



EAGLE COUNTY SCHOOLS

Eagle County School District Employee Housing Master Plan

April 2020

Purpose

This Plan creates a 10-year road map for the District's employee housing efforts. The Plan includes goals, guiding principles, priority programs and projects, potential for funding and partnerships, and year by year measures of progress.

For many years, District employees have identified housing as one of the biggest challenges to living and working in Eagle County. Eagle County School District created this Master Plan to proactively respond to that challenge, creating opportunities to more successfully recruit and retaining employees. This Plan is intended to take a long view of the housing problems of a resort community, and to withstand ups and downs that will inevitably occur in the market. It outlines goals that will require a rapid response to the housing challenges of recent times, with many tasks to be addressed in the near term. It also provides a broad framework to guide housing work, and is anticipated to be revised and refined over time.



Process

The Plan has been informed by District employees who participated in a survey and open house, informational interviews with key partners and employees, several conversations with the Land Resource Committee, the Board of Education, and a Housing Strategy Focus Group that included representatives from the Board of Education, Land Resource, the Valley Home Store, and District Leadership Team. The process has been facilitated by consultants Tom Braun and Willa Williford. Consultants Melanie Rees and Wendy Sullivan have provided technical assistance. The recommendations of this plan were built upon the findings documented in the Eagle County School District Employee Housing Needs and Opportunities March 2020.

How to Use the Plan

This Plan is intended to give a concise road-map to the development projects, programs, and initiatives the Eagle County School District will pursue in the next ten years. Each project contemplated here is envisioned to have further planning, feasibility research, and outreach to employees and the broader community. Projects and programs are anticipated to evolve over time, and with them, the overall Plan may change as well.

The goal of 120 units was informed by assessing the land opportunities available, current understanding of staff needs and preferences, and expectations about what could be absorbed in the current market. Two major variables that will need further assessment are the funding and staffing resources needed to meet these goals. That work is planned for the first year.

Goals

By 2030, the District will create 120 housing opportunities for District employees, and facilitate at least as many additional housing opportunities through partnerships, programs, and linking employees to existing resources. This goal represents supporting at least 13% of District employees with housing and additional employees will be supported by other housing programs. This goal of 120 housing opportunities was defined based on staff needs as identified from survey results and other outreach, and on the land resources the District has available for the development of housing.

At least a third of additional housing created for District employees will be affordable to renters at or below 80% Area Median Income (currently \$60,000 for a two person household)

At least a third of additional housing created for District employees will be affordable to owners at or below 140% Area Median Income (currently \$105,000 for a two person household)

Tenure and price point goals for the remaining third of additional housing created for District employees is not being set at this time, to retain flexibility to respond to market opportunities and employee needs and preferences in the later years of the Plan.

Guiding Principles

To best serve District employees and align with District values, the following principles will be used to guide decision-making on future housing initiatives:

- **Diversity** – additional housing needs to respond to a broad spectrum of employee needs, including rent and homeownership, unit sizes, types, and locations. Housing choices should be created across the full geography served by the District, and recognize that some employees are coming to work for the district on a short term basis, while others may hope to spend their full career here.
- **Affordability** – we seek to create additional housing opportunities that are affordable to employees. Currently, this translates to rental housing below \$1,500/month (currently 80% AMI or \$60,000 for two people) and homes for sale between \$177,000 and \$412,000 (currently 140% AMI or \$105,000 for two people). Investment of District resources will be protected with permanent deed restrictions, so that housing assets will continue to serve the community for the long term.
- **Equity and Transparency** – engage with employees throughout the creation of housing policies, programs, and projects. Work together to ensure that processes match employees with housing in a manner that is fair, open, and well understood.
- **Efficiency and Effectiveness** – Protect the taxpayer’s investment by seeking the most efficient, effective, and creative solutions to respond to each site and program opportunity in ways that maximize the affordability of housing for ECS staff, and support goals of attracting and retaining employees who are essential to a high quality educational environment.
- **Community Feel** – more than any one amenity, employees seek neighborhoods that offer a sense of community. This includes pedestrian friendly design, opportunities to live near other year-round residents, and pet friendliness.
- **Sustainability** – housing created through this plan is intended to be a long-term asset to the District and its employees. Additional housing should align with the District’s sustainability principles, and be built for durability and energy efficiency.

The Affordability Challenge

The “affordability challenge” is a strong theme throughout the findings of Eagle County School District Employee Housing Needs and Opportunities March 2020 and Master Plan process. For example:

The majority (71%) of households seeking to move and rent are in need of affordable rentals priced at or below \$1,500/month.

The majority (82%) of households seeking to move and purchase are in need of a home for sale below \$412,000.

The market in Eagle County is not currently delivering housing that District employees can afford to rent or purchase. Costs to construct housing in this community outpace employees’ purchasing power. This Plan seeks to address the affordability challenge through development of additional housing and programs that support employees’ access to housing.

No single solution is likely to overcome the gap between wages and housing market, but many strategies can be combined for successful outcomes. Each project and program should be considered on its own merits, keeping in mind that some combination of these strategies may help overcome the affordability challenge:

- Provide District-owned land at little or no cost to significantly lower overall project costs;
- Pursue waived or reduced fees for any/all “soft costs” such as development application fees, water and sewer tap fees, consulting fees (design, engineering, planning, legal, etc.), finance costs and brokerage fees;
- When feasible and efficient to do so, utilize District staff resources and expertise rather than outsourcing for such services. Use of staff resources should only be used when it will not interfere with the District’s primary mission of educating students;
- Use competitive processes for selecting development partners and contractors, explore development structures that will minimize profit margins to the greatest extent feasible, hence reducing project costs and increasing affordability;
- Being cost conscious with the use of building materials by prioritizing and balancing durability and quality with affordability and sustainable replacement costs;
- Use District resources to underwrite the difference between market rate and what employees can afford (i.e.... provide subsidy);
- Creating market rate housing to produce revenue to underwrite the affordability of housing for District employees;
- Pursue partnerships with other large employers who could bring equity or other resources to development efforts that can reduce project costs and increase affordability;
- Establish partnerships with non-profits or mission aligned government agencies.

Prior to construction of housing, it will be essential to complete design and cost estimating sufficient to have confidence that housing will in fact be affordable.

