also am against fees unless they are yearly fees until the business or development comes into compliance.

### Equal Treatment

- It has to be fair, and cannot have a lot of lawsuits.
- It is the fairest, most equitable way for this to work.
- If you can afford to build, you can afford to house your share of teachers, first responders, etc. Some day you will need them.

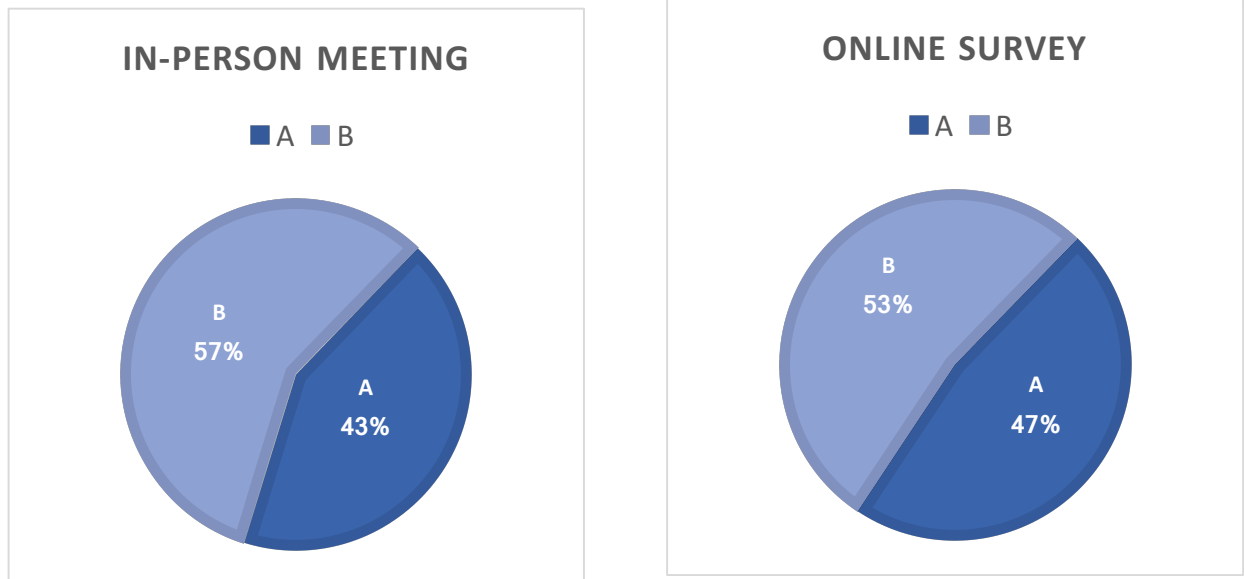
### Flexibility

- Flexibility/discretion is important. However, drawbacks can undermine intent.
- I think we need some flexibility.
- We have to work with people and let them build what they can afford, with safety being top priority.
- Lower the barriers to entry. One size does not fit all.
- Smaller businesses may truly be unable to comply

### Other

- Fire the town council and let the market decide
- I am not qualified to answer this.
- I have tried A and the calculations are not consistent and subject to interpretation.
- I have no idea what the choices mean
- Get government out of housing.
- It seems like there should be more options than just A and B.
- The squeaky door can be lived with.

**POLICY QUESTION 10: HOW SHOULD THE UPDATED REQUIREMENTS BE APPLIED TO APPROVED, BUT NOT YET BUILT DEVELOPMENTS?**



- a. The requirements applicable at the time of a project's first approval apply until the project is complete or expires (status quo)
- b. Project is subject to updated requirements if the calculation of the requirement is older than 7 years or a substantial amendment is requested

**WHAT MOTIVATED YOUR THINKING OR APPROACH WHEN ANSWERING THIS QUESTION?**

**Consistency and Transparency**

- The requirements need specificity and predictability.
- Attention must be made and considered for all project and master plan extensions. I do not understand the 7 years as it seems arbitrary. Substantial amendment requires negotiation against current standards of LDRs already.
- I have a preference for consistency and predictability for a stable and fair market.

**Stalled or Long-Term Projects Subject to New Requirements**

- Every housing project should be subject to new requirements. Look at how much the landscape has changed over the past 7 years, and a lot of these projects end up taking a very long time.
- I feel that if a project is older than 7 years and has not made progress then it should be able to be reviewed.
- Sometimes you have to shit or get off the pot.
- Many large, old projects are not nearly built out and will take 20+ years to develop. In the meantime, they are mitigating less than other smaller projects.
- Apply when updating!
- Build or give it up to new standards.
- 7 years seems long enough to require updating.

