



Responses to Questions Submitted via the Q&A and Chat

Red Emerald Resilience Training Program

Session 7: Strategies for Providing Affordable Housing for Tourism Industry Employees

Webinar Date: September 6, 2022

The following questions were posed during the live session of the [Red Emerald Resilience Training Program](#) that focused on “Strategies for Providing Affordable Housing for Tourism Industry Employees.” These questions were answered subsequent to the live session due to time constraints. Presenter Kaitlyn Myers, Executive Director, [Moab Area Community Land Trust](#), kindly provided her responses.

Q1: What are the accessibility gaps/barriers you see when attempting to access federal resources or programs?

A1: (No answer provided)

Q2: Has there been any success (that you know of) with a partnership between communities and short-term rental companies/owners?

A2: There are a few Colorado resort communities that are piloting short-term rental (STR) to long-term (LTR) conversions; namely, check out Summit County and the City of Breckenridge's Lease-to-Locals program (<https://landinglocals.com/summitco/>). It seems this kind of partnership is most feasible when incentives can be offered. - KM

Q3: I am interested in learning more about the specific obstacles the panelists feel exist with a city or local government being a convener or facilitator for building housing partnerships.

A3: Relating back to the "roles" conversation during the webinar, I believe local government does best as a facilitator, but not as a direct actor when it comes to building housing. I'll share a couple of positive and negative examples from my experience. The City of Moab and Grand County have made significant progress in the policy sphere to restrict overnight accommodations, incentivize workforce housing via density bonuses (see the High Density Housing Overlay), improve accessory dwelling units (ADU) ordinances, create housing-related grant programs, and more recently, to require 33% of new multifamily developments to be deed restricted by-right for workforce housing and to create new policies to allow alternative dwelling communities (i.e. long-term RV and tiny home parks); these have all been positive contributions to housing in the community. On the flip side, the City purchased a trailer park in 2018 to redevelop into affordable housing, and due to the public, political process, this project is still a bit of a failure to launch. Local government does best to provide sticks and carrots to facilitate housing but these processes take a lot of time and effort; in my experience in Moab, their role is best played supporting the developers in the community. - KM

Q4: Have you found a particular line or argument that has worked to galvanize support for income-restricted housing? Especially curious to hear about NIMBY's ("Not in my backyard") in the Moab area and addressing the stigma that's sometimes around "affordable housing"?

A4: I haven't found an end-all, be-all argument against NIMBYism. People are always going to find some roundabout reason to push back against change in their neighborhoods. Focusing more toward workforce housing, essential infrastructure, public benefit, etc. sometimes helps. Moreso, we have gotten better at organizing YIMBYs ("Yes, in my backyard") to "speak louder" than the NIMBYs during public engagement sessions and to have more direct conversations with elected officials to specifically quell the concerns they are hearing from constituents. Specifically, having folks submit comments via a Google form and increasing awareness via social media helps draw in supporters who typically do not follow public processes. - KM

Q5: A lot of these GNAR communities are going through Destination Stewardship plans (a component of Sustainable Tourism). I wonder how best Destination Stewardship plans can address the housing crisis. Often times, there are already initiatives on-going around housing in a community. I wonder (and worry) that Destination Stewardship plans can dilute the initiatives, or maybe the plans can help?

A5: (No answer provided)

Q6: Building support and engaging local stakeholders to care about a collaborative effort may be the first step in many cases. For lack of a better label, are there resources to help "community organizers" get started? The handful of people I have spoken with are disinclined to help their competitors successfully find employees.

A6: I would recommend bringing your local Chamber of Commerce into the conversation, especially if there is perceived/real competition between employers fighting for employees; the Chamber is often a true ally and resource to communities and businesses trust our Chamber more than local government. Also, changing the language about housing has seemed to help some in our community - we have started pushing phrases such as "housing is economic development," "housing is community infrastructure," "housing is a cost of doing business in this community," "workforce housing is essential to our community fabric" (this idea in particular: stressing that each of us are a thread in the community fabric, we all must work together to hold together, because if the threads start to unravel, it is nearly impossible to rebuild the fabric). Our Chamber has been helpful to bring local businesses together to have conversations about workforce housing, and these sessions range from full vent sessions to employers sharing techniques that have worked for them in the past. - KM

Q7: Also curious about mechanisms that ensure housing affordability after the first owner beyond deed restrictions, developer first-right-of-refusal, and the land trust structure. Are there any other than these that come to mind?

A7: These are the primary ones I am aware of and utilize, but I am curious to hear other ideas! I know there are other shared equity housing programs like co-ops, and conversions to resident-owned communities (ROCs), but I know less about the mechanics there. - KM