Housing Tools – *Partnerships*

Other agencies in the Valley have expertise and resources that can help support the District’s housing goals. Harnessing partnerships for development opportunities and program initiatives will help the District make efficient use of scarce resources.

Existing Partners

Best Fit For...

Habitat for Humanity

Homeownership for employees under 80% AMI; may be able to expand to 100%-120% AMI.

Potential Partners

Local Government Organizations

Assistance with land use, tap fees, community support and communication of positive impacts.

Eagle County Housing Authority

Technical assistance with development process; water rights; experience with public finance including COP’s; experience with deed restrictions; access to State and Federal resources; property tax exemption.

Valley Home Store

Expanded Down Payment Assistance, Homebuyer Counseling, management of rental housing, management of deed restricted for-sale transactions.

Private Sector Developers

Partnerships on current and future housing development: for rent, for sale. Partnerships with private sector developers could occur on school owned parcels, developer owned parcels, including sites that are planned or under construction.

Other Large Employers

Collaborate on housing site development, building or unit purchase, master leasing apartments for employees, co-developing programs and initiatives, and/or sharing data on what is effective.

Lenders/Realtors

Communication of local programs, financing options; potential to reduce fees or offer special programs for District employees.

Community College

Work towards providing local work force through dual enrollment programs.

Contractors

Partnering to reduce labor costs through various student internships.

Eagle County School District Employee Housing Needs and Opportunities March 2020 reference pages: 37 - 39

Housing Tools – *Funding*

Each development and program initiative proposed in this plan will require some level of funding and staffing resources. This section provides a high level overview of how funding sources might be matched with strategies, and next steps for creating a financial plan.

Funding Type Best Fit For...

District Housing Fund	Flexible for employee housing efforts
Certificates of Participation (COP's)	Rental housing for employees, or other assets to be held long term. For sale housing may be possible, but more challenging. Must be used for "teacherages."
Sale of land	State statutes prescribe how proceeds from the sale of land may be used. Decisions on which housing programs or developments may be funded by land sale proceeds will be made when defining specific funding strategies.
Cash flow from existing District rentals	Programs, debt service, and/or property management.
Sale of homes	Both deed restricted and market rate homes can be sold to recover development costs and put proceeds towards future housing projects and programs.
Project partnerships to generate resources	Housing for sale; rental also possible. Can include lot sales, mix of market rate and below market housing. Many options.
State and Federal Resources	Challenging – can't preference employees

Next steps on funding could include:

1. What funding sources will match best with the programs and housing initiatives that get prioritized?
2. What will have the greatest rate of return for investing the District's existing Housing Fund?
3. Does the District seek to make a one-time "seed money" investment, or spread out investments over time?
4. How important is owning vs. master leasing rental units?
5. What opportunities exist to combine resources with other local housing providers/funders/large employers/local governments to make housing for employees more economically viable?
6. What other sources of funds might need to be explored or created in the future?
7. What scale COP's are financially viable – and what resources are needed to collateralize the debt and make loan payments?
8. How are other school districts funding employee housing?

Summary of Priority Programs and Initiatives

HIGH PRIORITY

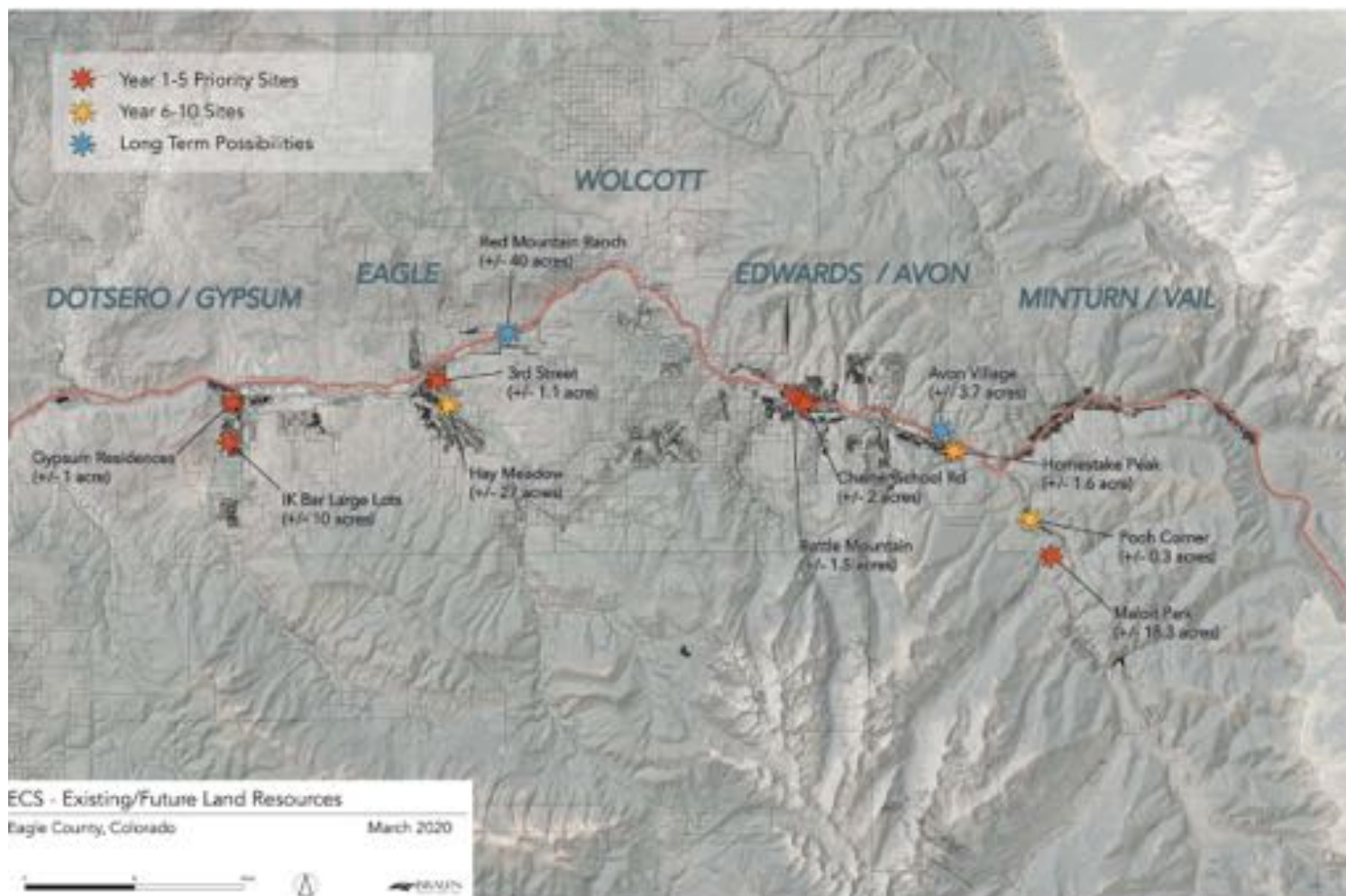
- **Resource Hub:** real time sharing with employees on what housing resources and listings are available
- **Rental Deposit Assistance:** support employees with short term financing of security deposit and/or first month's rent
- **Homebuyer Education:** bring Valley Home Store curriculum to District Employees
- **Down Payment Assistance:** supplement Valley Home Store program with additional funds for District employees, in a revolving loan fund model
- **Preferred Lender:** work with local banks to establish favorable loans specific to district employees
- **Property Management Partner:** create a competitive process to select a for-profit or non-profit partner to manage District rentals. The goal of this approach is to ease stress on District facilities department as housing portfolio grows, and create greater distinction between the landlord and employer roles.
- **Guidelines and Deed Restrictions:** create the policies and legal documents that ensure equitable access for employees and protect the District's investments.

