



# KETCHUM HOUSING MATTERS

HOUSING ACTION PLAN, 2022-2023



May 9, 2022



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# APPROVAL AND ADOPTION

CITY OF KETCHUM  
RESOLUTION NO. 22-020

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KETCHUM, BLAINE COUNTY, STATE OF IDAHO, MAKING CERTAIN FINDINGS; AND PROVIDING FOR THE FORMAL ADOPTION OF THE KETCHUM HOUSING ACTION PLAN; DIRECTING THE CITY CLERK TO RETAIN IN OFFICAL RECORDS OF THE CITY; AND PROVIDING AN EFFECTIVE DATE.

BE IT RESOLVED by the City Council of the City of Ketchum, Blaine County, State of Idaho:

## Section 1. Findings

The Ketchum Comprehensive Plan identifies ten core values vital to the City's ability to achieve its vision including 1) A Strong and Diverse Economy, 2) Vibrant Downtown, and 3) A Variety of Housing Options.

The City of Ketchum (the "City") is experiencing a significant population increase and a severe shortage of housing for the local workforce at all income levels which is threatening the livelihood and straining the resources of the City, its citizens, and its businesses.

The City's average annual population growth rate is approximately 1%, however, the population of the City increased 25% from 2019 to 2020. The City lost 475 long-term rental and ownership housing units from 2000 to 2019.

The City Council finds that the Housing Action Plan (HAP) is informed by data and community input to address the housing crisis. The HAP outlines overarching goals and strategies, 10-year performance metrics, and 1-year actions that the City Council supports. The Plan will be in effect for a period of one year; the Plan will be updated annually; and approval of the Plan by the City directs the City's housing work, partnerships, and housing spending.

## Section 2. Authorizing the Mayor and Counsel for the City of Ketchum

The Mayor is hereby authorized to sign Resolution #22-020, which formally adopts the Ketchum Housing Action Plan.

## Section 3. Directing the City Clerk

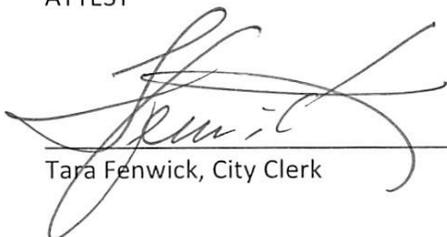
The City Clerk is hereby directed to file this Resolution forthwith in the official records of the City.

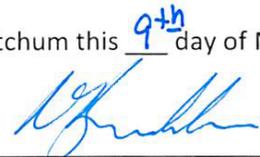
## Section 4. Effective Date

This resolution shall be in full force and effect upon its passage.

PASSED AND ADOPTED by the Council of the City of Ketchum this 9<sup>th</sup> day of May , 2022.

ATTEST

  
\_\_\_\_\_  
Tara Fenwick, City Clerk

  
\_\_\_\_\_  
Neil Bradshaw, Mayor  
City of Ketchum

# ACKNOWLEDGMENTS

## Mayor and Council

- Neil Bradshaw, Mayor
- Michael David, Council President
- Amanda Breen, Councilor
- Courtney Hamilton, Councilor
- Jim Slanetz, Councilor

## Task Force Members

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

## Ketchum City Staff

- Jade Riley, City Administrator
- Carissa Connelly, contracted Ketchum Housing Strategist, HCCP

- Lisa Enourato, Public Affairs & Administrative Services Manager
- Suzanne Frick, Planning and Building Director, KURA Director
- Morgan Landers, Senior Planner AICP
- Aly Swindley, Administrative Assistant

## Other Contributing Partners

- Alyson Witmer, The Pioneer Saloon
- Anonymous, Community homeowner
- Ben Pettit, Sun Valley Community School
- Bob Crosby, Sun Valley Board of Realtors
- Brittany Shipley, NAMI Wood River Valley
- Brooke Pace McKenna, The Hunger Coalition
- Chip Atkinson, Atkinsons' Market
- Charles Friedman, Ketchum Community Development Corporation
- Courtney Hamilton, Council Member
- Dave Hausman, Lefty's Bar and Grille
- Dave Hutchinson, VP Companies
- Erin Pfaeffle, St. Luke's Wood River Medical Center
- Harry Griffith, Sun Valley Economic Development
- Jacob Frehling, Maude's Coffee and Clothes
- Jeff Bay, Tamarack Lodge/Hotel Ketchum
- Jen Smith, Community homeowner
- Jenny Emery-Davidson, The Community Library
- Krzysztof Gilarowski, Community member
- Lisa Horowitz, City of Hailey
- Mark Nieves, Independent Goods
- Michael David, Council Member
- Michelle Griffith, ARCH Community Housing Trust
- Nancie Tatum, Community member
- Nathan Harvill, Blaine County Housing Authority

- Olin Glenne, Sturtevant's
- Paul Conrad, Conrad Brothers
- Reid Sanborn, Engel & Völkers
- Sally Gillespie, Spur Community Foundation
- Scott Fortner, Visit Sun Valley
- Shannon Nichols, The Advocates
- Sonya Wilander, Men's Second Chance Living
- Steve Shafran, Spur Community Foundation
- Susan Scovell, Ketchum Urban Renewal Agency
- Tim Silva, Sun Valley Company
- Tim Wolff, Spur Community Foundation
- Tish Short, Hemingway Elementary School

### **Identified Implementation Partners**

- ARCH Community Housing Trust
- Blaine County
- Blaine County Housing Authority
- Goldwhip Girls
- Idaho Housing Finance Association
- Interagency Council
- Ketchum Community Development Corporation
- Ketchum Urban Renewal Agency
- Landing Locals
- Spur Community Foundation
- St. Luke's Wood River Medical Center
- Sun Valley Economic Development
- The Hunger Coalition
- Wood River Charitable Fund

- Wood River Community Housing Trust
- Wood River Community YMCA

### **Additional Support**

Translation services and outreach to local Latino communities provided by Herbert Romero, April Pina and Luiza Roncatto, Alboum Translation Services.

Special thanks to communities throughout the West who contributed their experiences, insight and practices to this process. In particular:

- Aspen/Pitkin County, CO
- Eagle County, CO
- Park City, UT
- Summit County, CO
- Truckee, CA
- Yampa Valley/Steamboat Springs, CO

Photos in this document provided by various partners including:

- Sun Valley Company
- Travis Amick
- Syringa Mountain School
- Hotel Ketchum
- City of Ketchum
- Agnew::Beck Consulting
- Sun Valley Photo

Consultants:

- Agnew::Beck Consulting (lead)
- Elkartu

To the thousands of community members who participated in this process through the regional survey, open houses, participation at public meetings and by sharing your thoughts, comments and stories,  
**THANK YOU!!!**

# COMMON TERMS

## Affordable housing

*By household:* Housing is considered affordable to a household if they are paying 30% or less of their income on housing costs (either rent or mortgage).

*By housing unit:* Any housing unit that has a rent or mortgage that is below market-rate. Often the property will include a government subsidy, either for the capital costs or to assist with the rent. Some affordable housing is naturally occurring.

### Examples:

- Northwood Place was developed with tax credits, a public-private partnership that ensures rents low enough to be affordable to low-income households.
- Naturally occurring affordable housing is unsubsidized housing that remains affordable regardless of market rent.

## Community housing (deed-restricted housing)

Community housing is dwelling units, for sale or rent, restricted typically via deed restriction by rent or for occupancy by individuals meeting asset, income and/or minimum occupancy guidelines approved by the governing housing authority and the City of Ketchum.

## Seasonal/vacant/short-term housing

- *Seasonal:* These units are intended by the owner to be occupied during only certain seasons of the year. They are not anyone's usual residence
- *Vacant:* A housing unit is vacant if no one is living in it at the time of enumeration unless its occupants are only temporarily absent. Units temporarily occupied at the time of enumeration entirely by people who have a usual residence elsewhere are also classified as vacant
- *Short-term:* Individually or collectively owned single-family houses or dwelling units, or any unit or group of units in a condominium, cooperative or timeshare, or resident-occupied residential home that is offered for a fee and for thirty (30) days or less is considered short-term.

## Seasonal Worker

A seasonal employee is an employee who is hired into a position for which the customary annual employment is six months or less. The reference to the term "customary" means the seasonal employees normally work around the same time each calendar year, such as during summer months or the holiday season.

## Year-round resident

These residents are legally domiciled in Blaine County and physically reside in their fixed and permanent homes in Blaine County continuously.

## Workforce

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

- An employee or contractor of a local entity in Blaine County, Idaho (at least 1,000 hours per year or an average of 20 hours per week) during their occupancy
- Pursuing work in Blaine County by:
  - applying for work with local businesses for up to four months
  - have a job offer from a local business
  - preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient
- Meet one of the following exemptions:
  - retired person who, immediately preceding retirement, was a full-time employee of an entity located within Blaine County for at least five continuous years and continued living as a full-time resident within Blaine County following their retirement
  - person unable to work or who does not have a work history due to qualifying for disability as defined by the Americans with Disabilities Act (ADA)
  - full-time, informal caregiver if either caregiver or care-recipient lived in Blaine County for at least the five previous continuous years
  - be a working spouse or partner of a person qualified under one of the first two sections of this definition

## Unhoused

Not housed, not having an address or residence. Examples:

- Persons who live in their cars or campers
- Persons who live on others' couches
- Persons who have extremely long commutes (over 45 minutes one way)



## HOUSING CONTEXT: OUR STARTING POINT FOR HOUSING ACTION



## OVERVIEW

In 2021-2022 the City of Ketchum conducted a housing needs assessment and extensive community outreach to understand the current unmet housing demand as well as projected need in ten years. Housing needs were defined not only by those without housing, but by those in crowded conditions or overpaying for housing. “The Community Need” section of this document is a summary of the key highlights from the 2021/2022 Findings Summary (see Attachment 2 for the full Findings Summary). The housing needs data served as the foundation for building the Housing Action Plan.

### **Three key trends from the assessment guided Ketchum’s Housing Action Plan:**

- 1. There is a massive shortage of affordable homes in Ketchum.**
- 2. Ketchum is losing its workforce and some year-round residents because most local people cannot afford to live here.**
- 3. Our community agrees that there is a housing crisis and wants action.**

Building from this foundation, the City of Ketchum engaged in extensive community outreach and research to develop a coordinated, effective approach. The “Our Approach” section is the bridge between the problem we face today and the solutions we will implement moving forward.