- If a project was approved more than 7 years ago but has not been executed, it should be subject to new standards as the need for workforce housing has changed. Developers should not be allowed to continue to ignore and add to the situation.
- Option A favors large developments that know how to jump-the-hoops in order to keep their applications active. How can a development offset their impact to a community if the fees they paid are representative of community needs 10 years ago?
- If development does not happen promptly after approval, it must be subject to changes in fees. If development includes in-kind housing mitigation, this may have a different standard.
- A lot can change in 7 years. I do not think that is unreasonable to ask that requirements be updated.
- They should hurry up and develop or be subject to the new rules.
- 7 years is way too long and B will never be used. Projects must be reviewed more frequently. I am actually in favor of looking at projects that have been approved but not started and make them look at the housing issue.
- This is a slippery slope letting government change the rules. If you consider the update route, you must have predictable milestones that have to be achieved to avoid review (i.e., the intention of a master plan is to be predictable in what the public can expect from a project and approve). Time should not change that. Substantial changes in use should change that, as that is essentially a re-application. Amendments that do not increase impact should not.
- If you cannot get your project built in 7 years, start over!
- Just make project approvals expire after 7 years, then they would have to start the process all over again and comply with existing requirements.
- Things change, so the requirements should be updated.

### Stalled or Long-Term Projects Should Not Change

- If approval on any level has been granted, as much as we need housing it is unfair and not worth the legal battles that will ensue. Do permits expire if building does not take place within a certain time from date of approval? At that time, a project should be required to reapply under current permitting regulations.
- Switching requirements part way through a project will just simply delay development that is needed.
- Allowing updates would delay projects or cause them to go unfinished
- Do not change the goal line. Once an approval is vested, then it needs to be financed. If the goal line moves, financing becomes a challenge and 100% of nothing = zero housing.
- If a project is currently being built or about to be, allow the project to be completed as originally approved. Otherwise, developers benefit from rushing to "get in" rather than planning and completing on a timeline.
- Plans should respect what is already approved.
- If the playing field keeps changing, nothing gets done. Stick with original agreements until project is done!!!
- The current application takes two years. Starting over is a killer to development and the housing gained.

### Future and Completed Projects

- The key is to establish requirements that make sense then enforce them going forward.
- Hopefully this will incentivize forward movement within a realistic time frame.

- Do not change what has been completed - that would be contentious for sure.
- If they have not built it yet, there should be no contentiousness. If you want to play you have to pay. We do not need new business in this community right now! Most current businesses have not had a full staff in years because of all the housing problems!
- Any future development or development approval extension should meet the requirements in place at the time of consideration.

### Businesses

- Businesses grow and expand – there is a need to update requirements after a period of time.
- All business that increases in size or employees needs to follow updated regulations.

### Development

- The stated drawbacks only exist if LDRs are updated with less density and thoughtless zoning. We should balance higher mitigation with increased density, taller height limits, and re-developing the 'big box' typology buildings along Broadway as multi-floor with residential above, while structured parking replaces surface lots.
- Let the people build. We should increase auxiliary units too.
- For public confidence sake in our electeds, current requirements seem obvious here; it feels like it would allow for developers to work around some old loopholes and upset the community.
- Are you trying to make this Valley look like Sun Valley? (mountainside to mountainside houses)

### Other

- It is important to update requirements. However, there are potential drawbacks.
- Drawbacks of 10B are compelling.
- Get government out of housing.
- Fire the town council and let the market decide
- If we keep doing what we have done in the past, the results will be the same.

THINK ABOUT ALL YOUR SELECTIONS AS ONE COMPREHENSIVE POLICY. WHAT IS THE OVERALL MOTIVATION OR THEME OF THIS POLICY PACKAGE?

