

# BCHA'S PROPOSED FY26 HOUSING ACTION PLAN

August 20, 2025

GOAL 1: Build organizational structure + capacity to address regional housing opportunities + gaps			
OBJECTIVES	PROPOSED FISCAL YEAR 2026 ACTIONS	FY25 STATUS	FY25 PROGRESS DESCRIPTION
1. Create a robust, diverse housing staff team with a range of technical skills to serve regional housing needs.	Maintain Executive Director/Director.	ONGOING	Contract for services with Ketchum continues, Housing Director continues.
	Maintain staff team to support continued operations and programs (or contract for services).	ONGOING	Fully staffed as of January 2025. Absorbed 2 contractors' responsibilities.
	Maintain contracts for technical services (e.g., grant writer, program development, code amendments, etc.) and legal counsel.	ONGOING	Contract for services with Housing Strategist and legal counsel continues.
2. Secure funding to operate entity and all BCHA actions.	Develop and secure approval of a budget (Blaine County and City of Ketchum) to support BCHA. Continue to explore funding participation from other governmental jurisdictions.	IN PROGRESS	Applied for \$250,000 from the County. Expecting less than that. Also applied for \$70,548 from Hailey. Expecting less or none. Continuing to seek participation from other governments to fill funding gap and continue Silvercreek master lease.
	Increase philanthropic fiscal participation: Pursue grants and donations for operations and programs (including HOA fee assistance and Silvercreek). Continue to use BC Housing Foundation as fiscal sponsor. Reassess Blaine County Housing Foundation's mission and then conduct targeted outreach for new Foundation Board members.	ONGOING	HOME-ARP grant program will not be renewed. Applied for Good Deeds grant, Forever Idaho grant application in progress. Planning to participate in Avenues for Hope fundraising campaign. Seeking employer master leases of rooms or a building at Silvercreek due to cost and increased vacancy (a result of households moving to Bluebird, the economy, and political environment). Currently working with existing board to recruit new board members with philanthropy, fundraising and grant writing expertise
	Explore and implement ongoing stewardship fees paid by owners, developers and/or governments.		
3. Maintain current BCHA governance structure.	Maintain current structure and contract for services with City of Ketchum. Continue to dialogue with all governmental partners on future maturation of the structure and pursue returning to a stand-alone agency with current staffing (funding permitted).	ONGOING	Housing Director working with CoK to maintain current structure & contract and continue dialogue with governmental partners.
	Increase program participant engagement and review by creating an advisory committee.		