### **There are six basic principles of our approach:**

- 1. Housing solutions must be cross-sectional and layered to have real impact.**
- 2. Coordination around a shared vision is imperative.**
- 3. Ketchum’s housing solutions should encourage and be consistent with regional collaboration efforts while also being specific and actionable for Ketchum.**
- 4. A healthy, vibrant community relies on local housing for a range of income levels.**
- 5. Communication, collaboration and accountability build trust and a more activated, informed, and supportive community.**
- 6. Working to create effective housing solutions is a continual, iterative process.**

# THE COMMUNITY NEED

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

The housing needs assessment estimated that the City of Ketchum needs between 660-982 preserved, converted, or new homes in the next 10 years to meet demand (4,700 to 6,400 for Blaine County, including Ketchum). This projection emphasizes why county-wide collaboration and housing efforts are critical to addressing the housing crisis. Demand is primarily current households who are paying unaffordable proportions of their income on housing (i.e. cost burdened), are unhoused, or are in overcrowded homes. The second factor is potential historic and high population growth scenarios.

Need could be met through any combination of preserved housing, converting existing homes into long-term rentals, and new construction. We believe this estimate to be conservative - it does not include the 335 lost renter households from 2010 to 2019.<sup>1</sup>

One trend that greatly contributes to lack of affordability is that residential development in Ketchum and throughout Blaine County has slowed since the Great Recession. This means that with the pandemic population boom and an increase in the seasonal/vacant/short-term rental use of existing housing stock, supply of homes affordable for owner and renter occupancy decreased.

*Preserve, convert, or build about 660 to 982 homes in the next 10 years.*

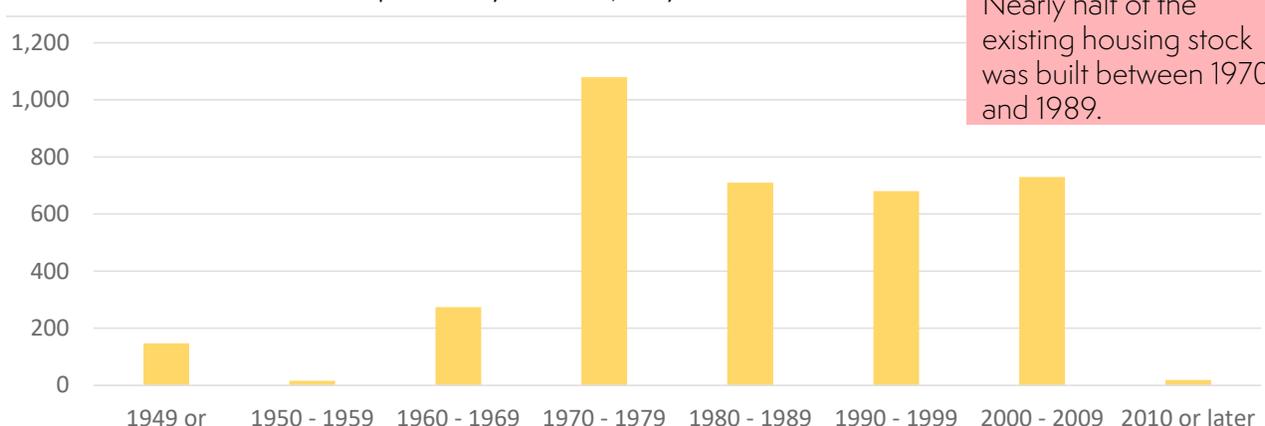
Does not include the 335 “lost” renter households from 2010 to 2019.

TABLE 1: Projected 10-Year Demand, City of Ketchum

	Historic Growth (1% annually)	High Growth (3% annually)
New Households	+224	+546
Current Households at risk of displacement or unhoused	436	436
<b>ESTIMATED DEMAND</b> (preserved, converted, new)	<b>660 total</b>	<b>982 total</b>
	66 annually	98 annually

### *Residential development has slowed.*

GRAPH 1: Residential Development by Decade, City of Ketchum<sup>2</sup>



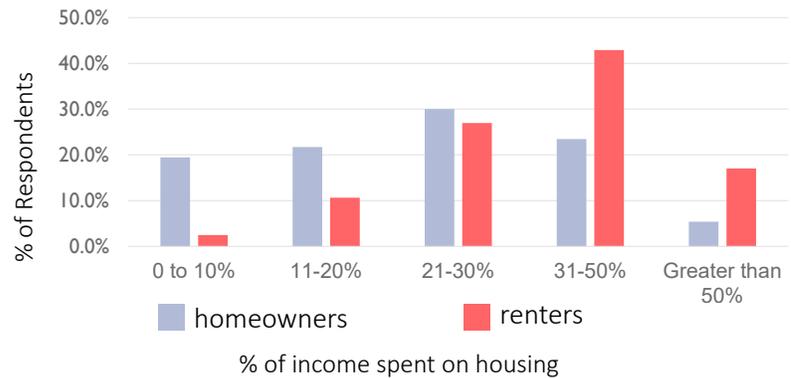
Nearly half of the existing housing stock was built between 1970 and 1989.

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

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

Ketchum’s workforce primarily consists of low- and middle-income households (under \$45,355 per year or \$23 per hour) that our local economy depends on.<sup>4</sup> Sixty percent of local renters live in unaffordable housing, meaning they pay more than 30% of their gross/pre-tax income on housing costs.<sup>5</sup>

**Housing is unaffordable.**  
Renters report being cost burdened at significantly higher rates than homeowners (60% v. 29%).  
GRAPH 2: Percent of Income Spent on Housing<sup>10</sup>

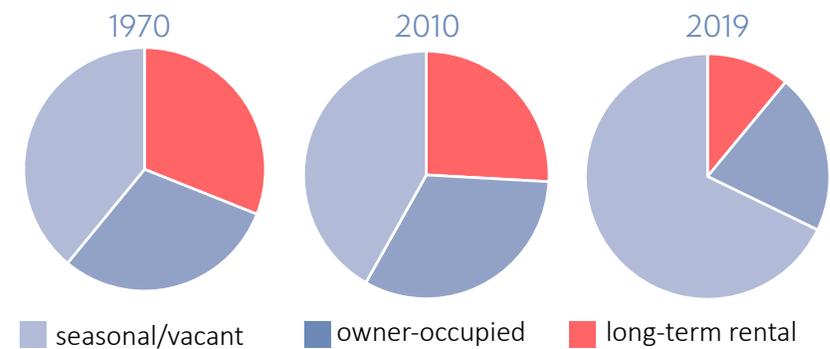


Compounding the problem, Ketchum lost 335 long-term rentals between 2010 and 2019.<sup>6</sup> This is without accounting for pandemic acceleration when Ketchum’s population grew by 25% compared to historical 1% annual growth.<sup>7</sup> Low-income renters are the most impacted by the high cost of housing. Many low-income households and individuals are one emergency away from experiencing homelessness. A survey of over 1,100 participants who live or work in Blaine County found that 1% of our population is already experiencing homelessness.<sup>8</sup>

**Long-term rentals have decreased.**

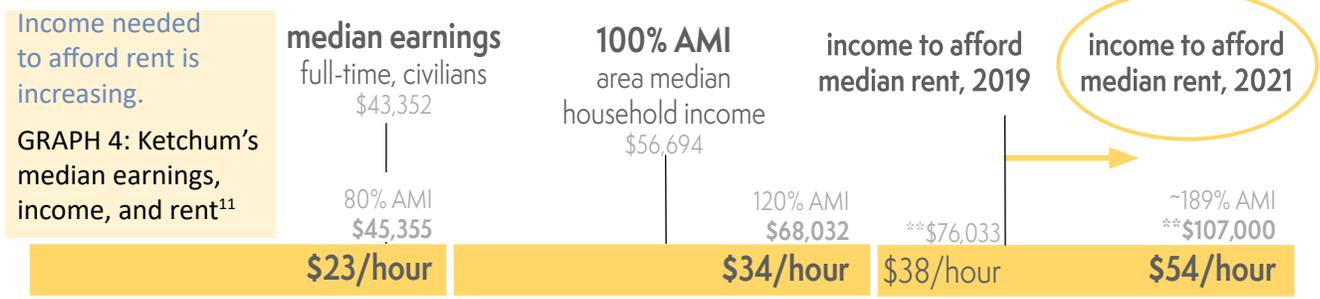
- Long-term rentals decreased from 31% in 1970 to 10% in 2019.
- About 335 long-term rental units were “lost” in Ketchum since 2010. Most were likely converted to seasonal or short-term use.

GRAPH 3: Ketchum’s Housing Stock over Time<sup>3</sup>



*Only upper-income households can really afford the ‘market.’*

Given current, high housing for-sale and rental prices in Ketchum, market-rate housing is only affordable to upper-income households. Median (market) Ketchum rent is only affordable to households earning more than \$107,000 annually (\$100,000 for the County).<sup>9</sup>



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

Community members consistently agreed that there are existential, economic, and social impacts of the housing crisis, and emphasized the need for action.

*The community's identity:* Sentiment from a variety of interviewees is the sense that Ketchum is losing its identity as the housing market becomes challenging and people move away. Many respondents felt that the pursuit of accessible community housing represents more than a roof over community members' heads – it's a quest to maintain the "soul" of the community.<sup>12</sup>

*Access to a stable workforce - which is damaging business vitality:* Business viability and access to a stable workforce was a common idea shared when interviewees were asked to identify a "key indicator" for the housing environment.<sup>13</sup>

*"We have had to cut hours/ reduce days or completely close....The employees that we do have are exhausted."  
– local business owner*

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

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

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

*The social, financial, and emotional stability of displaced households and those at risk of displacement:* Housing instability is creating financial, social, and emotional challenges for residents across the valley.<sup>14</sup> Displacement and housing instability have mental and physical health impacts. In adults it increases the likelihood of depression and suicide and has physical impacts.<sup>15</sup> In children, it disrupts development and immune system responses and increases likelihood of hospitalization.<sup>16</sup>

Especially for those in crisis, stress from housing instability can make it more challenging to navigate nonprofit and social service networks. Respondents indicated that they, or their clients, were often shuffled from one agency to the next in an attempt to access resources. Often these clients would complete a process only to find out that they did not meet the eligibility criteria, which may even specifically screen out some of the most vulnerable community members.<sup>17</sup>

# OUR APPROACH

The Housing Action Plan (HAP) is informed by relevant housing needs data, community input and guidance from a Task Force comprised of a cross-section of community members. The HAP is also built on the understanding that no single organization or jurisdiction can solve the housing challenge and that solving community housing issues requires a multifaceted approach. No single solution offers the silver bullet to solve all the housing issues and there is simply no way to build, re-zone or buy our way out of the problem. Foundational to the HAP is the notion that through innovation, coordination, and tenacity we can together, strengthen our community by securing homes for our families and workforce.