LONGER TERM

- **Moving Expenses/Relocation Assistance:** one-time payment to help new employees move to the area and establish housing.
- **Ongoing Rent Assistance:** ongoing support to help employees afford housing; typically paid directly to the landlord.

Eagle County School District Employee Housing Needs and Opportunities March 2020 reference pages: 26-30

Opportunity Sites – Valley Wide



The district has land holdings throughout the Eagle River Valley that present opportunities for creating employee housing. A strength of this portfolio is its geographic diversity, and the proximity of many of the sites to existing schools. Initial review and assessment of these sites identified six as priorities to be addressed in the next five years, three as longer term priorities in the 6-10 year timeframe, and two sites that may have potential beyond the 10 year timeframe of this plan, if ever.

Summary of Priority Land Opportunities

Years 1-5
Years 6-10
Years 10+

Battle Mountain - Edwards

Favorable location; nearly development ready. Initial planning to explore for sale and for rent, with an emphasis on for rent.

3rd Street - Eagle

Favorable location; nearly development ready. Initial planning to explore for sale and for rent, with an emphasis on for sale.

Charter School Rd - Edwards

Some topography challenges; further study needed regarding scale of project and how to address while maintaining affordability.

Maloit Park - Minturn

Development agreement discussions underway; need to evaluate options for how to structure this development to ensure that District guiding principles can be met.

Gypsum Residences

The District owns six lots in Gypsum, one of which is vacant. Involving Eagle Valley High School students to assist a local contractor in the development of this lot should be pursued. Explore opportunities for increased density/redevelopment.

Pooh Corner - Minturn

This building will be in need of major renovation or replacement in the coming years. Redevelopment of the building may create the opportunity to integrate staff housing on this site.

Hay Meadow - Eagle

The school and dedication for the Hay Meadow project is pending. This parcel of potentially 18 acres is sufficient to accommodate a new school (if and when needed) and potentially a small housing project.

Homestake Peak - Eagle Vail

This +/-2 acre parcel adjacent to Homestake Peak is reserved for possible future school expansion. Depending upon enrollment trends and future residential development in the Upper Valley, this site may or may not be needed for school use. If the site is not needed for school use it could be a viable housing site.

IK Bar - Large Lots

This 10-acre site is zoned for five 2-acre lots and does not represent a viable option for staff housing. Two options to be evaluated for this site are to dispose of the site and use proceeds for other housing initiatives or work with the Town of Gypsum to evaluate the potential to re-zone the parcel to a higher density.

Red Mountain Ranch

This 40-acre parcel is currently outside of the Town of Eagle Growth Boundary and is lacking water and sewer service. These utility costs would be prohibitively expensive for a workforce housing project. This site could be considered if the Growth Boundary were to change and access to utility services were improved.

Avon Village

The status of this +/-3.7 acre school dedication is uncertain and Town development approvals may limit its use, specifically to schools. With changes, it may represent a possible long-term opportunity.

	Years 1-5	Years 6-10	Years 10+
Battle Mountain - Edwards	Shaded		
3rd Street - Eagle	Shaded		
Charter School Rd - Edwards	Shaded		
Maloit Park - Minturn	Shaded	Shaded	Shaded
Gypsum Residences		Shaded	
Pooh Corner - Minturn		Shaded	
Hay Meadow - Eagle		Shaded	
Homestake Peak - Eagle Vail		Shaded	
IK Bar - Large Lots	Shaded		Shaded
Red Mountain Ranch			Shaded
Avon Village			Shaded

Battle Mountain High School, Edwards

Battle Mountain High School Parcel
 ECS Housing Master Plan/Land Inventory 2020



This parcel, located just east of Battle Mountain High School, is currently used for facilities storage. It is recommended to proceed as development of housing for District employees as soon as possible. Rental housing may be a good option for this site, responding to the immediate need for rentals mid-valley and near the largest employment centers. While full conceptual designs have not been created yet, initial evaluation indicates the site could comfortably accommodate 20 or more apartments or 10-12 townhomes.



3rd St. Campus, Eagle

3rd Street Campus/Townhome Option

ECS Housing Master Plan/Land Inventory 2020



This parcel, located at the southwest corner of the 3rd Street campus, is recommended to proceed as soon as possible with housing affordable to district employees. For sale housing may be a good option for this site, responding to the strong preference by employees for homes to purchase in the Town of Eagle and down valley. While conceptual designs have not been done, initial evaluation suggests the site may accommodate up to 10 townhomes. Rental housing may also be a viable option. Final decisions on housing type will be made during future planning and evaluation of this site.



Charter School Rd., Edwards



This parcel, located between June Creek Elementary and the Eagle County Charter School, is being recommended for housing development following successful completion of housing at Battle Mountain High School and 3rd Street.