### Employment-Based Housing

- Those who create the need for more workers should shoulder far more responsibility for housing those workers.
- Housing for the workforce that cannot afford it and are not getting paid enough money.
- Prioritize integrated housing of year-round full time workers.
- Build houses for the people. We need above garage apartments; we need employee housing on a large scale (not in a hotel). We either need to let the private sector build what they want, or the city needs to buy land and invest in housing that is managed by the city. We need to ask the citizens of this fine city to chip in and help build it, like habitat does. we are a strong community; let us come together around the issue. And if we build it, then maybe we will save some money instead of giving it away to these contractors that make exorbitant fees. We can build our own houses. It's not rocket science; we are already the ones pounding the nails anyway, we just need something to bring us together.
- Getting employees affordable housing.
- To prioritize housing for the full-time, year-round workforce, which would increase employee retention, create a better balance of full-time vs transient employees, and keep the community (and people's investment into the community) consistent. Seasonal employees are definitely needed as well, and housing should be available for them, but I believe those options can be more creative (hotel rooms, dorm-style apartments, etc) - whereas these alternatives may not be viable for long-term living situations, or for families.
- Affordable housing for working individuals.
- Rental housing for moderate income full-time workers. All development should be deed restricted whether developer, government, or other non-profit partner project.
- Developers providing affordable workforce housing to employees in the Jackson/Teton area to promote a dedicated and long-term employee base.
- I am in support of those people who live in Jackson who truly need subsidies to spring board themselves into the free market. I especially support those who make the town run, EMS, hospital staff, police, public servants, teachers, library workers, etc, I do not support a "home" for seasonal workers who are not 100% invested in making Jackson "work" for them. Maybe dorm style housing, or bare bones housing to free up the forest service "camping" and to help people save and perhaps get a full-time Jackson job or buy free market. I am not interested in subsidizing employers to have bartenders and waitresses, or river guides, Employers needs to step up and also take on some of the burden, not just the tax payers of Jackson and Wyoming.
- Employers should provide housing for any new development whether it be lodging, commercial, or government.
- Affordable housing for employees is INTEGRAL to the town and county--teachers, government employees, health and public safety workers. Not for people who decide they want to live in Jackson. I would not mind living in Paris or San Francisco but I cannot afford it. Things are finite and not always fair.
- Housing for all employees that cannot afford it.
- Get new workforce housing built for year-round residents.
- We need to increase access to affordable housing to workers of Jackson. That may mean slowing other development until housing availability catches up to the current need. No loopholes or exceptions for a few years.
- Ideal mitigation is to build new housing for all actual employee needs, not pay a fee.

- Provide housing to the workforce through development.
- More workforce housing.
- Provide additional workforce housing. Encourage private sector investment. This requires short approval periods, density bonuses to make projects feasible to the extent developers will be motivated to do this. Otherwise, the status quo will continue
- Workforce housing should be deed restricted for size and occupancy only, because price restrictions allow employers to suppress wages. Subsidies then effectively subsidize employers with taxpayer dollars.
- Provide workforce housing for those who otherwise could not afford to live here.

### Equality and Fairness

- Equality. There is an incredible amount of wealth in Jackson Hole, and much of that is built off of seasonal and lower-paid labor. Those people cannot afford to live in the community where they work, forcing long commutes on often-treacherous roads, remote living situations, and labor shortages. It also seems highly unfair to me that most of the decision-makers in this town are longtime residents who bought into the housing market before the recent shortages. So it is obviously not a priority for them. I commend this effort to right the situation, and I hope effective solutions come from it.
- Fairness would be a priority.
- Making the system more transparent and fair to all...particularly the hardest working Latino population who make up 25% of the workforce.

### Community

- I believe that we need to create housing to support people who contribute to this community who cannot live here. The workforce is necessary to keeping this community's character and keeping things running, and we need to be amenable to their needs.
- To establish better balance and address an incredible need in our community now and certainly for the future.
- Community first, resort second.
- We should finally recognize we do not have a housing (or transport, infrastructure, roads, school, etc) problem. Rather we have an over-population problem. As cruel as it may sound, we need to stop growing and even shrink. If we cannot do that, our grandchildren will be answering this same questionnaire. Furthermore, to the extent we provide affordable housing, it ought to be (a) rental - not ownership (b) for select workforce (c) for XXX years (help with a start but ensures they work hard and move up (d) enforce income caps and job regulations (e) MAKE SURE WE ARE NOT ALL PAYING FOR UPPER MIDDLE CLASS KIDS, WITH A COLLEGE EDUCATION, WHO ARE WHITE. If we are going to have some affordable housing, it should be for essential services and low-income workers.
- Continue the trend of making Jackson more community orientated.
- Maintain a community.
- To try and allow our community to grow and build as a whole, and attempt to resolve a difficult housing dilemma for the local workforce.

### Consistency and Simplicity

- Specificity and long range simple management.
- Simplify and have some flexibility with workforce changes over time.
- Creating reasonable requirements for housing for year-round workers and then actually holding developers responsible for implementing the requirements on each project.

- Keep it straightforward without loopholes. Be consistent and fair to everyone who applies for building permits.
- Consistency and predictability.