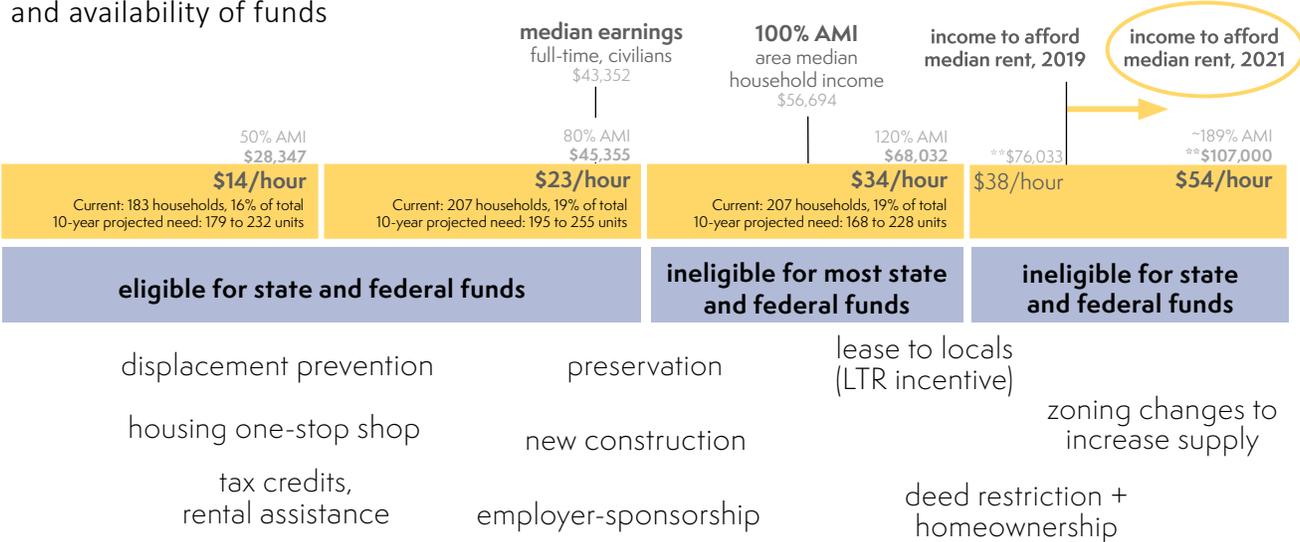
Ketchum’s approach to housing action is outlined below.

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

Working on one thing at a time is not as effective as combining and overlapping strategies and actions. Likewise, working within a “housing silo” is not as impactful as bringing an array of both traditional and non-traditional partners to the table and inviting more people and organizations to work together and contribute to housing solutions. Most importantly, there are many different types of people within our community who are seeking different types of housing at different price points – no single program, policy or project can match up with all types of housing demand desired in our community.

### *Facilitate housing and housing programs for a range of income levels and need*

GRAPH 5: Industry median earnings, area median income, and median rent compared to need and availability of funds



**2. Coordination around a shared vision is imperative.** One-off projects, one-time funding or short-term programs can help address a critical need or test an innovation. For achieving both short- and long-term impacts, community members and organizations must overcome “housing noise” and agree to focus in and work together. There should also be mechanisms such as dedicated, reoccurring funding that will enable a sustained commitment to implementing the vision.



**3. Think regionally – act locally.** People and jobs move and interact fluidly throughout a region and therefore, housing issues are best addressed and housing solutions are best implemented in a regional context. Similarly, since our housing crisis does not exist in isolation, neither do its solutions; housing action in Ketchum relies on many partners to succeed. As such, the City of Ketchum works with a range of implementation partners to execute the Housing Action Plan from service providers to developers and from local governments and employers to philanthropic organizations, many of whom are working across Blaine County and beyond.

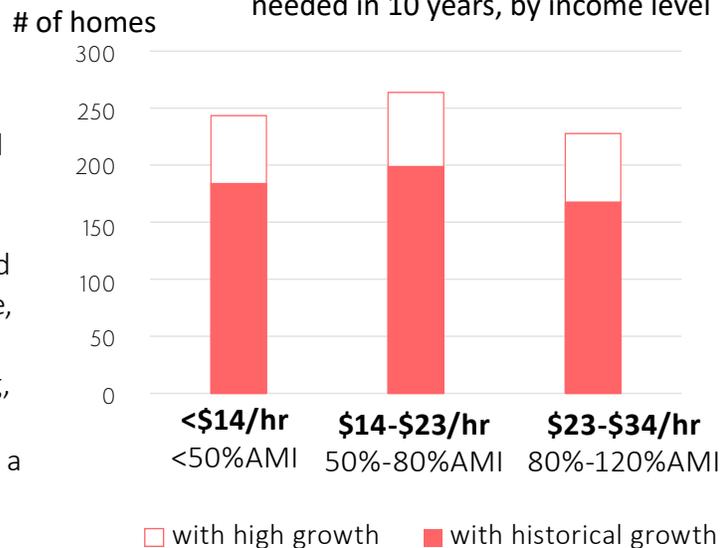
*Ketchum’s housing solutions should encourage and be consistent with regional collaboration efforts while also being specific and actionable for Ketchum.*

**4. A healthy, vibrant community relies on local housing for a range of income levels.**

In a resort community like Ketchum, it is very challenging for the market to naturally supply housing for a wide range of incomes. This is due to supply-demand influences such as seasonal resident and visitor demand, extremely high-income residents and other factors like an abundance of public lands and protected areas that limit the amount of accessible, developable land. Communities must take a hands-on approach to influencing, incentivizing and investing to create a housing market that serves and sustains a year-round, local community.

*We need housing at every income level*

**GRAPH 6: Projected new, converted, or preserved homes needed in 10 years, by income level**



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

The City of Ketchum, as the driver of this Housing Action Plan, acknowledges the importance of truly partnering with community members to engage, learn and act together. A framework for ongoing community engagement and partner collaboration is a central piece of this plan and at the heart of our ability to succeed. In addition, agreement on – and use of – common data that is updated regularly clarifies communication. Most of all, we must remember that this effort is about people and community, and creating opportunities for both to thrive. At the core of all the system, policy, engagement and project work outlined here is the motivation to support our livelihoods, our community amenities and services, and the connectedness of our community by supporting the people who are essential to it.

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

The cycle of learning, planning, acting, evaluating, re-calibrating and continuing the work never ends, nor should it. The Ketchum Housing Action Plan sets up a vision, an intention and a potential way of working together over the next decade to truly turn the curve on housing for the betterment of our community. That said, we acknowledge and assume that – if we do our work correctly – there will and should be adjustments to this plan and changes in our priorities and collective action over time. For this reason, our approach includes:

- Frequent checkpoints to reassess our progress and fold in new partners and new ideas
- 10-year targets to allow us to measure our progress, and adapt our methods, as needed
- Regular updates to our housing needs assessment to adjust to changing dynamics

# OUR PROCESS

Beginning in the fall of 2021 and continuing into the late spring of 2022 the City of Ketchum executed an iterative process to learn, listen and create the Housing Action Plan. Once adopted, the outreach and engagement process will continue as plan progress is reported and the HAP is updated annually.

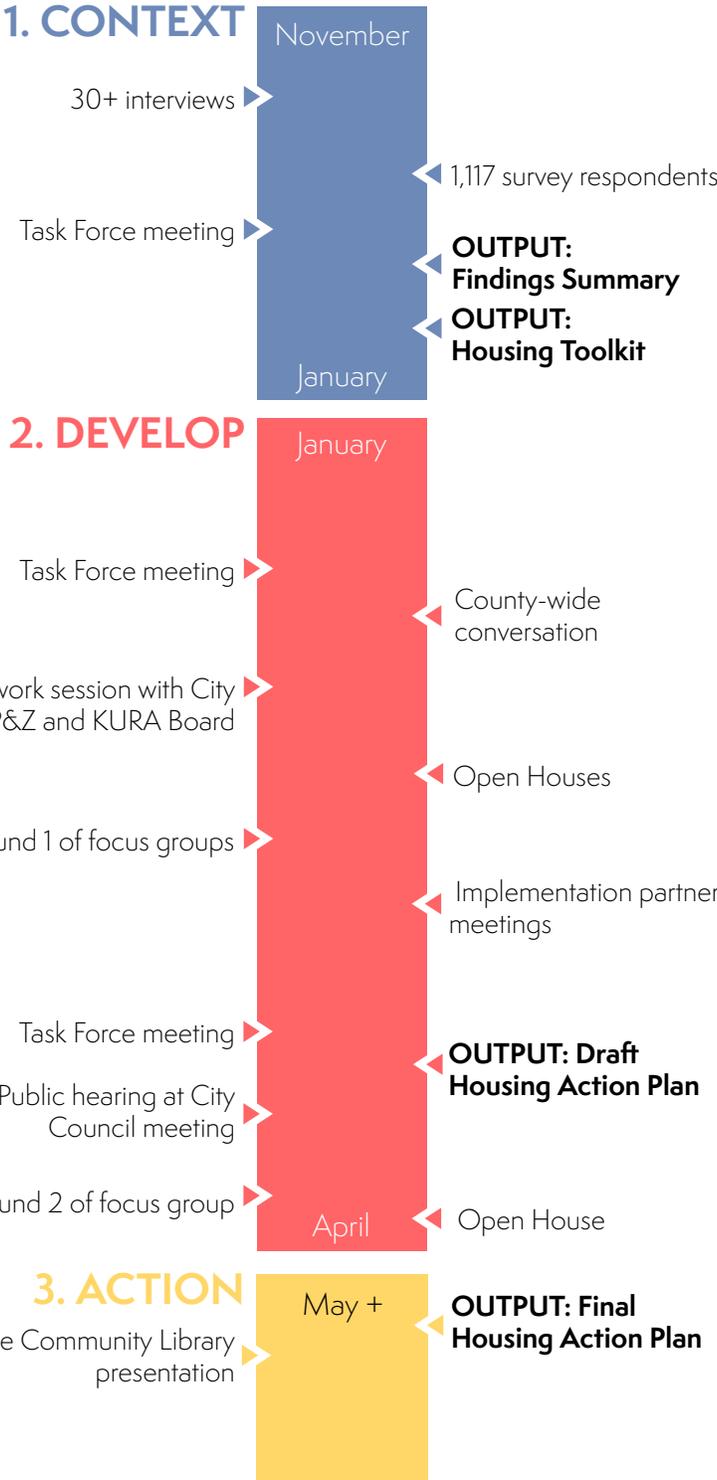
## Step 1: Understand the Context

*Needs & Preferences:* To kick-off the Action Plan process, the needs and preferences were collected in the community as follows:

- Data analysis of existing and future unmet housing needs
- Community survey with 1,117 responses
- Interviews of over 30 community members
- Review of historical housing needs analyses and related local analyses

*Best Practices:* In tandem, the City developed a Housing Toolkit from a list of over 280 ideas. This initial long list is comprised of input from:

- Survey and community interview responses
- 6 interviews of housing directors in comparable communities
- Feedback from Ketchum City Council, Ketchum Urban Renewal Agency and Planning and Zoning Commission
- Research on comparable resort communities & best practice



## Step 2: Develop the Plan

HAP development was informed by needs data, best practice research, community input and feedback from partners. The Ketchum Housing Task Force, an advisory group of 20 community members that represent diverse industries and perspectives, then reviewed the Plan. In addition, Plan elements were discussed and guided by the Ketchum Urban Renewal Agency (KURA) and Ketchum Planning and Zoning Commission. Public feedback on the draft Plan included an open house, a focus group, digital feedback, and public comment.