**GOAL 2: Recommend + advocate for policy that promotes community housing**

OBJECTIVES	PROPOSED FISCAL YEAR 2026 ACTIONS	FY25 STATUS	FY25 PROGRESS DESCRIPTION
<p>1. Serve as the community’s primary source of housing data, housing needs, and housing lists to support data-driven decision making, action and investments.</p>	<p>Publish quarterly analysis of waitlist and rental rates and report in newsletter.</p>	<p>ONGOING</p>	<p>Published in December, March, and June. 949 households are now in our applicant database, via the Common Intake Form, new system, HomeKeeper, and with adequate one-on-one assistance. Report rates quarterly. Worked with Idaho State Policy Institute to review methods in peer communities and determined that the current tracking method remains the most effective and efficient.</p>
	<p>Publish annual report on:</p> <ul style="list-style-type: none"> <li>• Housing supply pipeline and inventory</li> <li>• Market rate rental and sales data</li> <li>• BCHA’s waitlist</li> <li>• Median sales data</li> </ul> <p>Work with Community Engagement Department on data visualization and accessibility.</p>		<p>On track to publish report Q1 2026. Updated annual spreadsheet. Seeking outstanding details. Have not published or marketed report.</p>
<p>2. Identify + support policies to promote community housing supply and access to community housing at the local level including: code amendments, projects, programs, funding allocation, etc.</p>	<p>Staff to become familiar with existing and potential housing policies and programs in local jurisdictions. Develop relationship and knowledge-sharing with staff of other jurisdictions.</p>	<p>ONGOING</p>	<p>Director and Strategist continue to engage local governments, including through planning staff, and elected and appointed bodies. Engaging planning staff through development of the Analysis of Impediments.</p>
	<p>Provide letters of support and BCHA Board in-person representation for planning and development applications, programs, zoning code changes, Comprehensive Plans and/or annexations related to housing at Council/Commission meetings. Encourage local jurisdictions to use BCHA as a housing resource and discuss proposed actions with BCHA in advance of staff report publication.</p>	<p>ONGOING</p>	<p>Over 6 staff meetings and 10 public meetings, provided feedback on two comprehensive plan efforts (Ketchum + Hailey) and two zoning code text amendments (Blaine County + Bellevue). Public hearings for the Ketchum and Hailey Comprehensive Plans are ongoing. Director is on Bellevue's Advisory Committee for their Comprehensive Plan update.</p>
	<p>Support development and/or enhancement of incentive-based land use policies that result in long term deed restricted affordable housing, including FAR Exceedance Programs. Propose County Community Housing text amendment.</p>	<p>ONGOING</p>	<p>Begun code change discussions with Blaine County. Provided feedback on non-profit developer-initiated text amendment. Will propose County text amendment in FY26. Engaged with City of Ketchum Planning Department to support enhanced tools to implement the new updated Comprehensive Plan.</p>
	<p>. Use learnings from the countywide Analysis of Impediments to housing choice to recommend and support new policies in local governments.</p>	<p>IN PROGRESS</p>	<p>Launched. Facilitated case worker focus group. Assessing housing and demographic data, launched countywide community survey and engaged with local planning and building directors. Have begun analyzing zoning and land use code and map across all jurisdictions.</p>
	<p>Continue advocating for state and federal policies that meet Blaine County’s needs. Collaborate with new statewide housing advocacy organization.</p>	<p>ONGOING</p>	<p>Prepared for advocacy on 5 bills in the state legislature and submitted comments on one. Preparing for federal hill visit with Idaho senators.</p>
	<p>Assess intersection of housing policies and other community plans and efforts underway, such as health, food security, sustainability, transportation, smart growth, etc. Collaborate on data analysis, education efforts, and advocacy.</p>	<p>ONGOING</p>	<p>Wood River Land Trust created a community plan. Housing Strategist participating in County's Land Use and Transportation Task Force for implementation of Climate Action Plan. Collaborated with the Hunger Coalition on a grant application to facilitate greater data sharing and advocacy efforts.</p>
<p>3. Build value by providing excellent technical- and policy-related services to various housing providers, local government, and developers.</p>	<p>Maintain staff and/or contractors to support policy and technical code amendment work. Continue to develop rapport with other housing providers, local governments, and developers.</p>	<p>ONGOING</p>	<p>Contract for services with Housing Strategist continues. Director and Housing Strategist to meet with these stakeholders bi-annually.</p>