## Development

- Apply changes to all, either at time of build or improvement. Fees should be applied yearly until the entity comes into compliance. This one-time fee is a cheap way out.
- Require that permitted development fairly and adequately pay for its impacts.
- Stop building housing.
- Fully mitigate new jobs created by new development!
- I think the theme of my proposal would be that larger developments that generate high low-wage employee demand should have to contribute more to the housing solution. But the LDRs should give them avenues to provide flexibility to them.
- To be generous, consistent, and not restrictive on development.
- Business and growth must pay 100% for the impacts of their growth and expansion and housing is part of that. Do not export impacts of Jackson outside of Jackson and Teton County, and require new development to pay for 100% of housing impacts. This is rationale growth management. The public, which includes rich and poor, should not pay a cent for the costs of growth related to housing.
- The privilege of developing in Teton County is contingent upon housing the needed workers. Continued growth is not a given, nor necessary.
- New development or redevelopment does not increase the workforce in the area. If I developed a huge office space, that would not be the impetus for Jane and John to start their company. Also, different companies may "need" the same amount of office space, but the "phone center" would employ 10x more employees than a law firm. Sales taxes and lodging taxes should fund an account that buys, builds, and manages low income housing. And this arm of the government should treat it like a business: pay for the asset out-right and earn a cash-on-cash return which in turn keeps the operations operating. If the state of WY doesn't allow this, then change the law. In addition, changing the LDRs to allow for higher density will not fix the problem. It will just put more money in the current owners' pocket (because of the perceived increase in value) and continue the issue that development costs too much (both land and vertical construction). Why do you think all the "residential condos" being built right now are for the wealthy?
- Require new development to mitigate its impact on the housing deficit. If this impedes new development, then so be it.
- Limit large developments that require large workforces requiring housing. Do not expect taxpayers to pay for housing for developers.
- Developers who will need employees must provide housing.
- More housing provided by the commercial (profit) incentive of the development.

## Businesses

- Businesses are generating the jobs and are therefore responsible for paying for housing their employees.
- If businesses want to expand they will find a way to house employees. Business expansion is ruining "the power of place" in Teton County.



## Standards

- To revamp and improve the mitigation process. To encourage more housing-specific development and make it clear what is required.
- All development fully mitigates its housing requirements.
- How to create much needed housing without putting the entire burden on the county itself.
- Strengthening current strategies, improving upon them where needed, and looking for the best solutions given our relatively difficult, dire situation where housing is at the bottom of the list for developers given returns vs the easier route that already is zoned/approved/more profitable: lodging, which only adds more stress to our infrastructure with the benefit being an out of town corporation, one owner of a hotel, etc.
- To provide housing and development requirements.
- I would like to see a few barriers removed. The community needs to think about nontraditional forms of housing like dorms, campsites, yurt villages etc. But, I do want the LDR's to be strict enough to prevent abuse. Development of pure residential would be a priority.
- Making it harder to evade the housing requirements for new developments.

## Affordable and Attainable Housing

- Viability
- Cheap, more available housing.
- Added housing, less limitations on developers looking to produce housing for the middle-class, variances.
- Housing the most people in the Town limits, while combating transportation issues at the same time.
- Balance and increased housing.
- Use every tool to create more housing.
- Reach as many people in need as possible, winter and summer.
- Lower the barriers to entry, provide market flexibility and incentives to provide housing. The old model of exactions and profligate spending on publicly built projects does not work.
- To provide actual housing for low-income and seasonal employees.
- Get more affordable housing
- To help people afford a place to live.
- To provide new and awesome affordable housing for the vested buyer, one who lives here all year round and works full time.

## Status Quo

- Current set up is not working 100% as needed.
- I like the way Jackson works in the current format.

## Other

- Get government out of housing.
- Let free market work. New housing by companies should be built on site.
- Free housing.
- I stopped answering these questions because I do not agree with this direction. I definitely do not know what the solution is but these ideas seem to make more work for the city and its citizens.
- Fire the town council and let the market decide.



- Looking big picture at the goals of the comp plan and creating policy that gets you there - by function - are the rules such that the real world execution will get the desired results?
- Policy should be thinking out of the box. What is really lacking is any real decision on what continued development this community wants.
- Sole emphasis should be on rentals - not ownership. All burdens should fall to the entity creating the low-wage jobs - they need to mitigate 100%.
- I skipped some of these questions because of the incredible complexity of the options. This survey was not designed for the lay person!
- I came out of this totally confused. It is not a very friendly survey.
- No growth--No housing- No development
- Motivate and incentivize.