This parcel can be planned as housing for sale or for rent, in response to District needs in three to four years. The site has some topographical challenges, and the ability to build affordably will need to be a primary consideration. The planning of this parcel should also take into consideration progress on Maloit Park, and not be positioned to compete with other District housing initiatives.



Maloit Park, Minturn

Maloit Park

ECS Housing Master Plan/Land Inventory 2020

100 0 100 200 ft
1" = 100'



This conceptual site plan depicts one idea for the development of Maloit Park. The design is on approximately 20 acres, includes a variety of home types and reflects a walkable neighborhood integrated with existing uses (Vail Ski and Snowboard Academy, the Nordic Trail system, etc.), and with surrounding open space areas. Final decisions on the design of Maloit Park will be made during upcoming planning efforts.



Maloit Park, Minturn

Of the four priority sites identified in the Master Plan Process, Maloit Park represents both the greatest opportunity and greatest challenges. Maloit Park is approximately 87 acres, of which about 20 acres have potential for housing development of 138 units. Existing uses include the Vail Ski and Snowboard Academy and Minturn Fitness Center and 17 sites for manufactured/mobile homes and one cabin that are rented to District employees. The site also has some constraints with regard to extending infrastructure and providing a new water tank. The District has spent considerable time studying and planning potential employee housing solutions for this site.

The development of Maloit Park will displace 15 mobile home owners who currently rent lot space from ECS. Existing residents should be offered priority in the selection of new homes developed at Maloit Park. The District should continue close coordination with these residents during the planning and design process and on a phasing plan that to the extent feasible minimizes impacts on these owners.

Due to State Statutory limitations and other considerations, the scale of Maloit Park is such that it is not viable for the District to be the lead developer. A variety of options should be evaluated for how this development could be structured that achieves the District's goals for affordability. Three possible options include:

- District obtains development approvals for the project and then sells the project to a developer who completes site development (road and utilities) and then conveys finished, ready to build lots back to the District. The District could then initiate the smaller-scale development of finished lots.
- Partner with another large employer who has development expertise and the necessary resources to take the lead in the development.
- Partner with a private developer who would provide a "turn-key" development of the site that would include housing for District staff.

These and other options should be considered and evaluated in Year 1. With any approach the District will remain very involved in the planning, design and development process to ensure the Guiding Principles are being addressed.



Views at Maloit Park

Maloit Park, Minturn

The District developed and adopted Guiding Principles for the site:



Cross Creek frontage at Maloit Park

Principle #1 - Facilitate the development of a project that provides housing opportunities that are affordable and attainable to ECS staff and in doing so foster employee stability/longevity.

Principle #2 - Provide a variety of housing types that may include both for-sale and rental products that are designed and priced to meet the divergent/varied needs of ECS staff.

Principle #3 - Create a local's-oriented, livable and walkable neighborhood of homes that will foster a sense of community and pride.

Principle #4 - Design the community in a way that is sensitive to the natural environment and the unique site features of Maloit Park and implements environmentally sustainable design features and programs.

Principle #5 - Acknowledge the existing educational, recreational and public uses at Maloit Park and design the community in a manner that integrates housing with these uses in a sensitive and responsive manner.

Principle #6 - Enhance the taxpayer's financial investment in Maloit Park with creative partnerships or other strategies designed to achieve housing that is affordable to ECS staff while minimizing financial risks to the District.

Maloit Park, Minturn

Over the next year, the District should continue due diligence; refining goals and strategies for the site. The following recommendations are drawn from the Eagle County School District Employee Housing Needs and Opportunities March 2020:

- Employees most interested in living up valley, and specifically at Maloit Park, tend to be younger, have smaller households (more singles and couples), and lower incomes than District employees overall.
- Both rentals and ownership opportunities may be appropriate for the site.
- Most employees are seeking to own, but many may not yet be in the financial position to do so.
- For rentals, consider accessory dwelling units, townhouses, and small (4-6) unit apartment buildings.
- For homeownership, consider emphasis on homes that can be attainable to first time homebuyers.
- Attached housing that can be conveyed without a condominium (duplexes, triplexes, townhouses) offer an opportunity that is cost effective to build, consume less energy than single family homes, and make more efficient use of scarce land and infrastructure.
- Home prices should be matched to the incomes of employees seeking to live here, to the greatest extent financially feasible. In the 2019 employee housing survey, 50% of employees who seek to rent at Maloit have incomes below 60% AMI. Of employees who seek to own at Maloit, 56% have incomes under 100% AMI.
- We recommend the District bring homes online for employees in small phases (no more than 10-15 units at a time) to allow for market absorption.
- We also recommend the District consider retaining ownership of a development ready parcel to respond to future housing needs, beyond the timeframe of this plan.



Cross Creek frontage at Maloit Park

Funding Opportunities

Each priority site and program has the potential to harness a variety of funding arrangements. The precise strategy will need to be developed by district staff and approved as part of each years' work plan. Initial thinking is reflected here:

Potential Funding Opportunities

<u>Priority Programs</u>	Operating Budget	Housing Fund	Cash Flow Rentals	Sale of land	Sale of homes (market + affordable)	COP	Partner Resources	State/Fed Resources
Resource hub	●	●						
Homebuyer Education	●	●					●	●
Rental Deposit Assistance		●	●	●	●			
Down Payment Assistance		●	●	●	●		●	●

Priority Sites

Battle Mountain HS - Edwards				●	●	●		
3rd Street - Eagle				●	●	●	●	
Charter School Rd - Edwards					●	●	●	
Maloit Park - Minturn				●	●	●	●	●

See *Eagle County School District Employee Housing Needs and Opportunities March 2020* page 36.

Partnerships

Similar to funding, each priority site and program has the potential to harness a variety of partnership arrangements. The precise strategy will need to be developed by district staff and approved as part of each year's work plan. Initial thinking is reflected here:

<u>Priority Programs</u>	<u>Potential Partners</u>				<u>Potential Partnership Structures</u>			
	Valley Home Store	Habitat for Humanity	Private Sector Developers	Other Large Employers	Partner may not be needed	Contract or MOU for management/admin	Hire Owners rep/GC	Development Partner Opportunity
Resource hub					●			
Homebuyer Education	●	●				●		
Rental Deposit Assistance	●				●			
Down Payment Assistance	●	●				●		
Priority Sites								
Battle Mountain HS - Edwards	●		●	●	●	●	●	
3rd Street - Eagle	●	●	●		●	●	●	
Charter School Rd - Edwards	●	●	●		●	●	●	
Maloit Park - Minturn	●	●	●	●				●

See Eagle County School District Employee Housing Needs and Opportunities March 2020 pages 37-40.