**GOAL 3: Expand, coordinate + improve services to create housing stability**

OBJECTIVES	PROPOSED FISCAL YEAR 2026 ACTIONS	FY25 STATUS	FY25 PROGRESS DESCRIPTION
1. Establish a one-stop-shop for providing resources, services and application assistance at BCHA office in English and Spanish and support coordination with other partners.	Maintain welcoming, friendly office and accessible office hours.	ONGOING	Office is generally open Monday-Thursday, 8:30am-5pm with Liz often accommodating applicants with evening hours Monday, Tuesday & Thursdays as well as Saturday appointments in Hailey and Ketchum. Evening and weekends are by appointment only. Office is friendly and welcoming.
	Staff offices with bilingual staff and support continued learning for fluency.	ONGOING	Full time bilingual staff member + continuing education (online & in-person) for two additional staff members to improve their Spanish speaking skills
	Update resource guide bi-annually (next update in 2027). Share hard copies with case workers and service providers.	HOLD	Completed and distributed in Q1 2025.
2. Position BCHA as primary point of entry for community housing.	Maintain utility of Common Intake Form. Meet with housing providers again to review their initial application form and eligibility criteria so that BCHA can continue to make appropriate referrals.	ONGOING	BCHA effectively assisted in the lease-up of 51 homes at Bluebird Village, managed by Syringa Property Management. Liz and Daniel are scheduling meetings with other housing providers to review their application form and eligibility criteria.
	Effectively and efficiently manage referrals to other housing providers. Continue to encourage use of BCHA's waitlist and formal agreements to do so.	ONGOING	Screened or determined interest of 732 BCHA's applicants for renting in Bluebird Village and referred 247 applicants. Assisted 15 Blaine County households move from homelessness or transitional housing to permanent, affordable housing at Bluebird Village. Continuing to determine interest and eligibility for applicants on BCHA's waitlist for availability in Bluebird when vacancies arise. During County's review of Community Housing text amendment, encouraged County to require use of BCHA's waitlist for developments using their bonus and administered by other housing providers. The adopted language requires other housing providers to provide a reason for not using BCHA's waitlist if they propose not to, but there are not standards for denying an application that proposes to use a different waitlist.
	Continue to engage developers, community partners and housing providers and encourage formalized referral processes. Annually update How-To + FAQ Handout.	ONGOING	Provided 8 trainings and education sessions to case workers throughout Blaine County on how BCHA works and how to best support their clients during the application process. Trainings were given at Blaine County School District social workers, St. Lukes Center for Community Health, The Senior Connection, Man's Second Chance Living, The Alliance of Idaho, The Hunger Coalition, Family Health Services. Housing Implementation Partner Meeting in May. Hosted workshop with local and Aspen lenders to facilitate learnings on solutions for financing deed-restricted properties, including developing in-house loan products.
3. Address the immediate needs of unhoused and people at risk of displacement.	Provide displacement support/housing options for families at risk of and experiencing homelessness.	ONGOING	Master lease of Silvercreek Living provided temporary housing to 92 local families and individuals who are experiencing homelessness or were displaced. Additionally, Lift Tower Lodge provided temporary housing to 17 local families and individuals. Provided assistance to homeowner facing foreclosure. Developed a phone tree and a one-page emergency housing action plan containing comprehensive resource information. The document has been prepared for distribution to the Fire and Police Chiefs and is intended to be shared with individuals in need of emergency housing assistance.
	Annually review progress and adjust Emergency and Transitional Housing Plan to reflect changes in homelessness. Integrate plans.	IN PROGRESS	Preliminarily reviewed <a href="#">Status Updates</a> and will integrate in Housing Action Plan.
	Maintain leases for rooms to expand emergency housing locally.	ONGOING	Silvercreek more costly than anticipated.
4. Coordinate and expand funding for services for people experiencing homelessness.	Secure and expand funds for ongoing Silvercreek operations. Continue to explore employer leases for sustained, reliable revenue.	ONGOING	Decreased funding availability from IHFA.
	Continue to comply with ongoing grant requirements.	COMPLETE	Submitted required documentation for the 2025 IHFA grant audit. Waiting on IHFA's response.
5. Assist tenants facing eviction with mediation services and referral to other resources.	Continue contract for landlord tenant mediation program	ONGOING	Institute of Applied Conflict & Mediation (IACRM), formerly known as Neuromediation Group, assisted 14 people (7 households) facing eviction with 2 lease renewals, 4 stay extensions, and 1 payment plan.
BACKBURNER		NOT STARTED	The established processes for other housing providers and their extensive waitlists do not lend to this level of collaboration.

	Provide high quality, bilingual supportive services and housing counseling to residents of BCHA operated transitional housing and Lift Tower Lodge.	IN PROGRESS	Liz started training as a Housing Counselor, but with adding Compliance to her responsibilities staff determined to move this to a backburner action.
	Host or participate in workshops with other service providers to build coordination and strategy to address gaps.	ONGOING	Hosted Housing Partner Meeting in May. Additionally hosted focus group for analyzing impediments to housing choice. Planning another Housing Partner meeting for Q1 2026. Participating in reimagining of the Interagency Working Group, including a possible sub-group for data sharing.