## Step 3: Take Action (with on-going feedback and guidance)

The culmination of the work in Steps 1 and 2 is Ketchum’s Housing Action Plan, delivered to City Council on May 9, 2022 for final review and approval for adoption as the official, guiding document for housing action.



## HOW WE WILL USE THIS PLAN

### Clarification of Roles — The HAP outlines actions and celebrates the work of partners.

The Housing Action Plan is a community plan, building from and recognizing the outstanding work already underway by various partners in Blaine County and beyond. Ketchum’s intent is to bolster and contribute to regional efforts while simultaneously moving Ketchum forward.

This plan outlines the vision, goals and actions Ketchum and many partners are committed to in order to address our housing need. We created a framework that will serve as a guiding “north star” for the next decade to create practical, positive, lasting change in Ketchum. All actions in the Plan are ones that Ketchum is committed to initiating, participating in, or supporting. Additionally, the Plan includes actions that Ketchum is committed to exploring, which may then be led or carried out by other partners. Committed and potential partners are identified in the Priority Actions section within each goal area. The intent is that the plan and subsequent Work Plan serve as a tool to highlight and support partners’ work, propose or clarify roles, and align opportunities for collaboration.

Ketchum staff acknowledges and hopes that Ketchum’s actions can have positive, regional impacts and are excited by continued prospects to collaborate more closely with other jurisdictions and entities.

## The Housing Action Plan is structured for ease of use.

The HAP’s goals and supporting strategies address the identified needs informed by research on best practices and community input. During this process, approximately 280 actions were analyzed and consolidated down to those that support the five goals. From remaining actions, priority actions were identified: Priority actions have the greatest immediate impact and are currently in progress or can feasibly be initiated within one year of Housing Action Plan adoption. The medium- and long-term actions previously identified have been captured in the Housing Toolkit and will be cycled into the Housing Action Plan during annual action plan updates.

Each plan component is distinct, yet related:

*Vision:* a concise, powerful statement about the collective state we are working to achieve and sustain over the next decade

*Principles:* value-based statements that we intend to organize around while ensuring consistency

*Goals:* the outcome or result we want to achieve in key areas

*Strategies:* methods or approaches we will take to achieve the goal

*Priority Actions:* measurable, specific activities designed to meet the goal

In addition to these plan elements, the City is developing an implementable Housing Action Work Plan that contains “SMART” tactics. This Work Plan will be completed after the Housing Action Plan is adopted and Year 1 priorities are confirmed. An example implementation Work Plan template is included in the Attachments section of this document.

### **SMART(ER) Actions**

**S**pecific (simple, sensible, significant)

**M**easurable (meaningful, motivating)

**A**chievable (agreed, attainable)

**R**elevant (reasonable, realistic and resourced, results-based)

**T**ime bound (time based, time limited, time/cost limited, timely, time sensitive)

Ketchum is committed to establishing a “SMARTER” Work Plan, which includes actions and tactics that will be **E**valuated and **R**eviewed.

## Annual iteration of the Housing Action Plan ensures accountability.

Implementation of the Housing Action Plan will require regular check-ins with City departments, City Council, implementation partners, and other jurisdictions. Progress on current and proposed priority actions will be presented bi-annually to the City Council. The Housing Action Plan will be updated annually with public feedback and Council re-approval. Quarterly coordination meetings with implementation partners are a mechanism for reporting progress, sharing learnings, and identifying tension and symbiosis between different entities. Progress will be shared with the public through a regular report/newsletter. These accountability checks and Plan reiteration allows the Plan and actions to adjust to changing or new circumstances and learnings.

<b>Ketchum Project Management, Reporting and Accountability Structure</b>		
<b>WHO</b>	<b>PURPOSE</b>	<b>FREQUENCY</b>
<b>Ketchum Mayor and Council</b>	<ul style="list-style-type: none"> <li>Review and approve updated implementation plan and provide overall strategic direction</li> <li>Review and approve housing-related spending through annual budget process</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annual meetings to approve updated implementation (May, Dec)</li> <li>Optional: conduct as part of Joint Work Sessions with Planning &amp; Zoning and KURA Board</li> </ul>
<b>City Departments</b> Planning, Administration, Communications, Public Works, etc.	<ul style="list-style-type: none"> <li>Directing and working with housing staff on specific housing actions</li> </ul>	<ul style="list-style-type: none"> <li>Weekly meetings with relevant departments</li> <li>Quarterly joint meetings with all City Administrators and Planning Directors (approx. Feb, Apr, Aug, Nov)</li> </ul>
<b>Implementation Partners</b> Local nonprofits, housing developers, employers, public agencies, etc.	<ul style="list-style-type: none"> <li>Coordinate and facilitate efforts beyond the City of Ketchum</li> <li>Opportunity to review progress toward shared goals, lessons learned and education</li> <li>Project management</li> </ul>	<ul style="list-style-type: none"> <li>Meet quarterly (approx. Feb, Apr, Aug, Nov)</li> </ul>
<b>Community/Public</b>	<ul style="list-style-type: none"> <li>Educate, inform</li> <li>Receive feedback</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports/newsletter (approx. Mar, May, Sep, Dec)</li> <li>Open Council meetings</li> <li>Annual public input</li> </ul>



# HOUSING ACTION PLAN



This plan outlines the vision, goals and actions Ketchum is committed to in order to address our housing need. The framework will serve as a guiding “north star” for the next decade to create practical, positive, lasting change in Ketchum.

### VISION

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

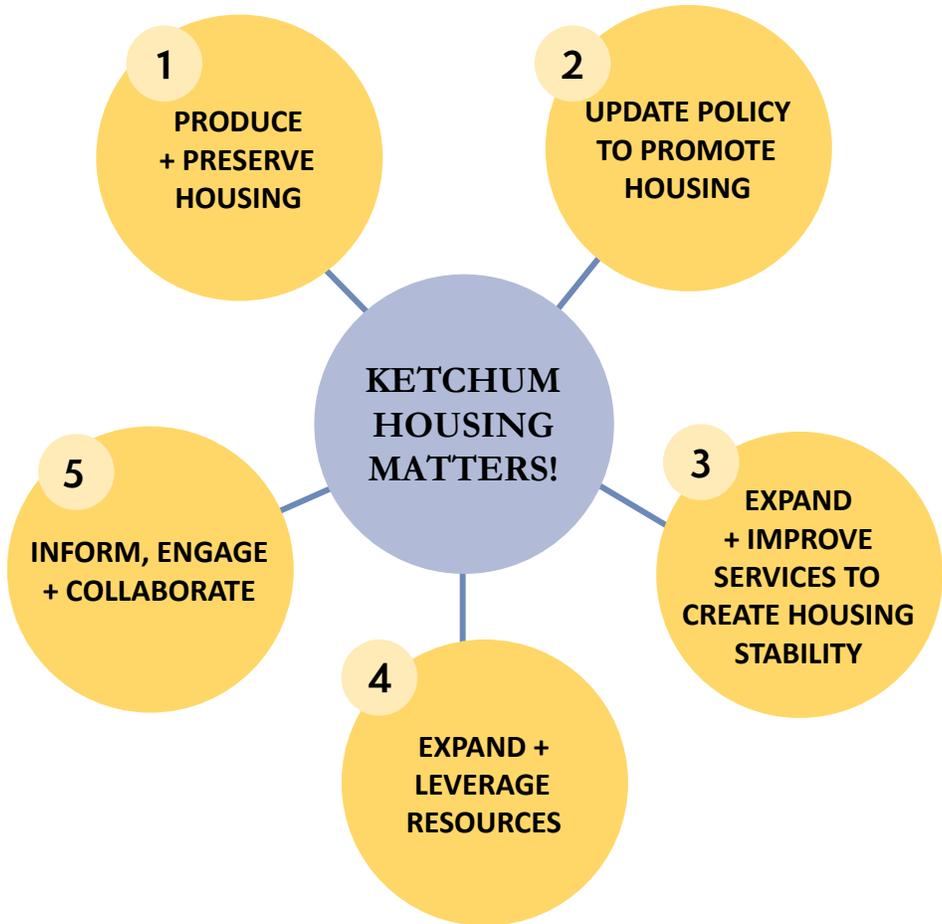
### GUIDING PRINCIPLES

Support a collaborative, coordinated strategy to:

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

### FIVE GOALS TO DRIVE ACTION

These goals are a holistic approach to solving the housing crisis and are informed by the housing needs assessment and context setting phase. Goals are meant to determine necessary actions: In short, increasing access to - and availability - of homes and community capacity, resources, and policies.



### **Goal 1: Produce + Preserve Housing**

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

### **Goal 2: Update Policy to Promote Housing**

Build a regulatory and policy environment that strongly encourages housing development with an emphasis on community and workforce housing, and which is consistent with other community goals.

### **Goal 3: Expand + Improve Services to Create Housing Stability**

Address immediate needs of unhoused and people at risk of displacement in our community. Integrate, improve and expand supportive services, rapidly rehouse, and prevent future displacement throughout the region.

### **Goal 4: Expand + Leverage Resources**

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

### **Goal 5: Inform, Engage + Collaborate**

Invest in building local capacity to make informed decisions about and execute on housing action. Support regional partnerships and on-going communications to increase coordination and housing impacts.

## **10-YEAR PERFORMANCE MEASURES**

Progress will be tracked against these measures at quarterly coordination meetings and each annual update of the HAP, and reported back to the community.