Year 1 - Immediate Response

As the District faces an acute employee shortage for 2020, three immediate steps - to be completed in the first 90 days after plan adoption - are recommended:

- 1. Secure 10-15 dwellings to be master leased by the District, to house employees. Initial thinking is that at least five units will be down valley, and at least five will be mid-valley, however, size, price point, and location will all be subject to availability of units to rent. The District should be prepared to help underwrite the cost to rent, as units may cost more to master lease than employees can afford, and may have some initial vacancy as they come available at the end of ski season, and may not be occupied until mid-late summer.*
- 2. Implement a "resource hub" – to formalize information on homes available for sale or rent that are affordable to District employees. This includes offerings from Habitat, Valley Home Store, Polar Star properties, and private individuals seeking to rent rooms, accessory units, lock-offs, or homes to teachers and other employees.*
- 3. Re-implement a deposit and first month rent assistance program to support employees as they seek to secure housing. This was previously a program the district offered, in the form of loans repaid from employees over time. The District should consider loans and/or grants in program design, and use this as a hiring and retention incentive.*

This Plan identifies resources, tasks, and timing at a high level. Further putting specific plans in place for who will lead and inform District projects and programs should occur in year one. This may include assigning existing staff or new staff, hiring consultants, and/or forming specific working groups. Working groups may include teams of administrative staff, intended beneficiaries (employees at larges), community volunteers, and/or consultants.

Assessment of the District's financial resources, and prioritizing which funds and in what amounts should be dedicated to each project is also a year one task. Assessment of potential sale of I-K Bar lots should be included in this analysis, along with prioritizing how to deploy the existing housing fund, the ability to use Certificates of participation for some projects, and harnessing outside partnerships and resources.

Beyond the three "first 90 day" initiatives, and assessment and assignment of resources, two of the small District owned sites are recommended for exploration as employee housing. The two priority sites are adjacent to Battle Mountain High School in Edwards and the 3rd Street Campus in Eagle. Preliminary analysis indicates that each site can accommodate approximately 10-20 housing units. With strong interest from employees in mid- and down-valley locations and a need to create a diversity of housing choices, input from the Group Housing supported pursuing both rental and for-sale housing in these two locations.

These projects are proposed to be District led, with housing to serve District employees. In year one, the District should also pursue refining the desired outcomes and partnership approach for Maloit Park. Increasing homebuyer education and outreach, in coordination with The Valley Home Store, is a low cost, potentially high impact initiative that can also be pursued later in 2020, as resources permit. We recommend making a commitment to test all new programs for three – five years and assess effectiveness as part of a Employee Housing Needs and Master Plan update.

Year 1 - 2020

Housing Programs and Initiatives

Adopt Housing Master Plan

Master Lease 10-15 units for employees

Consider sale of IK Bar - Large Lots to generate funding

	Tenure	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Both	●				
Rent	●	●			
Both		●	●	●	

Resource Hub

- Explore existing communication platforms to share housing opportunities with employees
- Formalize a packet of resources for new employees regarding housing resources
- Implement regular sharing of current opportunities

	Tenure	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Both		●	●		
			●		
				●	●

Rent Deposit Assistance

- Establish a policy for eligibility, level of assistance, and repayment requirements
- Test a pilot program as part of fall hiring

	Tenure	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
For Rent			●	●	
			●	●	

Homebuyer Education/outreach

- Partner with TVHS to advertise existing and bring future trainings to District employees

	Tenure	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
For Sale				●	●

Housing Development

Eagle - 3rd Street and Edwards - Battle Mountain High School

- Define approach to development and assemble team for project management, design, legal review
- Create conceptual site design and conduct outreach
- Explore funding options
- Explore potential partnerships
- Initiate planning approvals

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Define approach to development and assemble team for project management, design, legal review	●	●	●	
Create conceptual site design and conduct outreach		●	●	
Explore funding options		●	●	●
Explore potential partnerships			●	●
Initiate planning approvals			●	●

Minturn - Maloit Park (Pre-development)

- Refine goals, needs, desired phasing
- Continue to explore partnership structures, and use guiding principles to evaluate potential approaches to development.
- Coordinate with the Town of Minturn on the Maloit Park water tank and options for increasing water storage necessary to serve this development

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Refine goals, needs, desired phasing	●	●		
Continue to explore partnership structures, and use guiding principles to evaluate potential approaches to development.		●	●	
Coordinate with the Town of Minturn on the Maloit Park water tank and options for increasing water storage necessary to serve this development			●	●

Measures of Success for Year 1:

1. Resource hub and rent assistance developed as programs by June 2020
2. Master lease of 10-15 units in place by June 2020
3. Design and funding plan in place for Battle and 3rd Street, to build employee housing by 2022 – with both for sale and for rent options
4. Preliminary funding plan in place for overall housing Master Plan.
5. Long term plan for development of Maloit Park in place, through development agreement or other partnership strategy
6. Partnership with TVHS to extend homebuyer education to more district employees