**GOAL 4: Inform, engage, collaborate**

OBJECTIVES	PROPOSED FISCAL YEAR 2026 ACTIONS	FY25 STATUS	FY25 PROGRESS DESCRIPTION
<p>1. Support ongoing communications to increase coordination and effectiveness amongst all housing partners, social services providers, employers, etc. and build public understanding and support for housing solutions.</p>	<p>Create a strategic communications plan to reach a range of audiences by expanding the frequency and clarity of public messages and utilizing new communication methods. Initiatives would include:</p> <ul style="list-style-type: none"> <li>- Conducting focus groups and collecting feedback to determine communication gaps</li> <li>- Increased communications in Spanish</li> <li>- More organic and paid social media content</li> <li>- Targeted campaigns for market segments likely to participate in BCHA programs</li> <li>- Targeted campaign against common misconceptions</li> <li>- Public and partner education on FAQs</li> <li>- Provide talking points and present BCHA initiatives to housing partners, media outlets, employers, municipalities, and the public to improve awareness</li> <li>- Improved website content and navigation</li> <li>- Report out on results and track towards collective goals</li> <li>- Monthly BCHA newsletter</li> <li>- Increased media support</li> <li>- - Storytelling campaign and pro-housing narrative with video stories from locals impacted by the housing crisis</li> </ul> <p>Web analytics will be established to help track campaign performance.</p>	<p>IN PROGRESS</p>	<p>Relaunched monthly newsletter in March. Sent 1<sup>st</sup> bi-lingual newsletter in July. A new website platform is being built that offers improved translation options, accuracy, navigation, and information access. Construction of the new site has begun, with an plans to launch in Q2 2026. Staff have been working with (1) Community Engagement team on social media skills and strategies to improve and increase social media content and engagement. (2) Staff have been meeting regularly with media outlets, municipalities, and other organizations to educate the public regarding BCHA programs and correcting misconceptions. Accuracy of certain media outlets regarding BCHA activities has improved over the past year.</p> <p>Ketchum’s City Administrator takes responsibility for limited progress in this area, so staff are working with Community Engagement team on working with external communications assistance.</p>
<p>2. Increase collaboration with all local governments.</p>	<p>Encourage active, staff-level liaisons with local governments. Explore deeper levels of engagement with liaisons, administrators and planning directors, such as monthly reports alongside verbal updates at BCHA Board meetings, regular administrator meetings, and coffee/lunch with planning directors.</p>	<p>ONGOING</p>	<p>Started lunch and coffee with planning directors. Limited engagement from liaisons.</p>
<p>3. Increase community, stakeholder, and staff's education and engagement on existing housing programs and housing topics.</p>	<p>Organize and advertise education session(s), such as a Housing Resource Fair, with Idaho Housing &amp; Finance Association, NeighborWorks, South Central Community Action Partnership, USDA, Legal Aid, and local housing providers.</p>	<p>NOT STARTED</p>	<p>Plan for late Fall 2025.</p>
	<p>Assist IACRM, the landlord-tenant mediation team, with hosting trainings on landlord-tenant law and conflict resolution.</p>	<p>IN PROGRESS</p>	<p>Staff promoted the Seven (7) trainings have occurred or are scheduled in FY25- two (2) in person and five (5) virtual. Some of the topics: negotiation, eviction legal issues for tenants/landlords, managing stress &amp; anxiety for immigrants, etc.</p>
	<p>Co-host housing talks by guest speakers with the Community Library.</p>	<p>NOT STARTED</p>	<p>Plan for late Fall 2025. Targeting Oregon or Montana housers.</p>
	<p>Support public education on why and how to engage in local government, why housing is important, and talking points through social media, fliers, and community events. Support pro-housing community building, voice activation efforts, and strategic pressure at key public meetings. Explore and support third-party ownership of this mobilizing effort and lessons learned from Jackson, Whitefish, Tahoe, and Boise.</p>	<p>N/A</p>	
	<p>Promote education of current electeds and candidates for local public offices. Support interviews fall 2025 candidates to determine their housing perspective and priorities. Support and share candidate comparisons to inform voter decisions.</p>	<p>N/A</p>	
<p>4. Increase staff and board's access to housing experts and knowledge.</p>	<p>Source new board, active members strategically based on needed expertise. Encourage Sun Valley Board representation.</p>	<p>IN PROGRESS</p>	<p>Daryl Fauth is now on the board with expertise in title and real estate transactions.</p>
	<p>Staff to continue to be active members in the Grounded Solutions Network and participate in trainings based on their content areas. Staff to facilitate trainings for BCHA board.</p>	<p>ONGOING</p>	<p>Staff and Board attended a Housing 101 training. 4 staff are now certified Fair Housing Coordinators. One is a certified Public Housing Manager, and another is pursuing the Housing Counseling certification. Director participated in the annual Women's Affordable Housing Network summit. 3 staff will attend training for shared equity homeownership and advocacy. 3 staff attended the Policy, Practice, Power- Grounded Solutions Network’s 2025 Housing Conference.</p>
	<p>Staff to continue to nurture relationships with – and learnings from - peer community housing organizations through site visits and bi-monthly calls.</p>	<p>N/A</p>	<p>This fiscal year, in advance of the Mountain and Resort Planners conference, the Director and Housing Strategist visited peer community housers in northwest and central Oregon.</p>