- Secure a minimum of 660 housing units in Ketchum over the next 10 years for local, workforce housing (build new, unlock existing housing, convert existing to more affordable cost, preserve existing in perpetuity).
- Ensure that at least 60% of Ketchum’s housing stock is owner- or long-term renter-occupied.
- Ensure that 40% of Ketchum’s workforce can live in Ketchum.
- Prevent displacement and assist 100 households annually who are cost-burdened, unstably housed or unhoused with supportive services and alternative housing options.
- Secure a minimum \$60M in direct, local investments in the next 10 years, to leverage up to 5x that amount in investments (includes 20% of City funds allocated to projects outside of Ketchum).
- Allocate 20% of City housing funds for significant county-wide actions.
- Through an annual survey, achieve a minimum of 51% satisfaction/public approval of housing action, coordination and results.

# GOAL 1: PRODUCE + PRESERVE HOUSING

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

## CONTEXT

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

The housing needs assessment estimated that the City of Ketchum needs between 660-980 preserved, converted, or new homes in the next 10 years to meet demand (4,700 to 6,400 for Blaine County, including Ketchum). This projection emphasizes why county-wide collaboration and housing efforts are critical to addressing the housing crisis. Demand is primarily current households who are paying unaffordable proportions of their income on housing (i.e. cost burdened), are unhoused, or are in overcrowded homes. The second factor is potential historic and high population growth scenarios.

Need could be met through any combination of preserved housing, converting existing homes into long-term rentals, and new construction. We believe this estimate to be conservative - it does not include the 335 lost renter households from 2010 to 2019.

### 10-Year Performance Measure:

Secure a minimum of 660 housing units in Ketchum over the next 10 years for local, workforce housing (*build new, unlock existing housing, convert existing to more affordable cost, preserve existing in perpetuity*).

Currently 0-1 annually

*Build new, convert, or stabilize about 660 to 982 homes in the next 10 years.*

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

TABLE 2: Projected 10-year housing need, City of Ketchum

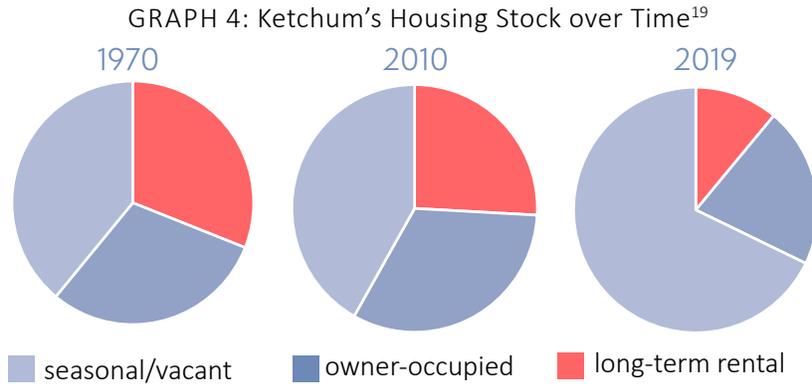
	Description	Historic Growth (1% annually)	High Growth (3% annually)	
<b>New Households</b>	New households based on 10-year population growth scenarios.	+224	+546	
<b>Current Households</b>	Households in need of stabilization or at risk of displacement: <ul style="list-style-type: none"> <li>• cost burdened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

## Long-term rentals and owner-occupied homes have decreased.

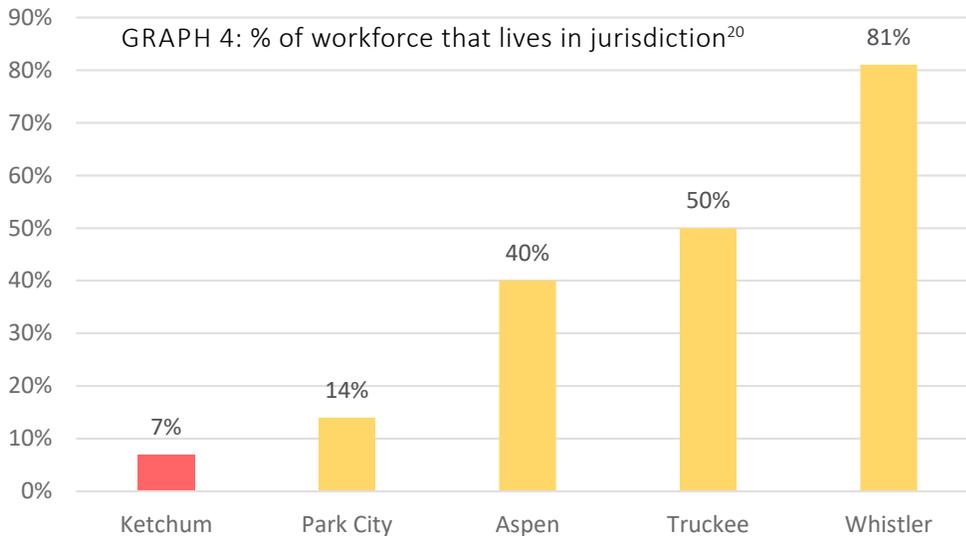
- The proportion of long-term renter and owner-occupied housing decreased from 70% in 1970 to 30% in 2019.
- Other resort communities' average is 62%.
- About 335 long-term rental units were "lost" in Ketchum since 2010, with a significant proportion likely converted to seasonal or short-term use.

Ensure that at least 60% of Ketchum's housing stock is owner- or long-term renter-occupied.

Currently 30%



**Ketchum is losing workers.** An employment hub that houses workers is more sustainable with a healthier, more engaged and accessible workforce. Such a "lights on" community is a more lively home and destination.<sup>18</sup>



Ensure that 40% of Ketchum's workforce can live in Ketchum.

Currently 7%

Change in workers living in Ketchum since 2002

-41%

## STRATEGIES

- 1 Maintain pipeline of new housing construction projects that contribute to meeting community housing targets.
- 2 Rehabilitate and preserve existing affordable housing (both naturally occurring and deed restricted).
- 3 Manage and expand inventory of deed-restricted homes (owner-occupied and rentals).
- 4 Support local employee-based housing initiatives that create long-term and seasonal housing to meet demand.

## PRIORITY ACTIONS THAT SUPPORT GOAL 1

YEAR 1 ACTIONS	POTENTIAL PARTNERS
1. Continue to support Bluebird Village development.	Ketchum Community Development Corporation (KCDC), Ketchum Urban Renewal Agency (KURA), City of Ketchum
2. Develop new housing construction pipeline: <ul style="list-style-type: none"> <li>• Create a 10-year pipeline.</li> <li>• Support development of workforce housing at KURA’s 1st and Washington site.</li> <li>• Explore joint master plan housing development opportunities on city parcels near the YMCA (in keeping with the parking agreement) and city-owned Leadville parcel.</li> <li>• Identify potential parcels for acquisition for housing development and identify needed infrastructure and funding to support. Also supports Goal 3.</li> <li>• Continue to dialogue with significant property owners.</li> </ul>	City of Ketchum, KURA, KCDC, ARCH Community Housing Trust, YMCA
3. Identify and prioritize sites for preservation: <ul style="list-style-type: none"> <li>• Conduct inventory of existing deed restricted, affordable and other naturally occurring (i.e., affordable, unsubsidized) affordable/workforce housing. <i>Also supports Goal 3.</i></li> <li>• Identify priority sites for preservation, such as those at-risk of sale or rent increase, and develop preservation incentives.</li> </ul>	BCHA, City of Ketchum, other partners as identified
4. Preserve and improve affordable housing at Lift Tower Lodge. <i>Also supports Goal 3</i>	BCHA, City of Ketchum, ARCH
5. Explore conversion of Forest Service Park buildings for use as transitional or public-employee housing.	City of Ketchum
6. Increase the number of occupied accessory dwelling units: Develop education, incentive (such as pre-approved designs) or policy improvements to encourage development and use of ADUs.	Sun Valley Board of Realtors, Ketchum Affordable Housing Coalition
7. Pathway to ownership: Identify deed restriction and down payment assistance feasibility and program options. Explore deed restrictions, tax abatement, cash equivalent, rehab assistance, and cooperative/co-ownership opportunities.	ARCH, Landing Locals, BCHA
8. Incentivize long-term rentals: Implement “Lease to Locals” Workforce Rental program. Analyze additional incentives such as property management and bond/guarantee.	City of Ketchum, Landing Locals, Goldwhip Girls, Sun Valley Board of Realtors, local property managers

**Actions 2 & 4: Analyze development viability**  
 MAP 1: Publicly-owned lots zoned for multifamily

*Community Feedback:*<sup>21</sup>

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

79% support acquiring additional land for community housing development

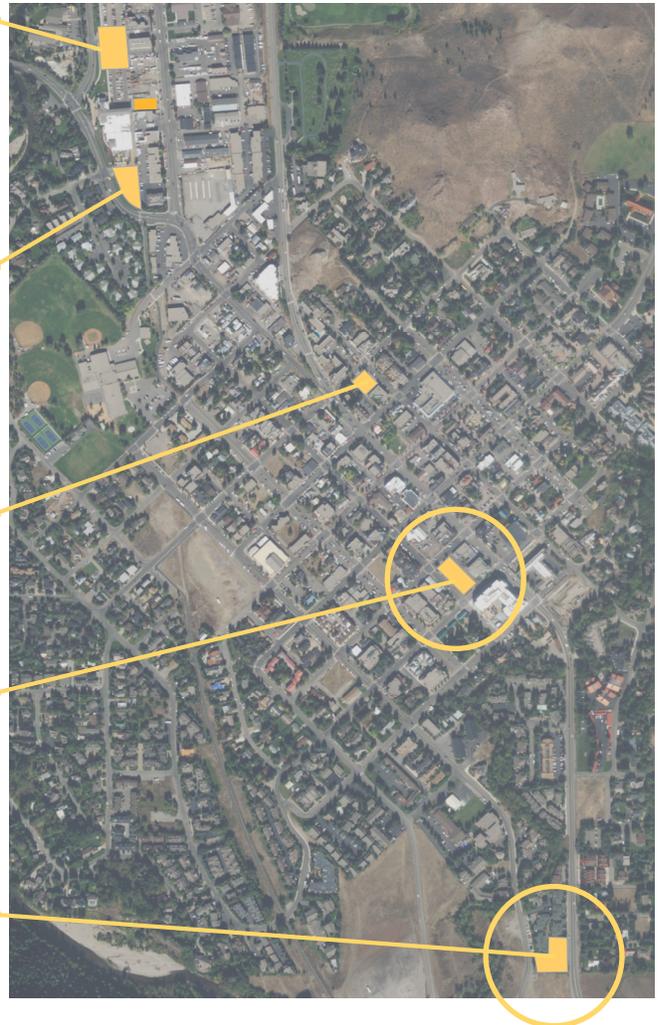
**YMCA North lot**  
 City-owned, encumbered by parking agreement