Year 2 - 2021

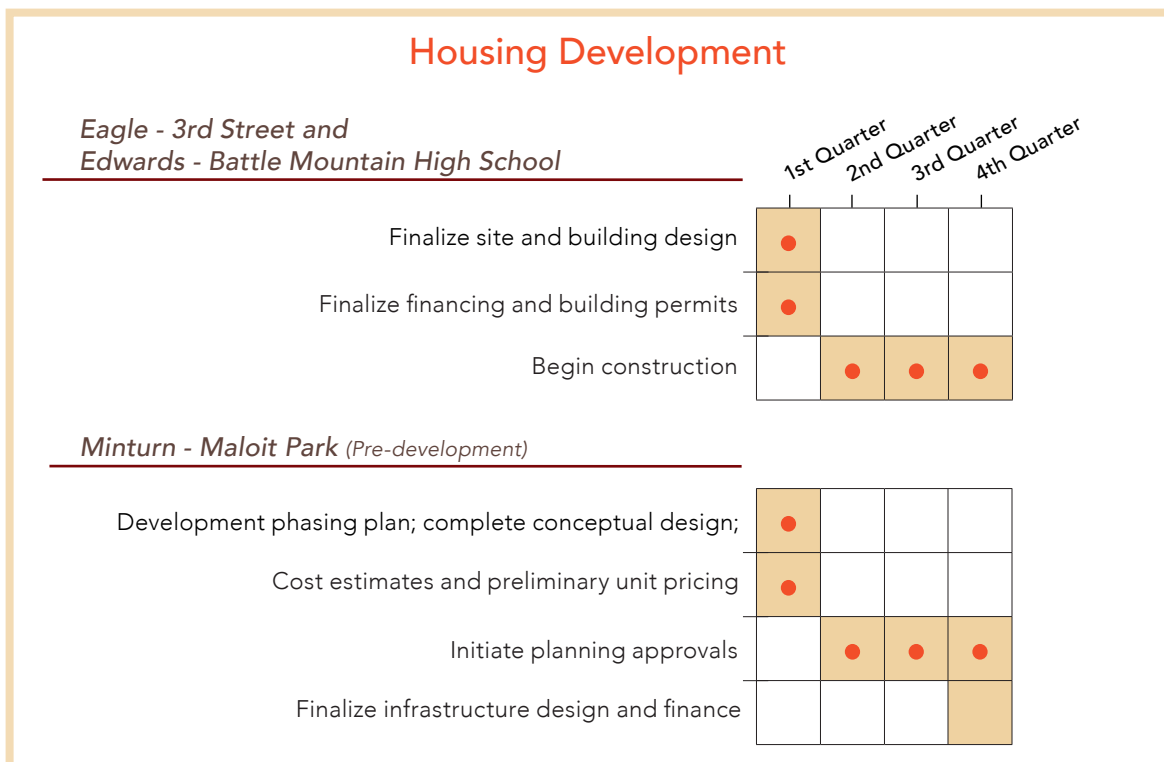
The proposed focus for year two housing development is finalizing finance, obtaining building permit approvals, and beginning construction for two of the small District owned sites at Battle Mountain High School and 3rd Street Campus in Eagle. Year two is anticipated to kick-off the pre-development process for Maloit Park, including PUD/site plan/subdivision through Town of Minturn, confirming financial feasibility and design of infrastructure and phasing.

With regard to housing programs, the focus for year two is to be ready with housing guidelines, deed restrictions, down payment assistance, and property management when housing comes online. Involving employees in the design of these policies and programs will be critical to meeting the District’s goals of transparency and equity. A key tenant of the District investing land and other resources for employee housing is that those investments will be protected for the long term. Units sold to District staff are anticipated to include an appreciation cap to maintain affordability and a First Right of Refusal for the District on any home re-sale to ensure an ongoing supply of affordable units for District staff.

Developing these programs and deed restrictions should draw on best practices and lessons learned from within the valley and beyond. Deed restrictions may include, but not be limited to caps on appreciation to ensure homes remain affordable over time and ECS retaining a first right of refusal to purchase homes at re-sale.

Measures of Success for Year 2:

1. Battle and 3rd Street under construction
2. Subdivision/PUD in process for Maloit Park
3. Programs to support successful sales and lease-up at Battle and 3rd Street designed and implemented.



Year 2 - 2021

Housing Programs and Initiatives

Housing Guidelines

Create a working group to inform policies

Review best practices

Draft and adopt policies

	Tenure	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Both		●	●	●	
Both			●		
Both				●	●

Deed Restriction

Work with TVHS and Habitat on best practices

Adopt standard restriction to meet District goals and objectives

For Sale

		●	●		
				●	●

Downpayment Assistance

Partner with TVHS to design and implement enhanced assistance for District employees

Review best practices from other employer programs in the valley

Establish desired funding level

Establish a policy for eligibility, level of assistance, and repayment requirements

Test a pilot program with a launch concurrent with 3rd Street sales

For Sale

			●	●	●
				●	●
					●
					●

Property Management Partner

Evaluate and contract with private sector and non-profit (such as TVHS) property managers to assist with existing portfolio and lease-up of Battle Mountain High School rental housing.

For Sale

			●	●	
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Preferred Lender Program

Work with local lenders to create a preferred lender program for district staff in advance of 3rd Street sales