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## WHAT ARE THE STRENGTHS OF THIS COMPREHENSIVE POLICY PACKAGE? WHO WOULD MOST BENEFIT FROM THIS POLICY PACKAGE?

### STRENGTHS

- Simplicity
- Dependability
- It allows more options/flexibility.
- Holding businesses accountable for the impacts they have on the community, whether positive or negative.
- It does not add additional rules and regulations. It does not add loopholes for developers.
- Better diversity, more of a sense of community. Not an elite resort.
- Reasonable regulations and mitigation requirements.
- The cost of mitigation will be covered by a broader group.
- Mitigation efforts will continue to contribute to the housing solution.
- Development and re-development would occur. Commercial building, residential building - all of it. Maybe Econ 101 would then force current market rents down.
- Developers will always try to game the system.
- Predictability is what people want.
- Housing in the right places (near work and transportation) will benefit county revenue, traffic congestion, quality of life vs. commuting.

### Other

- Government housing has not worked in socialist nations or in the "projects" in our inner cities or on our Indian reservations. Will we never learn from history?
- It is hard to please the money hungry or the self-entitled, or the "lawyer up" people.
- At this point: if a hotel wants to go up, we can be difficult on it given we are at capacity currently. if it is a corporate entity: sure, build your hotel. But you have to build a neighborhood in exchange. You can sell them, but it needs to be below 200% AMI.
- People needing housing.
- If not, we dig a deeper hole for workforce housing, and fail to meet our 65% goal.
- What I do know is that what we have is not keeping up with need.
- I do not see any talk of a tax on businesses. This may not be possible unless the state allows it but it should be pursued. All businesses should pay a tax that would help generate the dollars needed to pay for housing.
- I would hope the community can find a balance between growth and conservation. If the costs get high enough, perhaps things can slow down.

- We need to first have a discussion about where we are going. This exercise will only increase the divisions in the community.

## WHO WOULD BENEFIT?

### The Workforce

- Full-time work force residents.
- Hopefully infrastructure, or at least full-time workers.
- The workforce! As they should, they are the ones who keep this town running, keep people coming here, etc. Why shouldn't they live here because they do not have a trust fund and cannot afford a roof over their heads?
- Employees would benefit.
- Year-round, full time workers.
- Year-round employees who contribute most to the town and area would benefit the most. This package would help find them housing and keep them in the area longer.
- The workforce would benefit the most.
- The working people who are trying to make Teton County their home. The ones who live here, shop here, become involved in civic organizations and want to raise families here.
- Working individuals or those trying to raise families.
- Full-time employees who make middle-class wages between \$30k - \$90k a year.
- Employees would be more likely to have housing that allows them a better quality of life.
- Ideally full-time, year -round employees would benefit the most. Consistent employees who continue to put effort into their jobs and community should be rewarded. It increases a sense of community and promotes quality of work.
- People who have put in the time in Jackson can afford to live here permanently. I would most benefit. I have lived here for 13 years, worked year-round, applied for affordable housing, and never been picked. We need more units.
- Workers, such as myself, obviously benefit from having available, reasonably priced housing. Tourism-based companies may complain that it is an additional cost for them to provide or construct housing for employees, but at the moment they are paying a premium to find workers.
- The local workforce benefits.
- Hopefully provide more housing to the local workforce, the beneficiary of the regulations.
- If the package impedes further population/commercial growth, then the residents and visitors of our valley will benefit from the preservation of our unique rural, low-intensity, character.
- seasonal workforce, not family workforce.
- Critical skill workers and hardworking families.

### Jackson Residents / The Community

- The community.
- The people- and by that I mean the people who live there.
- I believe the community would benefit because hopefully it would provide both more housing for lower-wage workers in the community but also hopefully support other housing projects throughout the community. But it would also let business that plan to start large operations in the community know that they are responsible for a good chunk of this housing.

- The entire community benefits when we house our workforce locally: less traffic, more volunteers, better quality of life.
- It is better for all involved.
- The intent was that local residents would most benefit. This is hard to balance when some of these local residents will have to pay mitigation fees for their business. Ultimately, if we hit resort-industry businesses the hardest with mitigation fees, maybe we can nudge our economy in a different direction.
- locals would benefit and the economy would get a boost from the obvious benefits of happy tourists.
- We all benefit by having a local workforce.
- The community gets predictability.
- The average community worker and their family. Those who do not want to work consistently to contribute would need to go elsewhere.
- Everyone would benefit.
- The entire community by ensuring that new businesses that need new employees can be successful, and new employees will be housed safely and efficiently.
- Beneficiaries are the locals that work hard to make this place great for the visitors. We deserve a chance to live in the place that we love and built.
- The community would benefit from the developers actually developing out of need in the free market because there are zoning tools in place for them to do so effectively.
- Our entire community will benefit from having a strong workforce that has access to housing that meets its needs.
- This protects value for those who are permanent residents, while allowing for a middle-class work force.
- The existing residents.