**YMCA South lot**  
 City-owned, encumbered by parking agreement

**6th and Leadville**  
 City-owned

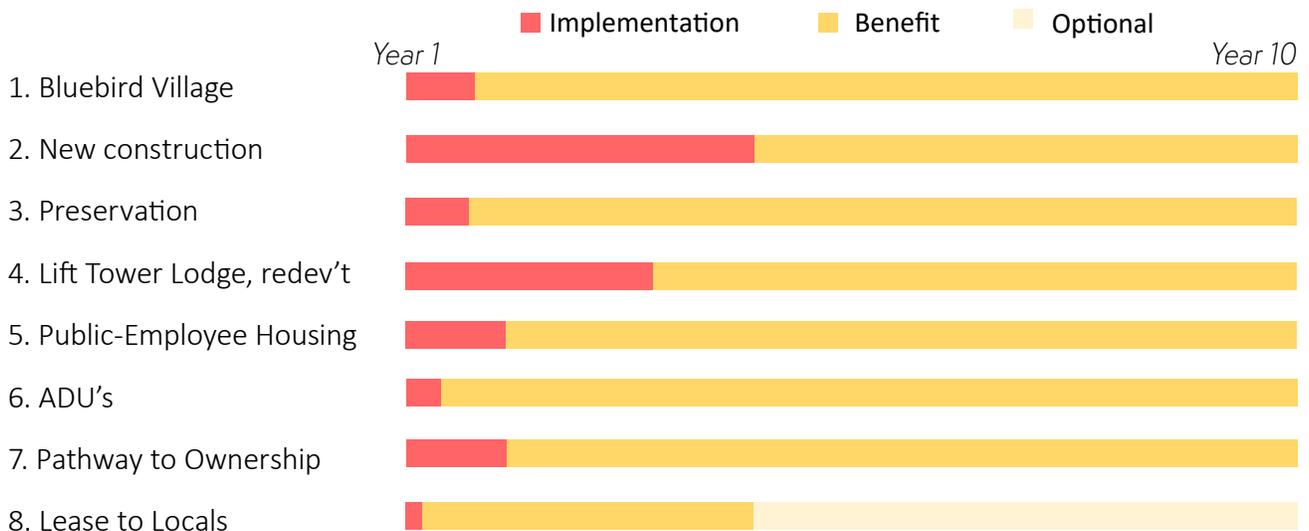
**1st and Washington**  
 Ketchum Urban Renewal Agency-owned

**Lift Tower Lodge**  
 Blaine County Housing Authority-owned



**Implementation & Benefit Timeline**

Each of Goal 1's actions have a different timeframe for implementation. Lease to Locals, for example, can be implemented quickly but the benefit lasts only as long as the lease term. Given that, this program could be dialed back once new construction is ready to be occupied, which can take years.



# GOAL 2: UPDATE POLICY TO PROMOTE HOUSING

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

## CONTEXT

Only upper-income households can really afford the ‘market.’

Given current, high housing for sale and rental prices in Ketchum, market-rate housing is only affordable for upper-income households. Median (market) Ketchum rent is only affordable to households earning more than \$107,000 annually (\$100,000 for the County).<sup>23</sup>

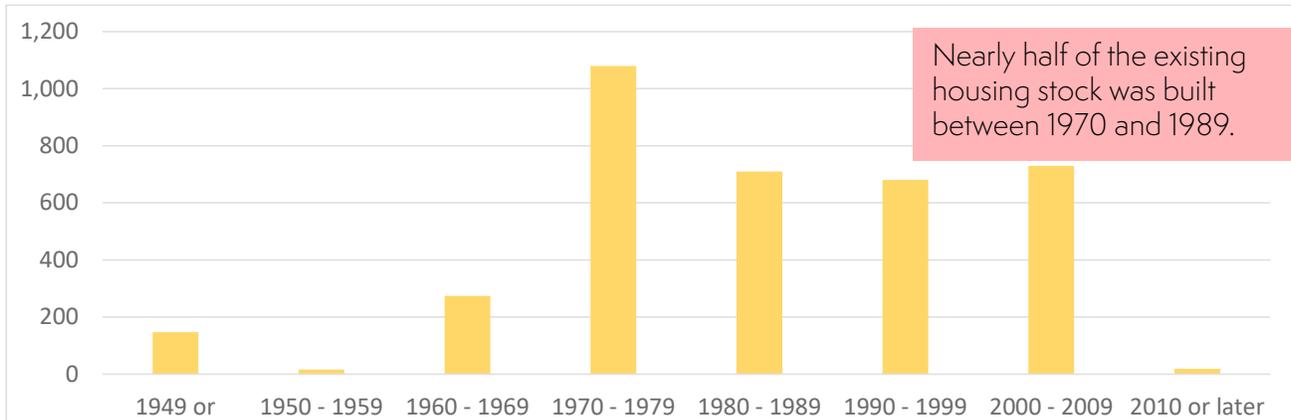
*Residential development has slowed.*

One trend that greatly contributes to lack of affordability is that residential development in Ketchum and throughout Blaine County has slowed since the 1980’s. This means that with population growth and an increase in the seasonal/vacant/short-term rental use of existing housing stock, supply of homes affordable for owner- and renter-occupancy decreased.

10-Year Performance Measure:

■ Supports all targets

GRAPH 5: Year Structure Built — Ketchum Housing Units<sup>22</sup>



### *Pandemic Acceleration*

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

GRAPH 6: Population Growth Rate, Ketchum<sup>24</sup>

Historic Annual Growth Rate

~1%

Pandemic Growth Rates (2019-2020)

~25%

## STRATEGIES

- 1 Annually evaluate effectiveness of Ketchum’s policies and processes in promoting community housing development and update, as needed.
- 2 Align City policies to support implementation of housing with other community priorities to maximize community benefit.
- 3 Identify and implement methods to effectively balance safe, attractive seasonal and short-term housing with long-term rentals, community housing and viable, livable neighborhoods.

## PRIORITY ACTIONS THAT SUPPORT GOAL 2

YEAR 1 ACTIONS	IMPLEMENTER
1. Conduct an audit of existing code in relation to Action Plan goals.	City of Ketchum
2. Enact interim ordinance while permanent regulations are developed to increase the production of housing: <ul style="list-style-type: none"> <li>• Minimum residential densities certain zone districts</li> <li>• Limit lot consolidation to low-density zones</li> <li>• No net loss of units</li> </ul>	City of Ketchum
3. Develop zoning code change work plan.	City of Ketchum
4. Explore priority processing and other incentives for projects that serve the Housing Action Plan.	City of Ketchum
5. Establish annual accountability metrics for housing application & permit processing and measure progress toward housing goals.	City of Ketchum
6. Regularly obtain feedback for process improvements from other City departments, public agencies, development community and key constituencies.	City of Ketchum
7. Propose ordinance to address income non-discrimination. <i>Also supports Goal 3.</i>	City of Ketchum
8. Propose tenant displacement ordinance to help identify and support tenants at risk of displacement. <i>Also supports Goal 3.</i>	City of Ketchum
9. Clarify Fair Housing and Affirmatively Furthering Fair Housing requirements to counteract negative impacts on protected classes. Analyze additions to federal law. <i>Also supports Goal 3.</i>	City of Ketchum
10. Identify state-level housing policy changes and work with the resort community coalition’s policy advocate, including real estate transfer tax, vacant homes tax, and inclusionary zoning. Notify community of calls to action. Identify topics for white-paper, legal nexus development to challenge/defend against legislation and law.	City of Ketchum, resort community coalition, National Low Income Housing Coalition
11. Identify federal-level housing policy barriers, such as income limits. Work with housing advocates to improve housing policy.	National Low Income Housing Coalition
12. Create a separate business license to collect accurate information on short-term rentals and issue regular reports.	City of Ketchum
13. Explore methods to verify health, safety and welfare standards in short-term rentals.	City of Ketchum

# GOAL 3: EXPAND + IMPROVE SERVICES TO CREATE HOUSING STABILITY

Address immediate needs of unhoused and people at risk of displacement in our community. Integrate, improve and expand supportive services, rapidly rehouse, and prevent future displacement throughout the region.

## CONTEXT

1%

Local residents experiencing homelessness (unhoused)<sup>25</sup>

436

Ketchum households are at risk of displacement, because they are

- cost burdened (paying more than 30% of their income on housing)
- in substandard housing
- are overcrowded
- are unhoused<sup>29</sup>

Many households that are costburdened or are in substandard housing are an emergency away from becoming unhoused. For example, cost burdened households are less likely to have savings so a medical emergency can mean a choice between covering that emergency and paying rent.

10-Year Performance Measure:

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

Currently about 100 people annually

## Housing instability is creating financial, social, and emotional challenges for residents across the valley.

Housing instability is creating financial, social, and emotional challenges for residents across the valley.<sup>26</sup> Displacement and housing instability have mental and physical health impacts. In adults it increases the likelihood of depression and suicide and has physical impacts. In children, it disrupts development and immune system responses and increases likelihood of hospitalization.<sup>27</sup>

Especially for those in crisis, stress from housing instability can make it more challenging to navigate nonprofit and social service networks. Respondents indicated that they, or their clients, were often shuffled from one agency to the next in an attempt to access resources. Often these clients would complete a process only to find out that they did not meet the eligibility criteria, which may even specifically screen out some of the most vulnerable community members.<sup>28</sup>

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

## STRATEGIES

- 1 Support a community education campaign to build awareness about the range of existing and changing housing conditions and projected needs.
- 2 Accelerate coordination of services and resources among housing and human services partners with the goal of creating a more trauma-informed, person-centered approach to service delivery and housing.
- 3 Create a range of emergency and supportive housing options to meet demand.
- 4 Expand eviction prevention services. (legal services, emergency rental assistance, etc.)