For Sale

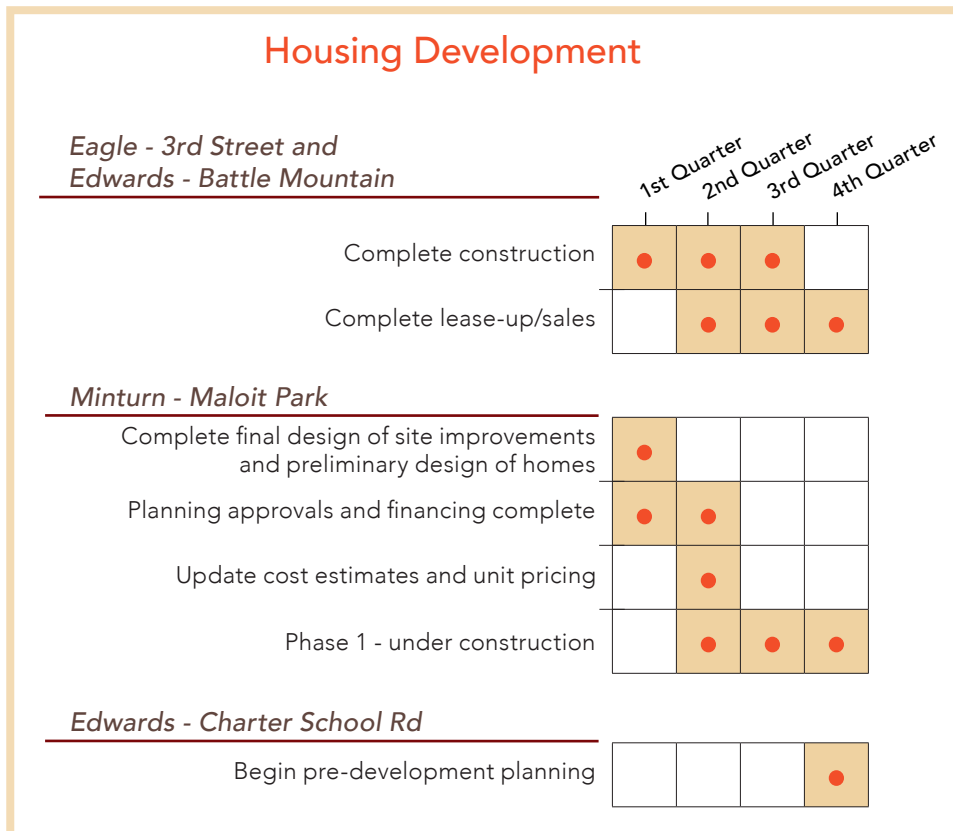
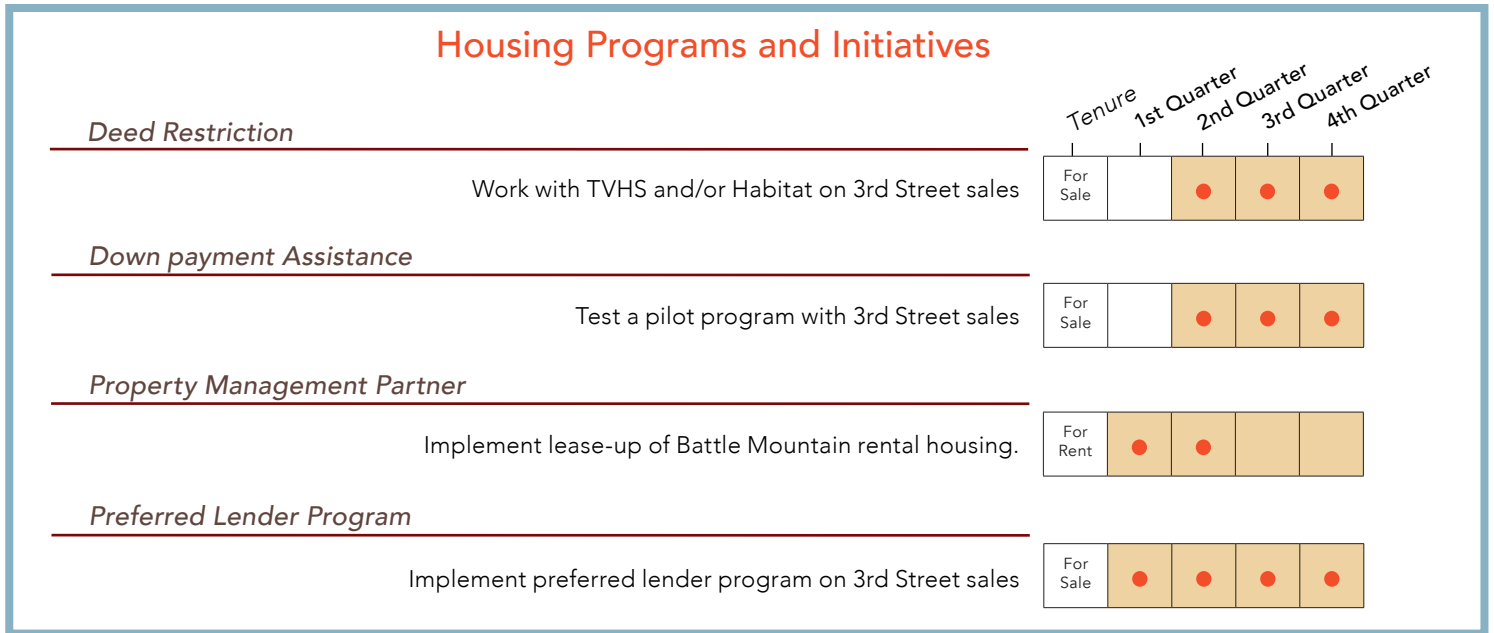
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Year 3 - 2022

The proposed focus for year three is completing construction for two of the small District owned sites at Battle Mountain High School and 3rd Street Campus in Eagle, and successfully leasing and selling the homes created. This year ties together the development and program work that has been in process up to now.

This year, construction is anticipated to begin at Maloit Park for a first housing phase.

As Battle Mountain High School and 3rd Street wrap up, the District should capture lessons learned.



Measures of Success for Year 3:

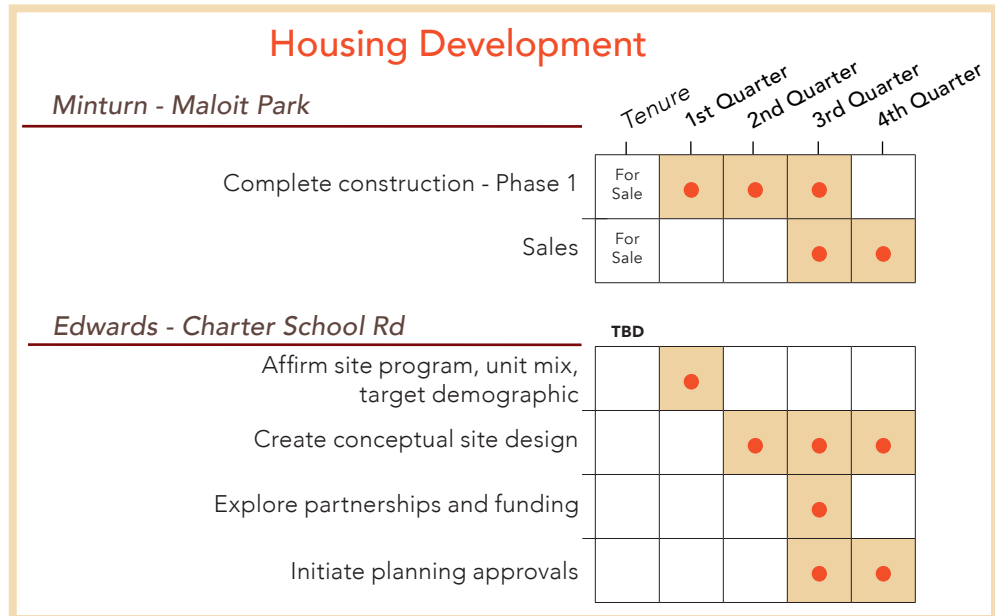
1. 30-40 units for employees receive certificate of occupancy at Battle Mountain High School and 3rd Street
2. Programs, policies, and partnerships in place to support employees successfully leasing/purchasing at Battle and 3rd Street
3. Phase 1 of Maloit Park under construction

Year 4 - 2023

The proposed focus for year four is construction and sales for Maloit Park Phase 1, study/confirm demand and need and if evident prepare development plan in place for the Charter School Road parcel, and continuing with implementation of housing programs created in years one through three.