### **Taxpayers**

- If the package prevents the public from having to subsidize new employment generating activity through tax payer dollars, then the taxpayers will benefit.
- Taxpayers.

### **Low-Income Residents**

- Lower-income employees
- People who either cannot, or choose not to earn enough to buy a free market condo or house in Teton County.

### **Employers / Developers**

- Employers and developers would benefit from generous but consistent programs to help people live and work here.
- The companies that employ full-time, year-round employees would benefit.
- Employers would gain long-term employees who are dedicated to the job.
- Existing employers.
- Employees of the county unable to purchase or rent market rate housing. This should benefit employers of the county businesses and those who qualify for this housing type.

### **Housing Recipients**

- Recipients of housing. If we keep spending at \$500/square foot to build things like the grove, support will be lost and we will continue to not stretch our housing dollars.
- I would like to think that workforce housing would benefit by removing a few barriers.
- Employees of the county unable to purchase or rent market rate housing.

### **Other**

- Fire the town council and let the market decide.
- Not convinced it will work. Got to see how it rolls out.
- There are no strengths.

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**WHAT ARE THE WEAKNESSES OF THIS COMPREHENSIVE POLICY PACKAGE? COULD THERE BE UNINTENDED CONSEQUENCES OR PARTS OF THE COMMUNITY THAT ARE MORE NEGATIVELY IMPACTED THAN OTHERS?**

### **Impacts to Sense of Community**

- The already established communities would be impacted, but with tiny homes, I could deal with it.
- I feel the policy package focuses largely on entry-level workforce and does not consider those looking to physically grow with the community.
- The longevity of this program--how long can we add population in town before we destroy what we all love so much about this place? Overcrowded trails, displaced wildlife, and people will continue to choose to commute because of their lifestyle. Some people want acreage and horses. Not everyone wants to live in an urban environment.
- The town takes the brunt of development in this policy package.
- Hopefully less part-time employees and more people who come to stay and live their lives to bring more community.

### **Impacts Related to Increased Density / Growth**

- The neighbors of proposed workforce developments might be negatively impacted in their minds by having to live next to denser housing complexes or "working class" people. I can see where this frustration comes from but I think that we need to set our snobbishness aside because that sort of thinking does not have a place in our diverse and (I like to think) inclusive community.
- Weaknesses would include more large apartment style 1 bedroom units with no parking that would be designed for seasonal or temporary workers.
- People will continue to move here as long as it is a desirable place to live and as long as there are jobs. We don't have the land to house the people who want to live here. I know second-homeowners are not the sole cause of our affordability issues, but how about a second-homeowner tax? We should use our housing stock for people who live here.
- We need to zone for density in town. We were sold a bill of goods to shift 2,411 units out of the county and into complete neighborhoods. to do so, we need to zone the receiving areas. District 2 did not do that so the no growth party won and the policies enacted will create less housing.
- People will have to leave, commute, or move to hundreds of miles away. So what? That has happening all over the country. I am a liberal democrat but am getting tired of paying for people who could take care of themselves (working 2 or 3 jobs, if necessary) but refuse. They are not this community's responsibility. And the nonsense about "we need an income-

ethnicity balanced community" is nonsense. No one has accomplished that, and the people who run our local government are not smart enough and lack the necessary experience to figure it out.

- You have to zone for what you want. The direction our community is going is that toward all locals living in multi-family units as the non-restricted single family homes are getting bought increasingly by second home owners and all new development for the workforce turns into multi-family. There is little the community can do to stop this and government has put all the remaining density in town. To change this, you need to look at something along the lines of the Scherr-Thoss project where it was largely a single family, workforce project (but requires that all homes have an employment-based restriction, but no price restriction).
- Overgrowth is the greatest concern in an area that must be protected.
- The county population will increase and the infrastructure must support the growth.
- Growth is a major issue that needs to be kept in check here. What do we want this town and county to look like in 10, 20 , 50 years? Yes, housing is important, but who is it going to? I know a fair number of people who have rented out their affordable units while going to school (they should move out of the valley), or do other shady dealings with their subsidized home that I PAID FOR with my tax dollars. There is a serious lack of oversight here. I know people living in "affordables" at the base of JHMR driving luxury cars. Or the Habitat for Humanity homes at JHMR where the people do not work (or RARELY work). It is a ridiculous lack of oversight that I do not want to PAY FOR - get some enforcement in place and maybe you will get local support.