## PRIORITY ACTIONS THAT SUPPORT GOAL 3

YEAR 1 ACTIONS	POTENTIAL PARTNERS
1. Provide displacement support: <ul style="list-style-type: none"> <li>• Work with partners to find housing solutions, including a planned relocation strategy for approximately 15 families being displaced by redevelopment of McHanville neighborhood in Ketchum’s area of impact.</li> <li>• Develop relocation and displacement policies to minimize displacement and its affects. <i>Also supports Goal 2.</i></li> </ul>	Blaine County Charitable Fund, Crisis Hotline, BCHA, Blaine County, St. Luke’s
2. Expand residential capacity of Lift Tower Lodge.	BCHA, City of Ketchum, Blaine County
3. Define key terminology, specifically supportive services, trauma-informed, and social determinants of health.	BCHA, Interagency Working Group, local service providers, jurisdictions
4. Prioritize supportive services for coordination. Identify and seek commitment from key implementation partners.	BCHA, Interagency Working Group, local service providers, jurisdictions
5. Convene local housing and service provider group to explore a redesign of service delivery to be a more streamlined one-stop shop: <ul style="list-style-type: none"> <li>• Establish a “coordinated entry” approach to supportive services and housing delivery, referrals, and follow-up. Work with service providers to update and refer people to the findhelpidaho.org.</li> <li>• Understand existing service capacity and gaps, including legal services, emergency and short-term rental assistance.</li> <li>• Collaborate with existing organizations for rapidly rehousing those who are, or are soon-to-be, unhoused.</li> <li>• Ongoing convening and coordination of coalition of local providers.</li> <li>• Facilitate housing-specific education of group. Assess other identified, related knowledge gaps, if any.</li> </ul>	BCHA, Interagency Working Group, local service providers and jurisdictions including The Hunger Coalition, BCCF, The Advocates, Herbert Romero, The Alliance, Men’s Second Chance Living, YMCA, St. Luke’s Center for Community Health, South Central Public Health District, Jesse Tree, Terry Riley, South Central Community Action Partnership, Idaho Health and Welfare, Legal Aid, The Salvation Army, Senior Connection, local property managers

YEAR 1 ACTIONS	POTENTIAL PARTNERS
6. Identify and support policy changes that increase access to housing, including eligibility requirements. Analyze compliance processes, inventory and deed restriction enforcement.	BCHA, Interagency Working Group, local service providers and jurisdictions
7. Coordinate funding sources. <i>Also supports Goal 3.</i>	Interagency Working Group
8. Identify and support physical housing options for unhoused and at-risk households: <ul style="list-style-type: none"> <li>• Conduct inventory of existing potential housing/sites for permanent supportive housing and/or emergency shelter/temporary crisis housing. Assess location and specifics with service providers. Also supports Goal 1.</li> <li>• “Build or buy” strategy for dedicated supportive housing units. Also supports Goal 1.</li> <li>• Explore purchasing RV’s and pre-fabricated homes for transitional purposes.</li> </ul>	City of Ketchum, BCHA



# GOAL 4: EXPAND + LEVERAGE RESOURCES

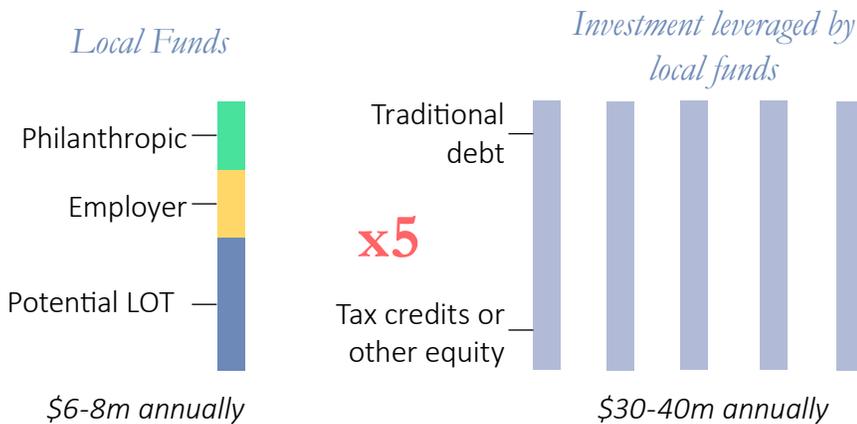
Increase resources to support Action Plan Goals from a range of public and private sources.

## CONTEXT

To implement the Housing Action Plan, more funding, land, and buildings need to be devoted to the cause.

### Need \$6-8 million annually, or \$60 million total.

The more local resources devoted to housing, the more investment can be leveraged.



### 10-Year Performance Measure:

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

Currently \$0 to \$325k annually

Ketchum's housing solutions should encourage and be consistent with regional collaboration efforts while also being specific and actionable here.<sup>30</sup>

Allocate 20% of City housing funds for significant county-wide actions.

Currently 0%

## STRATEGIES

- 1 Seek, secure, and provide ongoing funding to sustain City of Ketchum housing initiatives and actions.
- 2 Seek, secure and provide one-time and project-specific funds, such as public/private grants, private donations, employer participation, and alternative funding models to contribute to and sustain community housing efforts.
- 3 Leverage public- and partner-owned land and buildings for potential housing developments.
- 4 Create and promote a development incentive package to reduce costs for projects serving community needs.

## PRIORITY ACTIONS THAT SUPPORT GOAL 4

YEAR 1 ACTIONS	POTENTIAL PARTNERS
1. Create criteria for allocation of city funds, including alignment with this Plan, other City plans, and apportionment based on projected need by area median income. See Appendix for example.	City of Ketchum, implementation partners
2. Meet with current and potential public and private funding partners to set up a process to regularly review funding priorities and opportunities to support the Action Plan ( <i>minimum quarterly</i> ). <i>Also supports Goal 5.</i>	City of Ketchum, Spur Community Foundation, Wood River Community Housing Trust, Idaho Community Foundation
3. Secure local funding for housing through local option tax (LOT).	LOT for Housing committee
4. Update in-lieu fee.	City of Ketchum
5. Explore bonding capability and access to specific federal funds (project- and tenant-based rental assistance, HOME, CDBG)	City of Ketchum
6. Support/secure state/federal funding for housing, including: <ul style="list-style-type: none"> <li>• State of Idaho Housing Trust Fund</li> <li>• City ARPA strategic initiatives account</li> <li>• Blaine County ARPA funds</li> <li>• Idaho Housing and Finance Association (IHFA) Low-Income Housing Tax Credit (LIHTC) and related financing programs</li> <li>• Increase/expand funding for short-term/emergency rental assistance and other Goal 1 and Goal 3 area programs</li> </ul>	Blaine County, Idaho Housing Finance Association
7. Coordinate cross-organization philanthropic efforts and strategies for an effective philanthropy model. Explore, document, and creating a tool to catalyze philanthropic funding for specific housing solutions. Explore transfer of wealth/legacy housing fund.	Spur Community Foundation, St. Luke’s Foundation, Wood River Community Housing Trust
8. Discuss employer-sponsored housing options with large and small local employers, including non-profits and direct service providers.	Local employers
9. Explore opportunities to fund “barrier removal” programs to assist people getting into housing. For example: <ul style="list-style-type: none"> <li>• Fundraising for down payment assistance programs</li> <li>• Fundraising for “Jump Start” housing security flex fund</li> <li>• Relocation/retention assistance program</li> </ul>	City of Ketchum
10. Conduct land and properties inventory and analysis of both public and private parcels/facilities with potential for housing development, rehabilitation, land trades or purchases, etc. <i>Also supports Goal 1.</i>	City of Ketchum, Wood River Land Trust, Mountain Rides, public/private partners

# Resources Action

Resources sourced in Goal 4 could be applied to Goal 1 and 3 Actions. For example, an employer could participate in preservation and Lease to Locals.

## *Resources, Goal 4*

- City
- Employer
- Philanthropic
- State/federal
- Private

## *Actions, Goal 1 & 3*

- New construction
- Preservation
- Lift Tower Lodge, redev't
- Public-Employee Housing
- ADU's
- Pathway to Ownership
- Lease to Locals
- Rental Assistance

# GOAL 5: INFORM, ENGAGE + COLLABORATE

Invest in building local capacity and regional partnerships to make informed decisions about, and execute on, housing action. Support ongoing communications to increase coordination and effectiveness, targeting the public, other jurisdictions and implementation partners.

## CONTEXT

Ketchum’s housing solutions should encourage and be consistent with regional collaboration efforts while also being specific and actionable here.<sup>32</sup>

### 10-Year Performance Measure:

■ Allocate 20% of City housing funds for significant county-wide actions.

Currently 0%

Interviewees emphasized the need to better understand the housing crisis, have an intentional framework and to be persistent.<sup>31</sup>

- *Housing needs and transparency.* Interviewees expressed the need for housing strategies based on analysis and data, and that there needs to be understanding of what kind of housing at which price points is needed.
- *Intentional framework.* There is general support for a strategic, actionable plan that encompasses a variety of housing strategies and tactics.
- *Community fortitude.* A majority of stakeholders noted that during the last 20 years a number of promising community housing projects were not successful – largely because of community opposition and potentially because other priorities emerged post- Great Recession.

■ Through an annual survey, achieve a minimum of 51% satisfaction/public approval of housing action, coordination and results.

Currently unknown

## STRATEGIES

- 1 Create and implement a Ketchum Community Housing Action Plan to define goals, inform resource allocation and track progress.
- 2 Monitor and share economic development data and employment projections and use to inform housing demand analyses and proposed housing solutions.
- 3 Support an on-going communications strategy for housing to continually engage and educate the community on critical housing topics.
- 4 Work with regional partners to improve county-wide coordination and collective impact.