5. Create a new, exciting brand to build regional awareness and support for coordinated housing solutions	Continue to conduct market research to monitor the community's perception of BCHA—what is correct and what we'd like to change. This analysis will be used to create and adapt communication and brand strategies for consistent public messaging (print, web, written copy, and media coverage) that reinforces BCHA's desired brand attributes and corrects misconceptions.	IN PROGRESS	Staff are working with the City of Ketchum's Community Engagement Department to conduct market research to guide a complete BCHA rebrand. An initial proposal was presented to the BCHA board in 2024. A follow-up proposal should be available to present to the BCHA board in the fall of 2025, after focus groups and additional research.
6. Create a regional housing action plan	Update BCHA's annual action plan that reflects and tracks priorities in the region.	IN PROGRESS	For Board review at August meeting.
7. Explore model for regional housing coalition (similar to Mountain Housing Council).	Continue to facilitate implementation partner meetings at least twice a year. Explore ways for greater participant ownership and third-party role in facilitating coalition building with new visual and narrative identity and lessons learned from Gallatin County, MT and Tahoe/Truckee, CA	IN PROGRESS	Housing Implementation Partner Meeting in May. Planning another Housing Partner meeting for Q1 2026. Identifying potential facilitators and sponsors of a coalition model.
BACKBURNER	Work with government liaisons to differentiate between BCHA-only actions and annual actions by each jurisdiction. Gauge interest for each jurisdiction's actions to be included in the plan.	IN PROGRESS	Emailed Planning Directors and Administrators early August to gauge interest. Will include hyperlinks to Ketchum's new HAP once adopted and Hailey's supply report.

GOAL 5: Steward/preserve + expand portfolio of deed restricted homes			
OBJECTIVES	PROPOSED FISCAL YEAR 2026 ACTIONS	FY25 STATUS	FY25 PROGRESS DESCRIPTION
1. Continue to steward inventory of existing deed-restricted homes in BCHA inventory, including on-going compliance.	Continue to enhance effectiveness of application, waitlist, compliance and rent collection systems (HomeKeeper/Salesforce + Yardi).	ONGOING	Renter's annual compliance being managed through HomeKeeper with renters filling out Full Application. Annual Compliance for homeowners is now 100% online via survey monkey with downloadable responses and will transition to HomeKeeper Q1 26. Sold 7 community homes and leased up 5 community rentals (excluding Bluebird). Enforced compliance on 7 homeowners.
	Conduct annual update to Community Housing Guidelines and forms with public hearings and newly created Advisory Committee review. Post-adoption, provide education opportunities for program participants, applicants, and developer/owners and emphasize substantial changes.	COMPLETE	Full document was adopted in July.
	Create and maintain process documents for recurrent processes.	ONGOING	Entire team is continuing (capacity allowing) to create SOPs for essential job duties.
	Administer a Community Homeowner Relief Fund to support housing stability by providing financial assistance and advocacy support for community homeowners facing high HOA dues, special assessments, and related housing cost burdens. Continue to explore sustainable and financially feasible solutions to ongoing HOA costs for community homeowners.		Blaine County Housing Foundation has created this fund and can receive donations earmarked for this use. Staff are streamlining processes by working with community homeowners in HOAs that are outliers (Residences at Evergreen).
	Create and implement communication plan to educate applicants, program participants, and developer/owners on BCHA's programs through a variety of methods (including video) on: <ul style="list-style-type: none"> <li>• What is BCHA, ARCH, WRCHT, BCCF</li> <li>• What is a deed covenant, shared equity, and how does resale work</li> <li>• Ongoing expectations for community homeowners, renters, developer/property managers</li> <li>• FAQs</li> <li>• Other hot topics</li> </ul>		
2. Expand inventory of deed-restricted homes through an acquisition/preservation strategy.	Support and offer to administer new deed-restricted homes	ONGOING	Continue administering homes from Ketchum. Offered to administer new community homes in Hailey and Bellevue.
	Support new local government programs: down payment assistance, deed restriction purchase program, ADU incentives.	NOT STARTED	BCHA has offered but not yet been involved in the creation of new program
BACKBURNER	Support Blaine County Charitable Fund's efforts in rehabilitation assistance program to help people stay in their market-rate homes.	NOT STARTED	
	Identify and map Naturally Occurring Affordable Housing (NOAH) countywide.	NOT STARTED	