### **Participation Barriers**

- We would need buy-in. We would need the town to rally around the issue and engage.
- Difficulties include getting the whole community to come behind this potential solution, when many do not want to see it change.

### **Impacts to Development / Developers**

- The most negative impact might be to developers who actually have to include the requirements in their developments - which had not happened to date.
- Developers would have a higher cost for construction due to the units they may have to provide. Also, certain developers may decide to not bring business to Jackson/Teton due to the cost and requirements.
- The package could discourage development of any projects, especially pure residential.
- Development profits may slightly decrease, but those profits will still be there.
- Developers will be hurt. We will be less prosperous.
- If development is slowed - that is just fine. No development, no need for more jobs - so no need for mitigation.
- I do not think we as residents are responsible for building housing. I would place this on the developer. Exaction fees do not work as space is limited but housing 1-2 employees when you may need 30 does not work either.
- New arrivals for jobs at large new developments.
- Maybe some developers will think twice about their project. Maybe their project really is not needed. We are getting over built, which is creating traffic issues in addition to the housing issues.
- New businesses/developers will bear the brunt of policy which could slow growth.

## Economic Concerns

- Services become more expensive for all community members as mitigation fees go up. We as consumers end up subsidizing affordable housing, but hopefully tourism will help us subsidize as well.
- I am concerned that "affordable" hasn't been defined. For Jackson, \$1000/month may be deemed affordable, which is not really the case for a \$15/hour job. Likewise, working a second job should not be a necessity.
- That it still doesn't address the middle class of Jackson. Current housing coming on to the market is all geared for folks with a lot of kids or people who make very little. Where are the people in the middle falling? I would also like to see options of housing entering the market without development taking place. We need to make up for lost time.
- Having tax payers pay for others housing, when it should be the responsibility of the employer to provide for rental units for employees. If a business does not need the rental units, say in the winter, they can then rent to places that have more employees in winter.

## Impacts to Workers

- Employers will reduce wages, so workers are always squeezed. Not sure how to control this.
- Seasonal employees may have a harder time finding housing, leading to a shortage in the workforce (especially in the summer). Ideally though the year-round employees would be able to commute less, be able to afford to live in Jackson, and therefore be more invested in the community.
- Employees who work for employers who do not want to pay or who are non-essential workers might have a more difficult time and require them to commute to work and to enjoy the community. Even commuting, they have access to the schools and other organizations which are not limiting to residents only which is a burden to taxpayers in a disproportionate way.
- Seasonal employees would not get the same benefits as full-time, but the community relies very heavily on seasonal employees currently. They are a helpful resource, but most are not here to stay, and therefore do not care as much about the community or quality that they bring. The communities focus should be long term.
- Seasonal workers and their employers could be impacted. I would hope that a transportation program could be created by employers to house their seasonal employees in less expensive communities.
- If deed restrictions continue to include price caps, taxpayer-subsidized workers community-wide will continue to see their wages suppressed to the benefit of the employer class, and working class homeowners will continue to see their home values suppressed relative to the high-end home market which does not compete for working class home buyers.
- It does not require employers to provide their employees with either housing or a housing allowance. It does not utilize START as part of the solution.
- Short-term, seasonal workers would not benefit very much but they would still have lodging choices.

## **Housing /Real Estate Impacts**

- Middle-income families who want to build single family homes on lots that they were able to buy when land was reasonable have to pay extremely high affordable housing fees when the square footage goes above a seemingly low number. For example, my 3-acre lot in red top meadows already has a small cabin on it that we have outgrown. You cannot build a second small home on your lot and ever expect to sell it because of the market pressures. You are almost forced to build larger homes so you can meet the demand of future buyers and, at the same time, you have to pay for affordable housing when you are essentially creating a rental unit in the process. It seems like you are trying to help with the housing situation and getting punished for it.
- Currently, property taxes are used to some degree to help pay for housing. This is unfair to many. Why should property owners have to pay for a problem they are not causing? The burden should fall to businesses, not home owners.
- If growth slows down, prices will go up on real estate. Under this plan, and the grandfather clause, this will create more jobs with less affordable housing. A housing-dedicated transfer tax based on value could help address this.
- If not carefully implemented the policy could pull the rug out from under certain property owners who could see their investments dramatically lose value.
- It will take time to establish a community fund that would have enough money to acquire and/or build affordable housing. But, it has been 20 years since this issue was identified, what is another 5-10?