## PRIORITY ACTIONS THAT SUPPORT GOAL 5

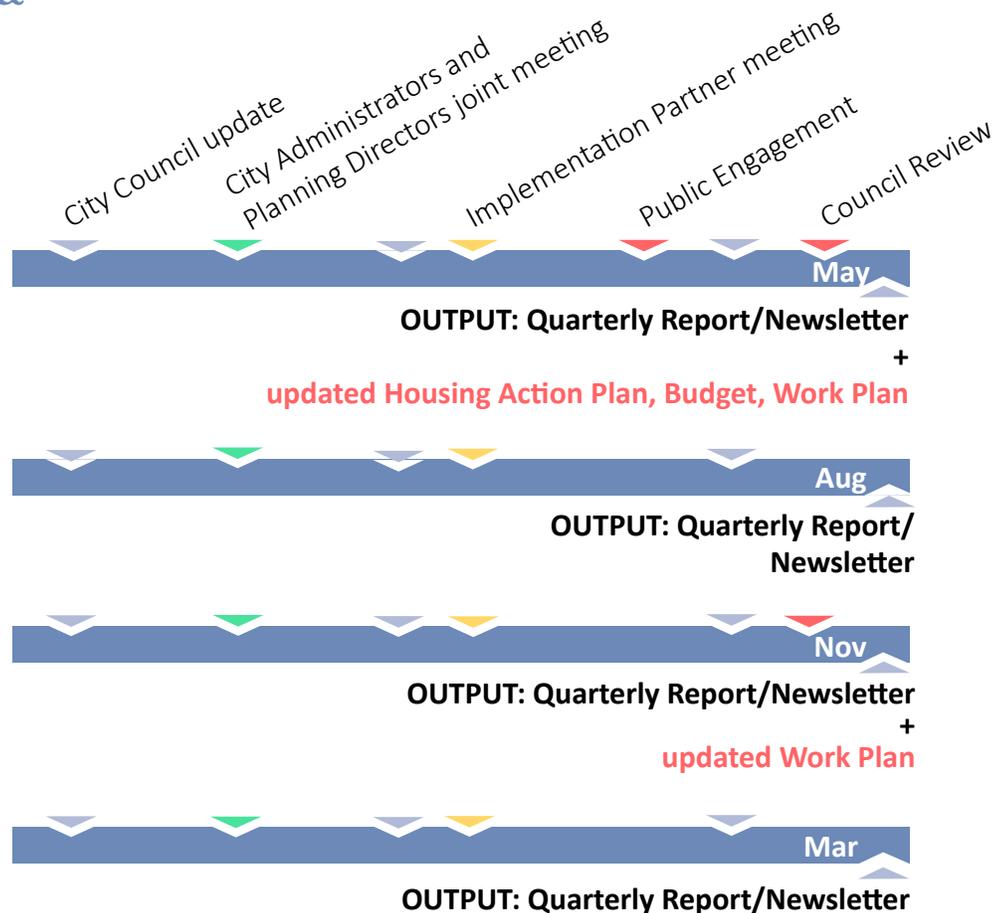
YEAR 1 ACTIONS	POTENTIAL PARTNERS
1. Finalize Ketchum Community Housing Action Plan and Needs Assessment.	City of Ketchum
2. Update Ketchum Housing Action Plan annually, with community input and Council approval.	City of Ketchum, implementation partners
3. Transparent budgeting: Create accountability and guarantee transparency with the public and partners in housing funding decisions and resource allocations at City Council and other public meetings and through annual budgeting process.	City of Ketchum
4. Provide a quarterly Progress Report. Provide monthly updates to City Council.	City of Ketchum, implementation partners
5. Launch coordination process with Action Plan implementation partners <ul style="list-style-type: none"> <li>• quarterly meetings to track process</li> <li>• web-based tracking tool</li> </ul>	City of Ketchum, implementation partners
6. County-wide housing coordination: <ul style="list-style-type: none"> <li>• Participate in and support launch of a county-wide housing coordination effort</li> <li>• Explore intersection with cross-sectional efforts, such as smart growth and regional sustainability planning</li> <li>• Initiate quarterly coordination meetings with other jurisdictions</li> </ul>	Blaine County, BCHA, Participating members TBD
7. Create and implement strategic communication plan for housing to support partner work: <ul style="list-style-type: none"> <li>• Develop and maintain housing department/organization brand</li> <li>• Develop community education materials to build understanding of continuum of local housing needs and intersection of housing and other areas. <i>Also supports Goal 3.</i></li> <li>• Develop shared messaging materials for use among housing partners</li> <li>• Initiate speaker series, trainings, working group or other methods for identifying and sharing information about existing programs and innovative housing models to develop local initiatives</li> <li>• Initiate a community call to action to describe how community members can affect change (i.e., give funds, pledge support, provide public comment, policy advocacy, housing week at grocery stores, other methods of community action)</li> </ul>	Wood River Land Trust, St. Luke's, Sun Valley Institute, the Hunger Coalition, City of Ketchum, BCHA or Regional Housing Coalition, Spur Community Foundation
8. Determine baseline and change in perception on housing efforts and effectiveness: <ul style="list-style-type: none"> <li>• Create a baseline poll to partner organizations to distribute to service recipients/participants</li> <li>• Annually re-poll recipients/participants to determine change</li> </ul>	Implementation partners of Goal 3

9. Maintain internal capacity to staff key housing actions, initiatives, and community engagement	City of Ketchum
10. Initiate bi-monthly check-ins with comparable ski area housing staff. Explore city visits	City of Ketchum, Park City
11. For next Housing Action Plan update, analyze link between housing and economy. Explore questions such as the following: <ul style="list-style-type: none"> <li>• What sort of economy does our community want? Which industries should we encourage, if any?</li> <li>• What sort of lodging and short-term rental stock is needed for a robust tourist economy?</li> <li>• Which businesses have we lost because of the housing crisis?</li> <li>• What are industries' starting wages?</li> <li>• On a scale of 1-5, how likely are you to recommend living in Ketchum? (Promoter or happiness score)</li> </ul>	Sun Valley Board of Realtors, Sun Valley Economic Development
12. Develop educational material and calculator for the housing in-lieu fee	City of Ketchum

## COORDINATION, ACCOUNTABILITY & TRACKING

Quarterly coordination meetings amongst City Administrators and Planning Directors are opportunities to discuss specific development sites, policy alignment, capacity needs and progress.

Quarterly meetings with implementation partners is also an opportunity to review performance measures, explore tensions and synergies, and learning opportunities. Reports will be available for the public quarterly, with the opportunity for input annually on the upcoming year's draft HAP and budget.





## ENDNOTES + ATTACHMENTS



## Endnotes

- 1 U.S. Census: ACS 5-Year Estimates for 2010 and 2019 data
- 2 U.S. Census Bureau: American Community Survey 5-Year Estimates (2013-2019); City of Ketchum building permits
- 3 U.S. Census: ACS 5-Year Estimates for 1970, 2010, 2019 data
- 4 U.S. Census Bureau, ACS 5-year, 2019 for Blaine County. Industry by median earnings in the past 12 months for full-time, year-round civilian employed population.
- 5 Ketchum Housing Matters community survey, Nov. 15, 2021-Jan. 3, 2022
- 6 U.S. Census: ACS 5-Year Estimates for 2010 and 2019 data
- 7 U.S. Census Bureau: American Community Survey 5-Year Estimates (2013-2019); Decennial Census Redistricting Data (2020)
- 8 Ketchum Housing Matters community survey, Nov. 15, 2021-Jan. 3, 2022
- 9 Blaine County Housing Authority, fiscal year 2019 and 2021. Based on Idaho Mountain Express advertisements.
- 10 U.S. Census;; Blaine County Housing Authority
- 11 Ketchum Matters Community Housing Survey, Nov. 15, 2021-Jan. 3, 2022
- 12 Ketchum Housing Matters interviews of over 30 community members. Nov. 15, 2021-Jan. 3, 2022
- 13 Ketchum Housing Matters interviews of over 30 community members. Nov. 15, 2021-Jan. 3, 2022
- 14 Ketchum Housing Matters interviews of over 30 community members. Nov. 15, 2021-Jan. 3, 2022
- 15 Serby, Michael, David Brody, Shetal Amin, and Philip Yanowitch. 2006. "Eviction as a Risk Factor for Suicide." *Psychiatric Services* 57 (2): 273–74. Megan Sandel, Richard Sheward, Stephanie Ettinger de Cuba, Sharon M. Coleman, Deborah A. Frank, Mariana Chilton, Maureen Black, Timothy Heeren, Justin Pasquariello, Patrick Casey, Eduardo Ochoa, Diana Cutts; *Unstable Housing and Caregiver and Child Health in Rent-er Families*. *Pediatrics* February 2018; 141 (2): e20172199. 10.1542/peds.2017-2199
- 16 Ibid.
- 17 Ketchum Housing Matters community survey, Nov. 15, 2021-Jan. 3, 2022
- 18 "Drive Till You Disqualify: Will Businesses Continue Hiring Super-Commuters?" Planetizen; "Ski Towns, Stop Catering to the Ultrarich," Outside Online; St. Luke's Wood River Valley Health Assessment; "The Death and Life of Great American Cities," Jane Jacobs
- 19 U.S. Census: ACS 5-Year Estimates for 1970, 2010, 2019 data
- 20 Idaho Department of Labor, 2019 & 2002; [townlift.com/2021/09/14-of-park-citys-workforce-lives-within-city-limits/](http://townlift.com/2021/09/14-of-park-citys-workforce-lives-within-city-limits/); The Official Community Plan of Whistler; estimate, Housing Manager, Town of Truckee; [coloradosun.com/2018/10/23/aspen-housing-shortage-affordable-problem/](http://coloradosun.com/2018/10/23/aspen-housing-shortage-affordable-problem/)
- 21 Ketchum Housing Matters community survey, 11/15/2021-1/3/2022
- 22 U.S. Census Bureau: American Community Survey 5-Year Estimates (2013-2019), cross-referenced with City of Ketchum building permit data
- 23 Blaine County Housing Authority, fiscal year 2019 and 2021. Based on Idaho Mountain Express advertisements.
- 24 U.S. Census Bureau: American Community Survey 5-Year Estimates (2013-2019); Decennial Census Redistricting Data (2020)
- 25 Ketchum Matters Community Housing Survey, Nov. 15, 2021-Jan. 3, 2022

- 26 Ketchum Housing Matters interviews of over 30 community members. Nov. 15, 2021-Jan. 3, 2022
- 27 Serby, Michael, David Brody, Shetal Amin, and Philip Yanowitch. 2006. "Eviction as a Risk Factor for Suicide." *Psychiatric Services* 57 (2): 273–74. Megan Sandel, Richard Sheward, Stephanie Ettinger de Cuba, Sharon M. Coleman, Deborah A. Frank, Mariana Chilton, Maureen Black, Timothy Heeren, Justin Pasquariello, Patrick Casey, Eduardo Ochoa, Diana Cutts; Unstable Housing and Caregiver and Child Health in Renter Families. *Pediatrics* February 2018; 141 (2): e20172199. 10.1542/peds.2017-2199
- 28 Ketchum Housing Matters community survey, Nov. 15, 2021-Jan. 3, 2022
- 29 U.S. Census: ACS 5-Year Estimates for 2019
- 30 Ketchum Housing Matters interviews of over 30 community members. Nov. 15, 2021-Jan. 3, 2022; Ketchum Housing Matters community survey, Nov. 15, 2021-Jan. 3, 2022; Housing Task Force
- 31 Ketchum Housing Matters interviews of over 30 community members.
- 32 Ketchum Housing Matters interviews of over 30 community members. Nov. 15, 2021-Jan. 3, 2022; Ketchum Housing Matters community survey, Nov. 15, 2021-Jan. 3, 2022; Housing Task Force

# ATTACHMENTS