Measures of Success for Year 4:

1. First phase - 10-20 units for employees sell at Maloit
2. Development plan in place for Charter School Road parcel
3. All priority housing programs and initiatives are now underway

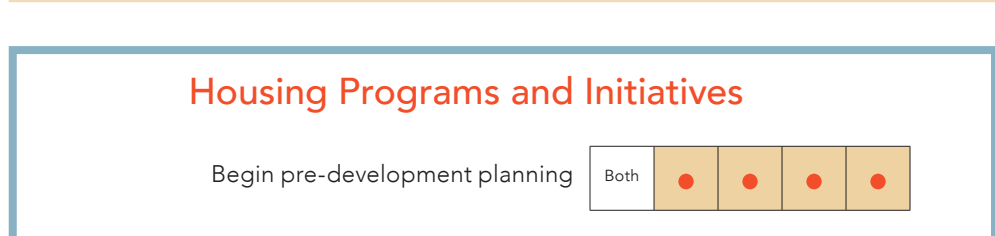
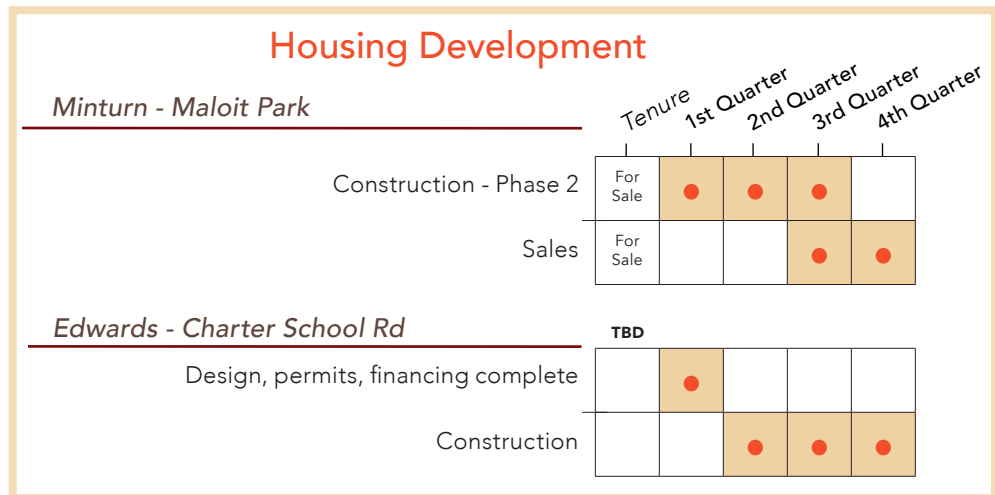


Year 5 - 2024

The proposed focus for year five is construction and sales for Maloit Park Phase 2, and construction start for the Charter School Road parcel. Programs created in years one through three will continue to operate, with acknowledgment that they will be evaluated for effectiveness in year six.

Measures of Success for Year 5:

1. Second phase - 10-20 units for employees sell at Maloit
2. Charter School Road parcel under construction
3. All priority housing programs and initiatives are now underway
4. A total of 50-80 new housing units have been created for employees



Year 6-10

In year six, we are proposing to wrap up development efforts on the top four priority sites, and re-calibrate the Master Plan by updating the employee housing needs assessment, completing an evaluation of longer term land opportunities and assessing the effectiveness of programs that have been created and tested. These efforts will lead to specific details for the work plans of years seven through ten.

Housing Timeline

	2025	2026	2027	2028	2029
Edwards - Charter School Rd	•				
Complete construction and sales/lease up	•				
Minturn - Maloit Park - Phase 2	•				
Complete construction and sales	•				
Update Employee Needs and Strategies	•				
Assess Long Term Land Opportunities	•				
Assess Program Effectiveness	•				
Implement Program Updates/Tweaks		•			
Minturn - Maloit Park - Phase 3					
Complete construction and sales		•			
Pursue Next Priority Site for Housing		•	•	•	•
Partnerships for rentals					
Land Acquisitions			•	•	•

Measures of Success for Years 6-10:

1. 120 housing opportunities created, in alignment with District guiding principles
2. Programs in place are supporting employee recruitment and retention
3. Employees continue to feel favorably about housing projects and programs

Anticipated Sites for Consideration in Year 6

- **Gypsum Residences - Gypsum**
- **Pooh Corner - Minturn**
- **Hay Meadow - Eagle**
- **Homestake Peak - Eagle Vail**

Meeting the Goal of 120 Employee Housing Units

Depending on the timing and number of units created at each site, the district owned land opportunities within this plan may be sufficient to reach 120 units in ten years. However, each project should be evaluated for good land use practice, economic feasibility, and compatibility with context. If lower densities are achieved, or projects progress on slower timelines, it may be necessary to supplement District land with other housing opportunities, including:

1. *Land acquisitions, dedications, or swaps*
2. *Partnering with non-profit or private sector developers building on non-district owned land*
3. *Purchasing existing housing to rent or re-sale to employees*

Partnering with developers for rentals is noted as an ongoing task in years 6-10 to balance the overall mix of district rental and for sale housing. More ownership units are likely to be produced in years one through five. There is a strong pipeline of rental projects pending in the valley; Eagle County School District Employee Housing Needs and Opportunities March 2020 page 38.



Staff from Habitat for Humanity and Eagle County Schools celebrated the ground breaking for the Grace Avenue Residences this past summer. Habitat is developing this neighborhood of twelve homes on land donated by ECS at the IK Bar property in Gypsum.

Acknowledgments

The Board of Education of the Eagle County School District would like to thank all members of the Eagle County School's community who contributed to the preparation of this Housing Master Plan.

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To all of our staff who participated in surveys and outreach during this process.

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