## **Impacts to Low-/Middle-Income Residents**

- The portion of the community making far below median income may find it more difficult. But there are LOTS of jobs here.
- Weakness will come at the hands of the people implementing. There is a definite feeling that decisions are based on who can pay the most over who is in need the most. Smaller businesses may be more negatively impacted, but it is the big dogs (HOTELS!) that need to be controlled.

## **Lack of Effective Leadership / Clarity of Purpose**

- There does not seem to be a collective goal within elected officials.
- The weakness does not lie with this policy, it lies with ineffective leaders who do not support affordable housing, namely Paul Vogelheim.
- The biggest weakness of this whole approach is that it cannot satisfy the differences that exist in community about the future. Elected leadership is elected to lead, and they need to make decisions based upon hard facts, not based upon who makes the most noise.

## **No Weaknesses / Not Certain Yet**

- Aside from some irked board members and NIMBYs who do not want any additional development, I cannot think of anyone who should have an issue with making it harder on lodging developers. Any new lodging development (and purchases/remodels of existing) by a corporate entity, LLC, foreign entity, shell, etc. You cannot just profit without giving back to our community. How is that hard to understand given the leverage we have as a community? If it reduces commercial development, then maybe more housing gets developed, and that is a win. If hotels do not get built for 20 years, that is a win. We survived the eclipse! Correct zoning issues with lodging as priority one!



- None. It makes development harder, but that is OK because it is not like we are hurting for jobs or development. We have more than one job per person here - we do not need more. We need housing for our local workforce.
- We need to start somewhere, in spite of potential unintended consequences.
- When a community can house the majority of its workforce and encourage the dream of home ownership, I don not see who can lose.
- There are always some who win and some who lose; you have to do what is best for the community as a whole.
- Not sure until you try it. There certainly have been unintended consequences from the status quo
- No real losers in this plan. Without it, income inequality in our community will continue to get worse. We will not be able to provide services to our visitors without a workforce, and everyone will lose in that case.
- Always a risk, but needed to accomplish this objective.

### Other

- The weakness of my answering these questions is that they were written in planner-speak and not written so that a general member of the public can understand them. I have very strong opinions about housing but have no idea how to express them on this survey. My answers may or may not reflect my thinking since I did not understand the questions. I do not think I am unique in this regard. I think if you took 10 people off the street, showed them this survey and asked them to explain what is being asked, most of them would have no clue, just like me. I put no faith in this survey, sorry!
- Get government out of housing.
- It is high time the government got out of the way and let free market take its course.
- Housing of seasonal workers - relying on employers.
- Less apt to change every election cycle.
- While it may possibly undermine of program, we must continue to look outside of current box of ideas.
- Again, too much leeway. Rules are made to be obeyed, not cheated.
- Time limitations
- All new construction should have a fee. For new businesses it would be based on employees; for single homes it would be based on the cost of the home and increased if not the primary home.
- There is still an 'in lieu of housing' fee. That needs to go.
- The discussion is limited to the town and county, when most of the workforce lives in Lincoln County or Idaho and are not included.
- Way too much of a nanny state approach!
- It will be hard to resist the forces of greed.
- Mitigation is a failed concept and should be abandon as a policy tool.



## NEXT STEPS

Building on the information learned during the community engagement process outlined above, Town and County staff will prepare policy recommendations regarding LDRs and rules and regulations for affordable housing. The staff recommendations regarding LDRs will be shared with the Town and County Planning Commissions and discussed at their joint meeting at 6 pm on October 16, 2017, in County Commission Chambers. The staff recommendations for rules and regulations will be shared with the Housing Authority Board and discussed at its meeting at 3 pm on October 18, 2017, at the Housing Department. Following these discussions, all recommendations will then be shared with the Jackson Town Council and the Board of County Commissioners for discussion at their joint meeting at 5 pm on October 30, 2017, at Town Hall. Council and the Board will provide preliminary direction at this meeting and then consider a final policy recommendation for approval at a Joint Council and Board meeting at 5 pm on November 13, 2017, at Town Hall.

Staff will continue work on policy options for Town parking and zoning and natural resource protection. The community's perspective on these topics will be invited through an online survey the week of October 23, as well as at a Spanish-language meeting on November 6 (all topics) and English-language meetings on November 8 (Town zoning and parking) and November 9 (natural resource protections). Additional details on these meetings is available at [www.engage2017.jacksontetonplan.com/schedule](http://www.engage2017.jacksontetonplan.com/schedule).