

RED EMERALD RESILIENCE TRAINING PROGRAM



UTAH OFFICE OF TOURISM | INSTITUTE OF OUTDOOR RECREATION AND TOURISM

TAKEAWAYS AND RESOURCES

SESSION 7: STRATEGIES FOR PROVIDING AFFORDABLE HOUSING FOR TOURISM INDUSTRY EMPLOYEES

PANELISTS

- David O'Connor, Executive Director, [Big Sky Community Housing Trust](#)
- Seana Doherty, Senior Manager, [Agnew Beck Consulting](#)
- Kaitlin Myers, Executive Director, [Moab Area Community Land Trust](#)
- Leah Olson, Community Outreach Coordinator & Program Facilitator, [Community Rebuilds](#)

WATCH THE FULL SESSION

HIGHLIGHT REEL (COMING SOON)

WHAT IS THE CONNECTION BETWEEN AFFORDABLE HOUSING AND A TOURISM ECONOMY?

The lack of affordable housing in destination communities across the U.S. has been a concern for years. However, since the COVID-19 pandemic and with the unprecedented migration of people moving into these smaller gateway towns, home values have increased and home availability has become more limited. Without affordable housing, many long-term locals have moved further away from their jobs and seasonal employees have decided they can't work in the area.

- The absence of tourism industry employees not only puts the local economy at risk, but removes an important thread from the "community fabric."

FINDING SOLUTIONS THROUGH COLLABORATION & PARTNERSHIPS

The affordable housing problem cannot be solved by one entity or funding stream alone; it requires both collaboration and a partnership approach.

- Collaboration involves all sectors within a community and stakeholders who recognize everyone has a role to play.
- Collaboration is most effective when the roles are well aligned to the resources each entity can provide.
- Not all resources are financial.
- A common vocabulary and language is critical when defining the problem. A well-named issue makes it easier when bringing partners to the table.

COMMUNITY HOUSING PARTNERSHIP FRAMEWORKS

Community Housing Partnerships provide a framework for supporting a range of interests, naming the issue, identifying potential roles, and answering questions such as:

- What are the needs of community?
- What are we trying to do?
- Where does each partner fit and why is each important?

Community Housing Partnership may include:

- Non-profits, NGOs, and direct service providers
- Community members
- Government & public agencies
- Business, employers & economic organizations
- Housing development & property managers
- Private philanthropy & investment

Some partners may have multiple roles which may also indicate where there are gaps in the resources needed to address community housing needs. Roles may include:

- Partnership lead
- Developer
- Property/deed-restriction manager
- Service provider
- Communicator and tracker
- Program operator
- Advocate
- Landowner
- Funder
- Policy maker



WHAT ROLE CAN AN INDIVIDUAL PLAY?

- An individual's role will likely line up between one's talents and passions and where most time is spent. Joining a group that already exists is a good way to figure out where you fit best.
- In resort communities, roles are dynamic and people often wear multiple hats.

HOW TO CONTRIBUTE TO THIS COMPLEX PROBLEM-SOLVING ENTERPRISE?

- If someone asks "is there a role for me?" or "is there anything I can do?" the answer is always "yes."
- There are no wrong first steps. The most important step is engaging with local government and the housing nonprofits in your community.
- The more inclusive, the stronger the social fabric.

DESIGNING WORKFORCE HOUSING THAT IS SUSTAINABLY AFFORDABLE

- Sustainability often takes the form of affordability, particularly for those with lower incomes when considering the total costs of living (i.e. transportation, utilities, repairs, etc.).
- Affordability and cost of living may look different in every community. Average wages can be relatively high in resort communities, but not enough to support a holistic and sustainable cost of living. As a result, many resort communities are excluded from federal funding opportunities because average wages are higher than mean area income limits.
- Housing must stay affordable over time to have a long-term impact.
 - In the short term - this is a housing economic issue.
 - In the long term - this is a community fabric issue.
 - This is not a low income, or a second home, or a short-term rental issue.
- Ways to achieve affordable housing and sustainable home ownership:
 - Use replicable, stackable programs
 - Use affordable USDA loans

- To decrease labor costs, use: simple architectural designs, recycled/salvaged/natural building materials, self-help/sweat equity programs, volunteer student internship programs
- To reduce ongoing costs, use: passive solar designs, deed restrictions

HOW TO FUND HOUSING FOR TOURISM INDUSTRY EMPLOYEES

- Funding can consist of things other than money. Contributions can be made through philanthropy, service, city tax, land use policy, inclusionary zoning, developmental review, short-term rental fees, and access to community water, for example. All of the above can play into the process of developing residences.
- Align roles with resources and identify who can bring what's necessary to the table in addition to the financial piece.
- Don't let money be the reason you think you can't do housing in your community.
- Fund raising is a process, similar to tilling soil, to bring private investment to the table.
- Every pot of money requires a unique set of messages and a pathway to unlock that money. Many distinct roles may be required to make this happen including: financial managers, land owners, policy & decision makers, advocates to help open doors and create relationships/partnerships, property managers, program managers, and administrators.
- Ensure the message is clear for what it will take to address the problem.
- Remind everyone if they agreed to embark together, some steps may not be the most palatable to hear on the first hearing.



WHAT TOOLS ARE IN THE TOOLBOX?

- Solving the affordable housing problem may take a variety of solutions. Community Land Trust Models work well for both the production and protection of affordable housing through the utilization of federal subsidies that stay with the house in perpetuity and deeper deed restrictions.
- Work with your local government to:
 - Require deed restrictions that accommodate primary residents who actively work in the community, and do not limit strictly by income.
 - Require developers to take a seat at the table to figure out what will work for the workforce and not just for the low-income housing category.
 - The organization empowered to address the housing problem must work with the community to:

RESOURCES SHARED BY THE PRESENTERS

- [Community Housing Partnership Framework](#) (graphic)

RESPONSES TO QUESTIONS SUBMITTED DURING Q&A

- [Q&A from live webinar](#)



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